



Recruitment and Selection Process of National Bank Limited

United International University

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Project on “Recruitment and Selection Process of
National Bank Limited”

Submitted To

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Letter of Transmittal

November 30, 2020

Dr. Mohd Hasanur Raihan Joarder

Professor, School of Business and Economics

United International University

Subject: Submission of the project report on “**Recruitment and Selection Process of National Bank Limited**”

Dear Sir,

I have presented my project report, which you had authorized me to prepare in the following pages. This report has given me an opportunity to get a general idea about the recruitment and selection process of National Bank Limited in Bangladesh and also to apply my learning of the theories in Human Resources and Management. I am thankful to you for giving me this opportunity.

I enjoyed preparing the report though it had been a challenge to complete within the given time. In preparing this report, I even have tried my utmost to incorporate all the relevant information and tried to figure out different characteristics.

Thank you

Yours Sincerely,

Shirin Akhter

Id: 111153144

Bachelor of Business Administration (BBA)

School of Business

United International University

Acknowledgement

I have been assigned to accomplish my BBA program through preparing a project report on “**A Project Report Recruitment and Selection Process of National Bank Limited**” by my honorable teacher.

It is really a great pleasure on behalf of me to urge devout, enthusiastic, inspiring and dedicated person like my supervisor. The foremost valuable experience I even have achieved under his supervision through the time spent in United International University will help me to concentrate in my work for the rest of my life.

Through the blessings I even have finished my job but the success are going to be flourished in my practical life in future. I even have tried my best to find out the activities and procedures of various company in several sector in Bangladesh also as within the country of the planet. But what I even have learned may be a part of the program and still so far I am trying to find out.

Within my limited knowledge and knowledge also as my understanding this report has been prepared and that I am really grateful to honorable teacher **Dr. Mohd Hasanur Raihan Joarder**, Professor, School of Business and Economics United International University who gave me the right instructions, information and procedure to organize this project report.

Above all, I might wish to like to acknowledge my parents who gave me support during my research period. Lastly, my heartiest thanks attend others who were involved and helped directly and indirectly in completion of project and preparing this report. Within all of them these wouldn't be made possible.

Executive Summary

As part of my BBA program, I have completed my project on a well-known organization named National Bank Limited. During my project period, I even have gained valuable knowledge and knowledge within the field of Human Resource. So, supported my learning and knowledge from the organization I even have completed my project report on the “Recruitment and Selection Process of National Bank Limited”.

Chapter 1 focus, during this paper I even have tried to focus and analyze the core Human Resource function of “National Bank Limited” and what types of value-added services they’re providing to their employee.

Chapter 2, discussed about organization overview, introduction of the organization, mission vision, objectives and their services.

Chapter 3 illustrate, about literature review, human resource planning, employee remuneration and benefit, performance management, recruitment and selection processes (function, process) and some scholar’s literature review.

Chapter 4 describes recruitment and selection process of National Bank Limited.

Chapter 5 illustrate about questionnaire survey analysis and summary of the questionnaire.

Chapter 6 described about findings.

Chapter 7 discussed about conclusion about the project.

Finally, I even have learnt many aspects of HR, working with different sections of the organization. Mainly working with recruitment and selection section of the organization was an excellent learning opportunity.

Table of Contents

Letter of Transmittal.....	i
Acknowledgement.....	ii
Executive Summary.....	iii
Chapter 1 Introduction.....	2
1.1 Introduction of the Study.....	3
1.2 Background of the Study.....	3
1.3 Significance of the Study.....	3
1.4 Scope of the study.....	4
1.5 Objective of the Study.....	4
1.6 Methodology of the Study.....	4
1.7 Limitation of the Study.....	4
Chapter 2 Organization Profile.....	6
2.1 Heritage of National Bank Limited.....	7
2.2 Vision.....	7
2.3 Mission.....	8
2.4 Mechanisms.....	8
2.5 Management System.....	8
2.6 Organogram of National Bank.....	9
2.7 Hierarchy of National Bank.....	10
2.8 Corporate Social Responsibility.....	11
2.9 Education.....	11
Chapter 3 Literature Review.....	12
Literature Review.....	13
Human Resource Planning.....	13
Employee Remuneration and Benefits Administration.....	14
Performance Management.....	14
Function of Human Resource Management.....	14
Recruitment and Selection Process.....	15
Recruitment.....	15
Factors of Recruitment:.....	15
Sources of Recruitment.....	17
Recruitment Process.....	19

Selection	19
Selection Process	20
Some Scholars Literature Review	22
Chapter-4 Recruitment and Selection of National Bank Limited	24
Recruitment and Selection of National Bank Limited	25
HR Department of National Bank Limited	25
Human Resource Management System.....	25
HRM Functions in National Bank Limited	26
Recruitment Process of National Bank Limited.....	29
Selection Process of NBL	29
Chapter 5 Questionnaire Survey Analysis	33
Questionnaire Survey Analysis.....	34
Summary of Questionnaire Survey Analysis	44
Chapter 6 Findings	45
Findings.....	46
Chapter 7 Conclusion and Recommendation.....	47
Recommendation	48
Conclusion	49
Appendix and References	50
Appendix	51
References	53

Chapter 1

Introduction

1.1 Introduction of the Study

A project report of Bachelor of Business Administration (BBA) course which needs three months attachment with research followed by a report assigned by the supervisor in endorsed by the faculty advisor. I took the chance to try to do my Project in one among the important topics of Human Resource Management.

Under the proper guidance of supervisor and honorable faculty **Dr. Mohd Hasanur Raihan Joarder, Professor, School of Business and Economics, United International University;** I have conducted study on “Recruitment and Selection Process”. My faculty approved the subject and authorized me to organize this report as a part of the fulfillment requirement and gave me proper guidance and assistance over time.

1.2 Background of the Study

Project program is crucial part of BBA program. Theoretical sessions can make business student efficient and excellent in handling the real-life business situation. I want proper application of my knowledge to achieve some benefits from my theoretical knowledge to make it more meaningful. This report, “**Recruitment and Selection Process of National Bank Limited**” has been prepared to satisfy the partial requirement of BBA program as a mean of Project program. I have not only learned about the activities and operations of correspondent Bank, but also gathered some knowledge about the HR department of banking sector from my project period.

National Bank Limited pursues decentralized management policies and adequate work freedom to the workers. This results in less pressure for the workers and works as a motivational aid for them, also gives them encouragement and inspiration to move towards success.

1.3 Significance of the Study

This report has been made as a partial requirement of 4 years BBA graduation program. After 1.5 years, I will be going to job market and competing with graduates from other universities for getting job. For getting an expected job, I have to be concerned about job market condition from today. Going to prepare recruitment and selection process in organizations as a Human Resource Department, I acquired required knowledge about Bangladeshi organizations recruitment and selection process that help us to perceive a standard picture about recruiting and selection process of different organizations in Bangladesh. I can identify my lacking while preparing myself for future job market.

1.4 Scope of the study

As I visited National Bank Limited, Asad Gate Branch, the scope of the study was only limited due to some restrictions. The report doesn't cover all the functions of Human Resource Management of National Bank Limited. Rather it discusses mainly the recruitment and selection procedure of the bank. The Head Office at Motijheel Branch does all the recruitment and selection processes.

1.5 Objective of the Study

- To understand the management policy of a bank.
- To know the objectives and planning of a bank.
- To be conversant with the banking sector.
- To gather comprehensive practical knowledge on the entire banking function.
- Critically analyze the functions and thus operation of each level of the National Bank Limited.
- To complete the partial requirement of BBA degree.

1.6 Methodology of the Study

In collecting the important data, a special care has been taken in order that all the variables don't affect the objectives of the study. I prepared this report after descriptive studies and partially casual studies. Data needed for conducting the study are collected from the subsequent sources.

a) Primary source- To gather the first data necessary for this report I met different officers, asked them questions and then they shared their experiences. After reading this report, one can easily understand the general description of the initial and present status of the NBL.

b) Secondary source-

- Annual reports of NBL;
- Brochures of National Bank Limited different reference books;
- Study of related books, thesis papers, articles from online (Google Scholars), Publication of statement.

1.7 Limitation of the Study

The main limitation of the study occurred during the gathering of data because most of the knowledge are confidential. Besides this, the opposite limitations are:

- **Time Limitation:** To finish the study, time was limited by three months. It had been really very short time to understand details about the general recruitment and selection process of NBL.
- **Inadequate Data:** Some desired information couldn't be collected for their confidentiality of business. This report didn't cover all the function of Human resources that followed in NBL Bank.
- **Lack of Record:** Unavailability of sufficient written documents as needed for creating a comprehensive study. In many cases up-to-date information wasn't available.
- **Lack of Experiences:** Being a firsthand researcher of the organization; it had been impossible on my precise a number of the sensitive issues because it requires.

Chapter 2

Organization Profile

2.1 Heritage of National Bank Limited

National Bank Limited was established because initially the private sector bank fully owned by Bangladeshi entrepreneurs. NBL has been increasing because the foremost important private sector Bank with the passage of sometime even after facing many stress and strains. The board of directors are innovative business person and manufacturer of the country. As a financial organization, they automated all its branches with computer networks in accordance with the competitive commercial demand of sometime.

The President of the People's Republic of Bangladesh Justice Ahsan Uddin Chowdhury formally established the bank on March 28, 1983. But the mother branch at 48, Dilkhusa Commercial Area, Dhaka started its commercial operations on March 23, 1983 and thus the 2nd Branch was opened on 11th May 1983 at Khatungonj, Chittagong.

At present, NBL has been carrying on business through its 203 Branches & Agri Branches spread everywhere over the country. Its drawing arrangements with 415 correspondents in 75 countries of the earth, also like 37 overseas Exchange Companies located in 13 countries. NBL was the primary domestic banks to introduce international Master Card in Bangladesh and also, they introduced the Visa and Power Card. The Bank has in its use the foremost recent information technology services of SWIFT and REUTERS.

NBL concentrated on all key areas covering capital adequacy, maintaining good asset quality, sound management, satisfactory earnings, and liquidity. The Transparency and accountability of a financial institution are reflected in its Annual Report containing its record and Profit and Loss Account. NBL was awarded by the Institute of Chartered Accountants of Bangladesh, Crest in 1999 and 2000, and Certificate of Appreciation in 2001.

The Bank features a strong workforce of highly qualified and experienced professionals, alongside an efficient Board of Directors who play a main role in creating and implementing policies.

2.2 Vision

Ensuring sky-high standard of clientele services through the sole application of latest knowledge technology, building due contribution to the economy and forming ourselves dynamically reception and abroad as a front-ranking bank of the country are our cherished vision.

2.3 Mission

Efforts for expansion of our activities at home and abroad by adding new dimensions to our banking services are being continued unabated. Alongside, we are also putting highest priority in ensuring transparency, accountability, and improved clientele service as well as to our commitment to serve the society through which we want to get closer and closer to the people of all strata. Winning an everlasting seat in the hearts of the people as a caring companion in uplifting the national economic standard through continuous up gradation and diversification of our clientele services in line with national and international requirements is the desired goal we want to reach.

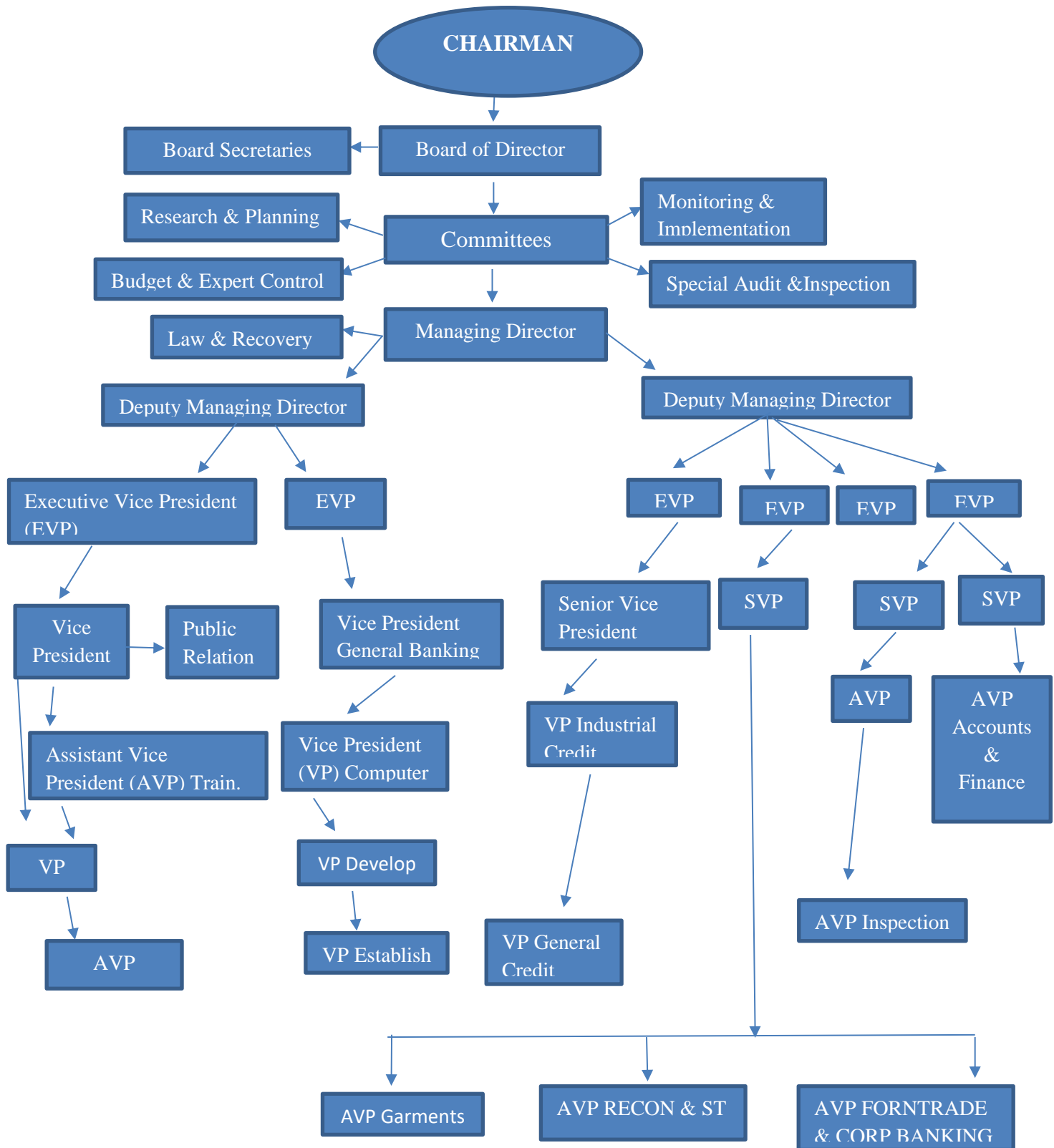
2.4 Mechanisms

- To identify customers credit and other banking needs and monitor their perception towards our performance in meeting those requirements.
- To cultivate a working environment that fosters positive motivation for improved performance.
- To increase direct contact with customers so as to cultivate a better relationship between the bank and its customers.
- To review and update policies, procedures and practices to elevate the power to increase better services to customers.
- To train and develop all employees and supply adequate resources in order that customer needs are often responsibly addressed and; to strive for customer satisfaction through internal control and delivery of timely services.

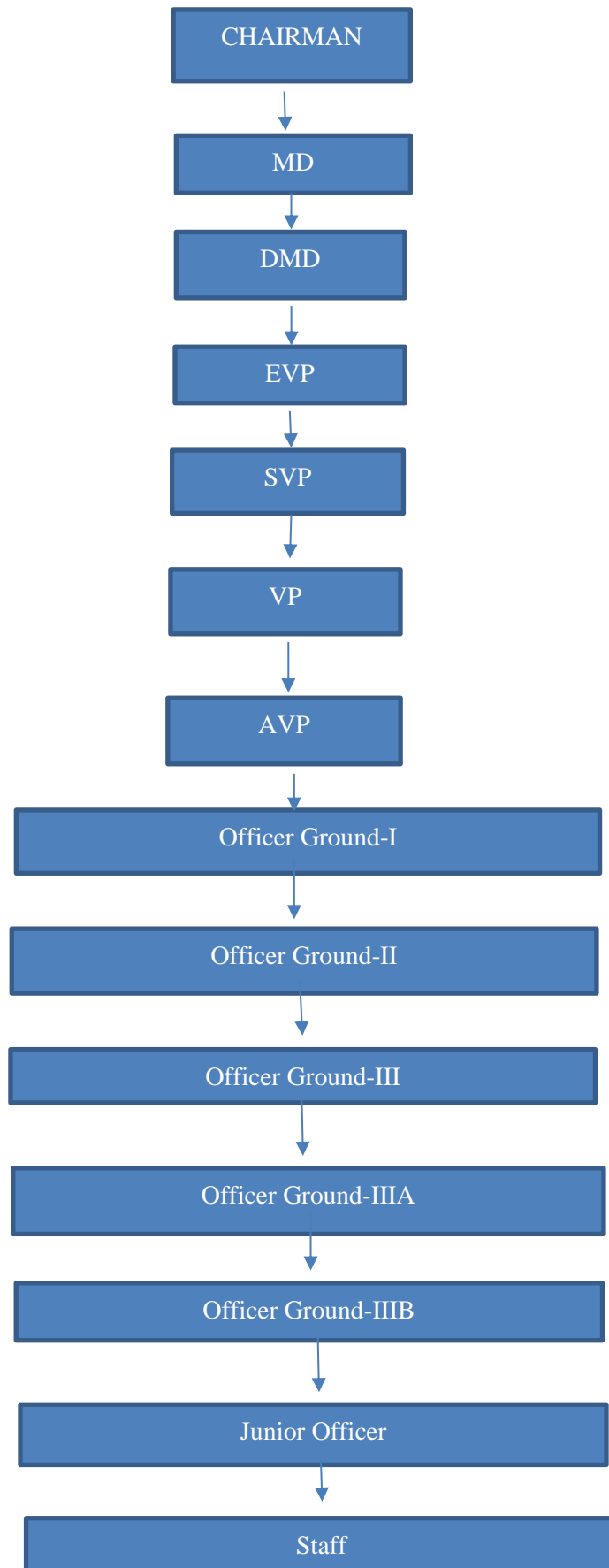
2.5 Management System

The Director (MD) of NBL is that the Chief Executive of the Bank. He's liable for administering the business affairs of the Bank. He's also concern with planning and implementing. He could also be appointed on contractual basis surely period. Under the leadership of director, there are three Deputy Managing Director (DMDs), sixteen divisions are found in NBL, each division is led by either an Executive Vice President (EVP) or Senior Vice President (SVP) or Vice President (VP).

2.6 Organogram of National Bank



2.7 Hierarchy of National Bank



2.8 Corporate Social Responsibility

Earning the very best level of trust require the balanced provision of useful to four constituents; customers, shareholders, market environment & amp, society and employees. Through this process, the bank aims to contribute to the sustainable development of society as an entire, and to satisfy Corporate Social Responsibility (CSR). The bank has taken powerful inventiveness in various areas for attaining greater social goals. To strengthen CSR activities, the bank has focused in the areas of employment, education, sports & amp, cultural activities, and disaster relief. Employment NBL has been continuously creating new fields of employment annually by way of expansion of its business activities a branch network in 2008, the bank created employment for 305 personnel's.

2.9 Education

National Bank Foundation was established in 1989 for accomplishing duty for welfare of the society. It's been running the National Bank Public School and College in Moghbazar, Dhaka where about 1000 students are studying within the School section from class I to class X, while 140 students at the college section. In 2012 79 students appeared at the SSC Examination and 45 students appeared at the HSC Examination and both the examination 100% came out successfully. The bank has been cooperative forthcoming graduates of recognized universities for completing their internship. NBL also awarded stipend and scholarship to the brilliant children of the workers of the bank.

Chapter 3

Literature Review

Literature Review

Each organization works towards accomplishing their vision. An equivalent achieved by formulation of certain strategies and implementation of an equivalent, which is completed by the HR department. At the inspiration of this strategy formulation lie different processes and therefore the effectiveness of the previous lies within the diligent design of those processes.

The following are the varied HR processes:

1. Staff planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).
2. Employee remuneration and Benefits Administration.
3. Performance Management.
4. Employee Relations.

The efficient designing of those processes aside from other things depends upon the degree of correlations of every of those.

Human Resource Planning

Human resource planning (HRP) is that the continual process of systematic planning that leads toward achieving the very best use of an organization's most precious asset which is their quality employee. Human resource planning ensures the simplest fit between employees and jobs while avoiding the shortages or surpluses of employees. There are four main steps to the HRP process. They include scrutinize present labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational goals. HRP may be crucial investment for any business because it allows organizations to remain both productive and profitable.

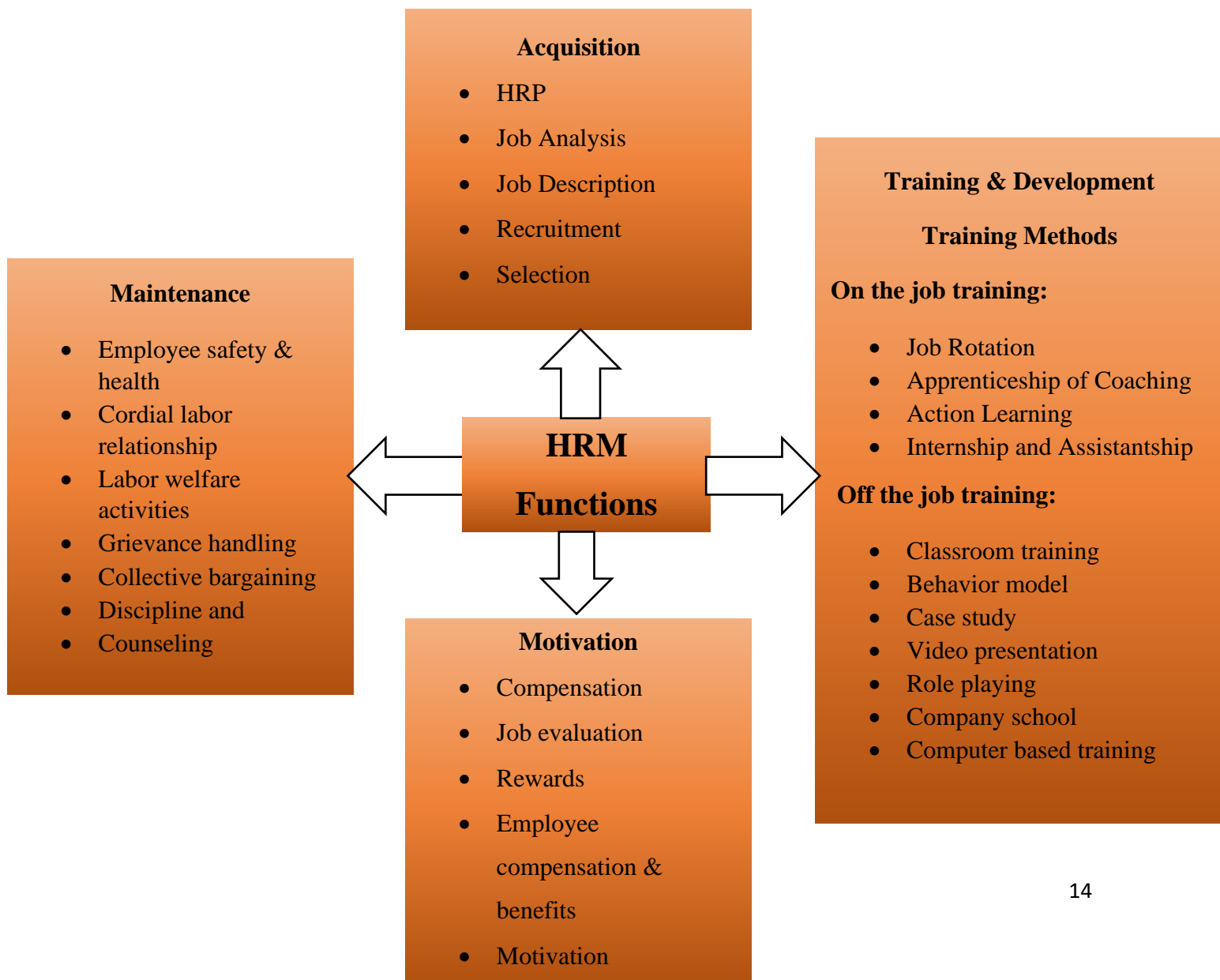
- **Recruitment:** It aims at attracting potential employees that match a selected job criterion.
- **Selection:** This is another subsequent level of filtration which focuses at short listing candidates who are the closest match in job specifications, expertise and potential for surely job.
- **Hiring:** Deciding upon the ultimate candidate who will get the work.
- **Training and development:** Those processes that employment on an employee onboard for improving his skills and talent.

Employee Remuneration and Benefits Administration: This process involves deciding upon salaries and wages, incentives and other benefits, performing employees seek raises, better salaries and bonuses.

Performance Management: It helps the organization to coach, motivate and reward workers. It ensures that the organizational goals are fulfilled efficiently. The method not only includes the workers but also include a department, product, and service or customer process; all towards enhancing or adding value to them.

Employee Relations: Employee relations include Labor Law and Relations, Working Environment, Employee health and safety, Employee-Employee conflict management, Quality of labor life, Workers compensation, employee wellness and assistance programs, Counseling for occupational stress.

Function of Human Resource Management



Recruitment and Selection Process

Recruitment

Formal definition of recruitment states that it is the process of finding and attracting capable applicants for employment. The process starts when new recruits are sought and ends when their applicants are submitted. The outcome is a pool of applicants from which new employees are selected. In the other word we can say that, the process of identifying and hiring the best qualified candidate (from within or outside of an organization) for a vacancy, in a most timely and cost-effective manner.”

According to **Werther & Davis**, “Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies.”

According to **John Douglas**, “Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected”.

Recruitment may be a continual process where the corporate initiates to develop a pool of qualified applicants for the longer term human resource requirements for all that specific vacancies don’t remain. Usually, the recruitment process starts when a manger starts accepting an employee requisition for a specific vacancy or an anticipated vacancy.

Factors of Recruitment:

Recruitment is naturally subject to influence of several factors. Recruitment includes external as well as internal forces as stated in a graph:

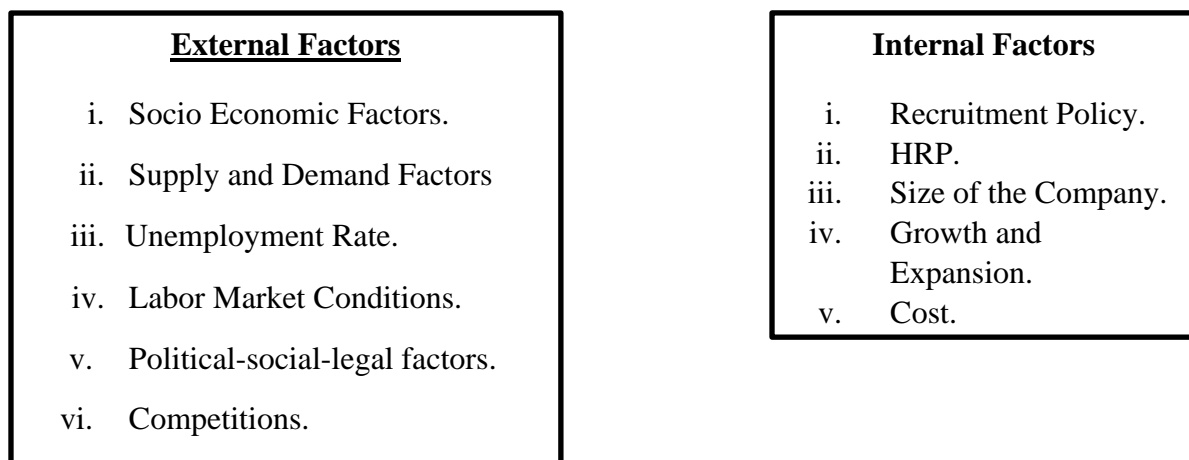


Figure: Factors of Recruitment

➤ **External Factors**

- i. **Socio Economic Factors:** The economic trends can influence both the number of people pursuing certain occupations for their services. During this century, the rapid pace of technology change has accelerated these trends.
- ii. **Supply and Demand:** If the demand of a particular skill is high relative to supply, an extraordinary recruitment effort may be required.
- iii. **Unemployment Rate:** When the unemployment rate is inflated, the company's recruiting process may be simpler on the hand, as the employment rate falls, recruiting efforts must be increased and new sources must be explored.
- iv. **Labor Market Condition:** Labor market rate conditions in a local area are of primary importance in recruiting for most non-managerial supervisory and middle management position.
- v. **Political-social-legal Factors:** Reservation of jobs for minorities, other backward classes are a political decision. There is a robust case for giving preference to people pouring from underprivileged sections of the society.
- vi. **Competitors:** The recruitment policies of the competitors also put an impact the recruitment functions of the organization. To face the competitors, repeatedly the organizations need to change their recruitment policies being followed by the competitors.

➤ **Internal Factors**

- i. **Recruitment Policy:** Most organizations have a policy on recruiting internally (from own employees) or externally (from outside of the organization). Generally, the policy is to prefer internal sourcing, as their employees know the company well and can be recommended.
- ii. **Human Resource Planning (HRP):** Effective HRP greatly facilitates the recruiting efforts.
- iii. **Size of the Company:** Size is another internal factor having its influence on the recruitment process. An organization with 100, 000 employees will find recruiting less problematic than an organization with just 100 employees.
- iv. **Growth and Expansion:** A corporation registering growth and expansion will have more recruiting available than the one which finds its fortunes declining.

Sources of Recruitment

Sources of recruitment can be classified in two ways. They are:

Internal Sources
➤ Previous Application
➤ Employee Referrals
➤ Present Employees
➤ Former Employees

External Sources
➤ Professional or Trade Association
➤ Advertisements
➤ Campus Recruitment
➤ Walk-ins, Write-ins, Talk-ins
➤ Consultations
➤ Radio and Televisions
➤ Acquisition and Mergers
➤ Competitors

Table-3: Sources of Recruitment

Internal Sources of Recruitment

- **Previous Application:** Although not truly an internal source, those that have previously applied for jobs are be contacted by mail, a quick and inexpensive way to fill an unexpected opening. Although “walk-ins” are likely to be more suitable for filling unskilled and semi-skilled jobs, some professional opening are often filled by applications to previously jobs.
- **Employee Referrals:** Employees can develop good prospects their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction, and even encouraging them to apply.
- **Present Employees:** Promotion and transfers from among the current employees can be a good source of recruitment.
- **Former Employees:** Some retired employees may be waiting to come back to work on a part basis or may recommend someone who would be interested in working for the company.

External Sources of Recruitment

- **Professional or trade Association:** Many associations provide placement services for their members.
- **Advertisements:** These constitute a well-liked method of seeking as many recruiters prefer advertisement because of their wide reach.
- **Campus recruitment:** College, Universities, research laboratories, sports field and institutes are fertile ground for recruiters, particularly the institute.
- **Walk-ins, Write-ins, Talk-ins:** The foremost common and least expensive approach for candidates is direct applications, during which job seeking submit unsolicited application letters or resumes.
 - Write-ins* are those that spend written enquiries. These job seekers are asked to finish applications forms for further processing.
 - Talk-ins* is becoming popular now each day. Job candidates are required to satisfy the recruiter for detailed talks.
- **Consultations:** There are consulting agencies in the professions who are retained by organizations for recruiting and selecting managerial and executive personnel.
- **Radio and Televisions:** Radio and television are used but cautiously, which too, by government departments only.
- **Acquisition and Mergers:** When organizations are combined into one, they have to handle a outsized pool or employees, a number of whom may not be necessary within the new organization however; news jobs could be created also.
- **Competitors:** Rival organizations are often a source of recruitment. Popularly mentioned to as “poaching” or “raiding” this method involves identifying the right people in rival companies offering them better terms.

Recruitment Process

The recruitment process as stated below in a graph:

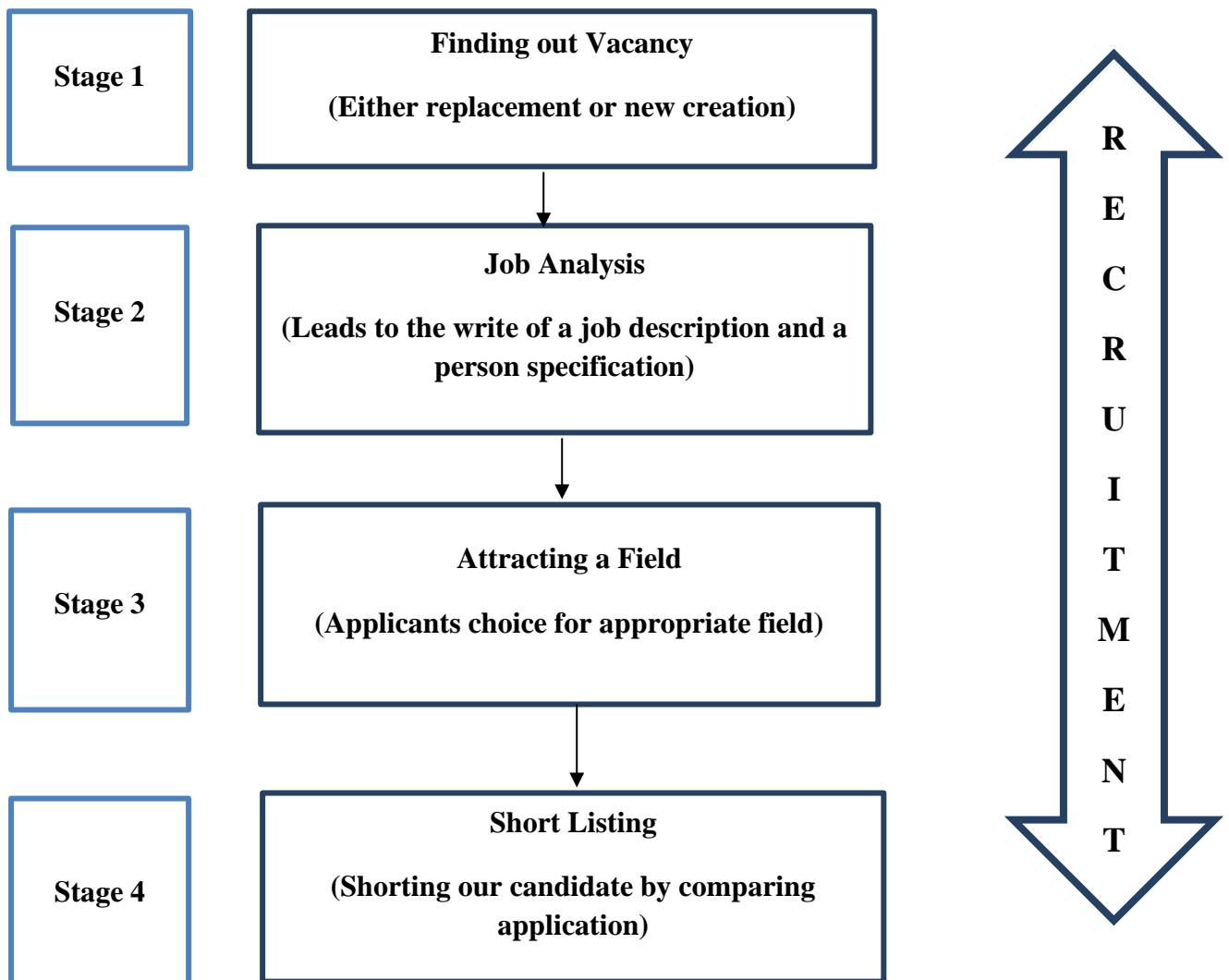


Figure: Recruitment Process

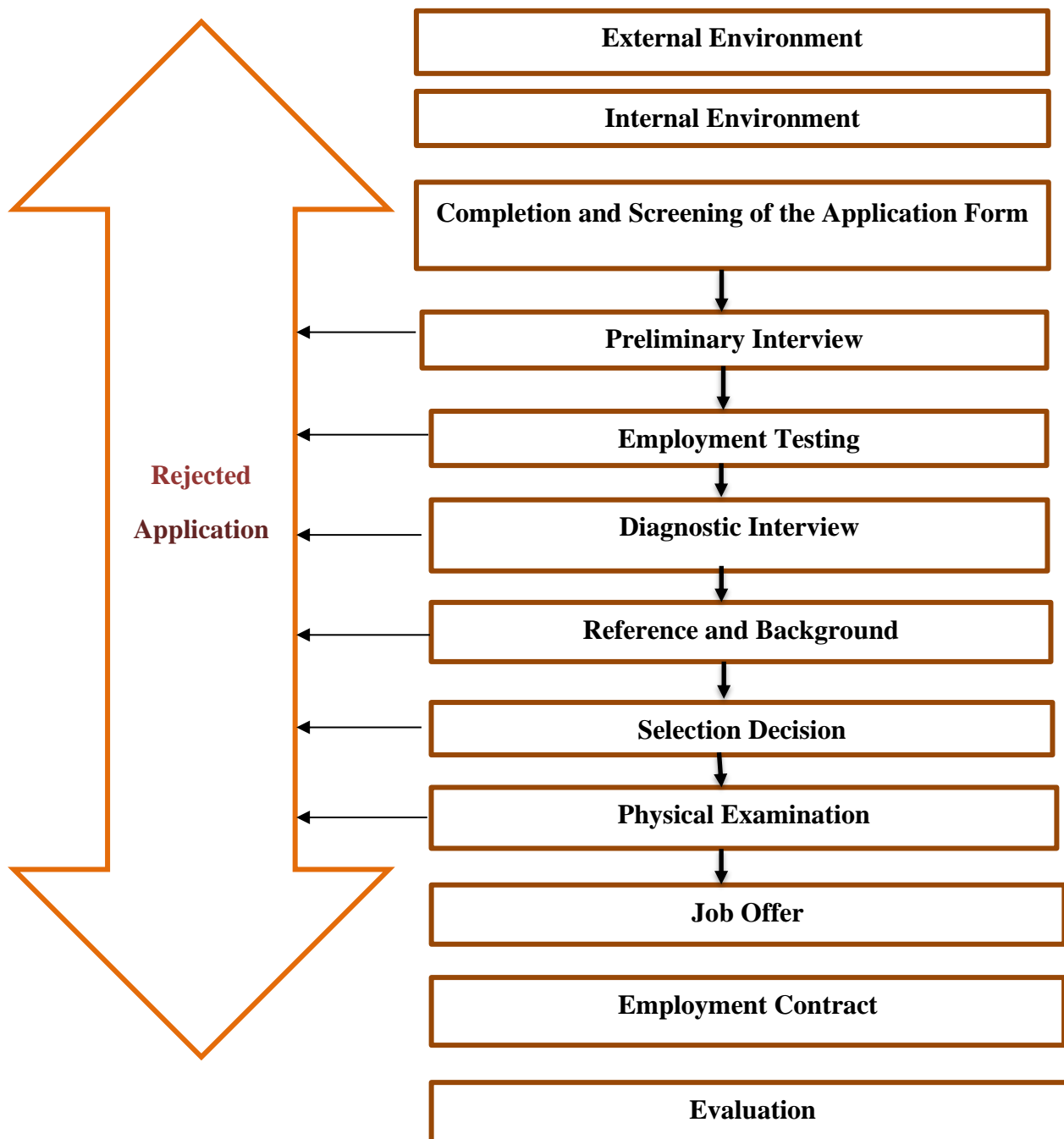
Selection

Selection is the process of choosing individuals (out of the pool of job application) with necessary qualifications and competencies to fill jobs within the organization. A proper definition of selection is “Selection is the process of differentiating between applicants in order to find out those with a greater likelihood of success in a job.

According to **Dale Yoder**, “Selection is a process by which candidates are divided into class those who will be offered employment and those who will not”.

Selection is the process of gaining and using information about job applicants in order to determine who should be hired for long-term and short-term positions. The ways of interviewing and evaluating candidates for a selected job and select an individual for employment based on certain criteria. Employee selection can start from a simple process to a very complicated process depending on the company hiring and the position. Certain employment laws like anti-discrimination laws must be obeyed during employee selection.

Selection Process



- a) **Completion and Screening of the Application Form:** Application form provides basic employment information required for later steps of the selection process and can be used in screening out uncertified applications.
- b) **Primary Interview:** It is used to determine whether the applicant's skills, abilities and job performances match with the job specification in the organization, to explain to the applicant the jobs available and their requirements and to answer any questions the applicant has the available jobs or the employer.
- c) **Employment testing:**
 - **Aptitude Testing:** It measures an individual's ability to learn and do a job.
 - **Psychological test:** It attempts to measure personality characteristics, emotional stability, tolerance, capacity to get along, habits, hobbies, maturity and psychoneurotic and psychotic tendencies.
 - **Interest test:** These are designed to determine how a person's interests compare with the interest of successful people in specific job.
- d) **Diagnostic Interview:** The diagnostic interview is applied by most organizations as a vital step in the selection process. Its purpose is to put in information gained in the other steps in the selection process to determine the appropriateness of an applicant for a specific job opening in the organization.
- e) **Reference and Background Analysis:** Many workers need to give names, address, and telephone numbers or reference for the purpose of verifying information and gaining additional background information for an applicant.
- f) **Selection Decision:** After receiving information through the previous steps, selection decision is the most crucial of all steps that must be made. The HR manager plays a crucial role in the final selection.
- g) **Physical Examination:** There are many objectives behind a physical test. One reason for physical test is to identify if the individual carries any infectious diseases or not. Second reason for the test is that it assists in deciding whether an applicant is physically fit to perform the work. Third reason is that the examination result may be used to determine if there is certain physical incapability that might hamper the performance of the employees.
- h) **Job Offer:** Job offer is made by giving an appointment letter. Appointment letters usually consist of the joining date by which the appointee must report on duty. The appointee is given reasonable time for reporting.
- i) **Employment Contract:** After the candidates accept the offer, certain documents need to be executed by both the employer and the newly recruited. A contract of employment

needs to be prepared. The fundamental information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the usual headings.

- Job;
- Duties;
- Data when continuous employment begins and the basis for calculating service;
- Rate of pay, allowance, overtime and shift rates, methods of payments;
- Working hours include lunch break and overtime and shift arrangements; and
- Holiday arrangements.

Some Scholars Literature Review

Edwin Flippo defines recruitment and selecting process as “A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.” According to **Korsten (2003)** and **Jones et al. (2006)**, “Human Resource Management theories highlight on techniques of recruitment and selection and layout the satisfaction of interviews, assessment and psychometric examinations as employee selections as employee selection process”.

According to **Dave Bartram in 2000**, “The Internet has already had a dramatic impact on the way in which recruitment and selection are carried out in North America, and the impact is progressively being felt in terms of changes in practice in Europe and Asia-Pacific”.

Recruitment and Selection policy of Al Arafah Islami Bank, 2020

The intern shared that recruitment and selection process in **Al Arafah Islami Bank**. AIBL provides equal chances for all citizens. The company follows for recruitment and selection processes such as; hiring need as per plan, plan for hiring as per need, internal circular 20, sorting of CVS (Consumer Value Stores), call for interview, candidate selection through rating forms, appointment letter, orientation training, job placement, performance evaluation and feedback.

Considering **Schuler et al. (1993)** first, his model of ‘social validity’ postulates that four components influence the perceived acceptability of selection: the presence of job and organizational relevant information; participation by the applicant in the development and execution of the selection process; transparency of the assessment so that applicants understand the objectives of evaluation process and its relevance to organizational requirements; and

provision of feedback with appropriate content (e.g., open, honest, developmental) and form (e.g., comprehensible, considerate, facilitative).

Arvey and Sackett (1993) proposed that the perceived fairness of the process can be influenced by the content of selection (e.g., job relatedness, thoroughness of knowledge, skills and ability coverage, invasiveness of questions, and ease of faking answers), an understanding of the system development process, the administration of the selection procedures (e.g., consistency, confidentiality, opportunity for reconsideration, and prior information) and the organizational context (e.g., the selection ratio).

Iles and Robertson (1997) suggest that the impact of the decision is mediated by reactions to the process. It is suggested that various features of the selection method (e.g., intrusiveness, face validity, job relevance, feedback) influence applicants cognitive towards the process. These reactions are hypothesized in turn to influence various outcomes (e.g., organizational commitment, self- esteem, job and career withdrawal), moderated by the career stage and personal characteristics of the individual.

(Adams 1965; Deutsch, 1975), Distributive justice focuses on the fairness of outcome distributions and is determined by three distributive rules: equity, equality and need. According to **Gilliland (1993)**, in selection, this refers to the extent to which the decision is deserved based on past success, experience and qualifications.

Chapter-4

Recruitment and Selection of National Bank Limited

Recruitment and Selection of National Bank Limited

HR Department of National Bank Limited

Each and every organization is composed of people. Acquiring their services, developing their skills, motivating them to high level of performance and ensuring that they still maintain their commitment to the organization are essential to realize organizational objectives. Getting and keeping the desirable people is the most vital thing for any organization. HR department of any organization ensure these things.

NBL invest extensively in its human resource development to build its employees capabilities. The goal is to empower staff and make a culture that encourages and rewards staffs for his or her commitment, creativity and team add order to reply rapidly to the ever-changing customer needs and the market place. Now the NBL is trying to apply all sorts of modern HR activities related to their organization in order to achieve its mission.

Human Resource Management System

In Human Resource Management System (HRMS), implementations to carry of business processes and analytical capabilities that features a broad set which spanning the worker life cycle, from engaging and on boarding, personnel and satisfaction administration, compensation, payroll, compliance, administration management, succession planning, and career development.



Figure: Human Research Management System

HRM Functions in National Bank Limited

HR department of NBL performs sort of activities such as:

- Recruitment and Placement
- Training and Development
- Asserting Smooth Workflow within the Organization
- Performance Appraisal System
- Supervise the workers
- Offer Attracting Compensation and Benefit Package
- Maintain the Daily Attendance
- Provide Intrinsic Benefit
- Review the Salary Structure
- Review and Propose the upcoming Budget
- Perform the executive Activities for Smooth Functioning
- Create an honest working Environment

Recruitment of National Bank Limited

Recruitment is that the procedure of locating qualified people and motivating them to apply for work with the institution. Recruiting is that the activity of finding possible candidate for actual or anticipated organizational vacancies. Or from another perspective, it's a linking activity bringing together those with jobs to fill and other people with jobs to fill and other people seeking jobs.

Objective of recruitment at National Bank Limited

- To attract people with multi-dimensional skills and experience that suits the present and future organizational strategies.
- To introduce outsiders with a new perspective to lead the organization.
- To develop an organizational culture that attracts competent people to the organization.
- To search or head hunt people whose skills fit the NBL values.
- To anticipate and find people for positions that does not exist yet.

NBL considers two factors that affecting recruitment. These are:

1. Internal factors
2. External factors

Internal Factors

The internal factors include the organization's pay package including salary, fringe benefits and incentives, quality or work life, organizational culture, career planning, growth opportunities, size of the organization, company's services, organization's growth rate and cost of recruitment.

The internal factors are:

- Quality of work life.
- Organizational culture.
- Career planning.
- Company's size.
- Company's growth rate.
- Cost of recruitment.
- Organizational name and frame.

External Factors

The external factors include employment opportunities and/ or percentage, market conditions, political and legal requirement and government policies, social factors, data system etc.

The external factors are:

- Socio economic factors.
- Employment rate.
- Market conditions.
- Political, legal requirement and government factors.
- Competitors.

Sources of National Bank Limited

The sources of recruitment are broadly classified into internal sources and external sources.



Figure: Sources of Recruitment

Internal Sources

- **Promotion:** Most of the internal candidates would be stimulated to require up higher responsibilities and express their willingness to be engaged in their higher-level jobs if management gives them the assurances that they are going to be promoted to subsequent higher level.
- **Transfer:** It's another major source of internal recruitment. Employment are going to be stimulated to figure within the new sections or places if management wishes to transfer them to the places of their choice.
- **Job Posting:** Sometime NBL publicize the open job to employees often by literally posting it on bulletin boards or intranets and listing the job attributes, like qualifications, supervisor, work schedule and rate of pay.

External Sources

- **Consulting the CV Bank:** The unsolicited applications stored within the info are consulted. If the quality of a private matches with the requirements mentioned within the position description, then he/she is known as for interview.
- **Advertisement on Local Papers:** NBL gives advertisements on local papers to draw in the skills from the market. NBL puts advertisements within the newspaper to draw in the simplest potentials among all the others
- **Website:** NBL thinks that newspaper ad may be a traditional method for recruiting. So now they recruit employees by website. NBL uses own website for the recruitment process. They did contract with www.bdjjobs.com for his or her online recruitment.

- **Personal Contact:** Sometimes NBL recruits some sorts of employees by the private contact with the opposite organization employees. This sort of recruitment process involved only top management and HR manager.

Internship Method: Internship is another method which is employed by NBL recently. Now NBL is interested to offer internship opportunities to graduate and postgraduate students.

Recruitment Process of National Bank Limited

The recruitment processes of NBL are given below:

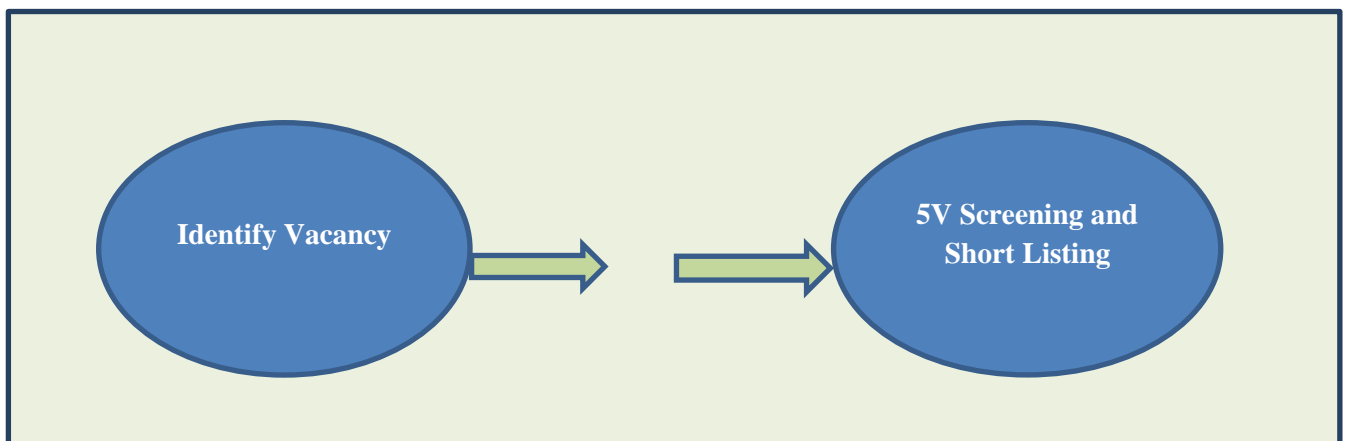


Figure: Recruitment NBL

- ❖ **Identify Vacancy:** The recruitment process begins with the human resource department receiving requisitions for recruitment from various department or branches of the organization.
- ❖ **Employee Reference:** Sometimes National bank HR manager and top-level management accept department heads or branches responsible recommendations of an individual. Employee reference also may have acquired more accurate information about their potential jobs in NBL.
- ❖ **Evaluation of CV:** The HR department evaluates the CV of requested employees and creates a shout list. They screen the CV consistent with their requirements like age, education, experience etc.

Selection Process of NBL

Once a pool of candidates has been completed subsequent stage to select the person for the work to understand the organizational goal. The organization gives importance to solution process because the results of process. The upper performance of employees' shows the upper performance of organization, which can achieve its goodwill and therefore the other way around. Further effective screening leads towards cost minimization. Finally, the organization gives this process importance to satisfy legal formalities also.

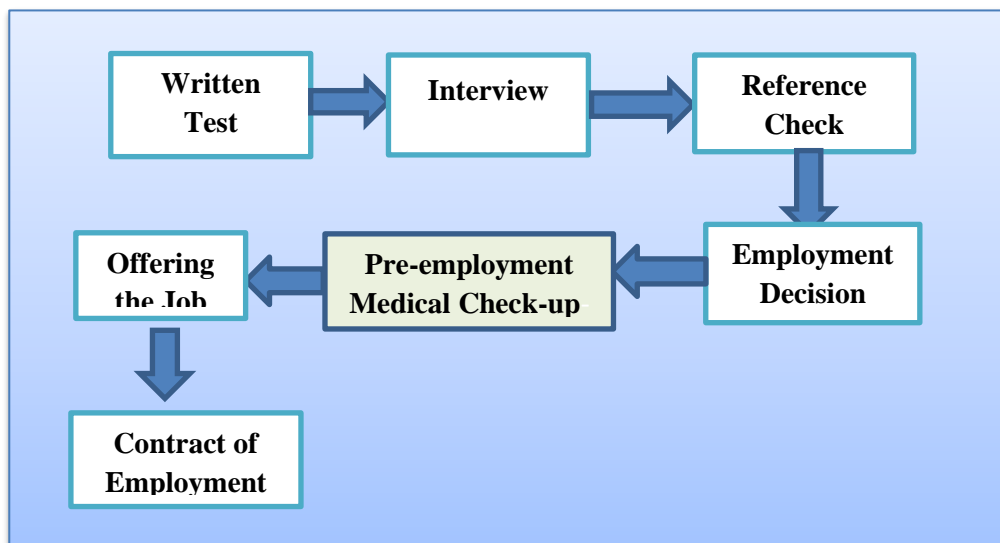


Figure: Selection Process of NBL

➤ Written Test

- Knowledge in English: The candidates must have an honest knowledge in English.
- General Intelligence, Knowledge and Numeracy: This selection will have some questions associated with intelligence, knowledge and numeracy.
- Computer Skill: There'll have questions associated with computer skills.
- Knowledge in Relevant Functional Area: The candidates need to face some questions that related to the relevant functional area.

➤ Interview

The interview panel authorized by the MD will finalize its recommendation as soon because the interviews are completed. No expenses are going to be reimbursed to the candidate to attend interview/ written test. After the first interview, it is going to be decided to place the short-listed candidates to written tests. It's supported on the results

of written test and/or interview results, the short-listed candidates are going to be chosen for final selection.

➤ **Reference Check**

This is the stage where authority takes the initiative to consult with the examiner about the details of candidate. On the basis of the given information they continue the further steps to get right candidate.

➤ **Employment Decision**

If the candidates have no problem with the stated terms and condition of the job and the organization mentioned and discussed in the final interview.

➤ **Pre-employment and Medical Check-up**

Nobody shall be appointed within the service of the organization unless the person has been certified physically fit by a professional medical person acceptable to the organization or as define by the organization list of authorized physician/hospital/clinic are going to be provided by the HR Division at Head Office.

➤ **Offering the Work**

Once the health checks up is completed, the candidates are going to be issued with a letter of Appointment, specifying the:

- Salary Package.
- Post or position of the job.
- Reporting date and time.
- Service benefits.
- Validity of employment offer.

Even at this stage the chosen candidates have the prospect to withdraw her/himself from the work offer, the candidate is usually liberal to discuss whatever difficulty may arise regarding pay structure/facilities etc. the door of HR is kept open for any kind of relevant discussion.

➤ **Contracts of Employment**

On the idea of fulfillment of requirement, the NBL authority either offers contractual appointment or regular appointment. The organization finally initiates to perform the deed or contract with the finally selected employees.

Concluding the Selection Process

Contrary to popular perception, the selection process won't end with executing the utilization contact. There's another step a more sensitive one-reassuring those candidates who haven't been selected. Such candidates are told that they weren't selected, not due to of any serious deficiencies in their profiles didn't match the wants of the organization. They're told that those that were selected were done purely on relative merit.

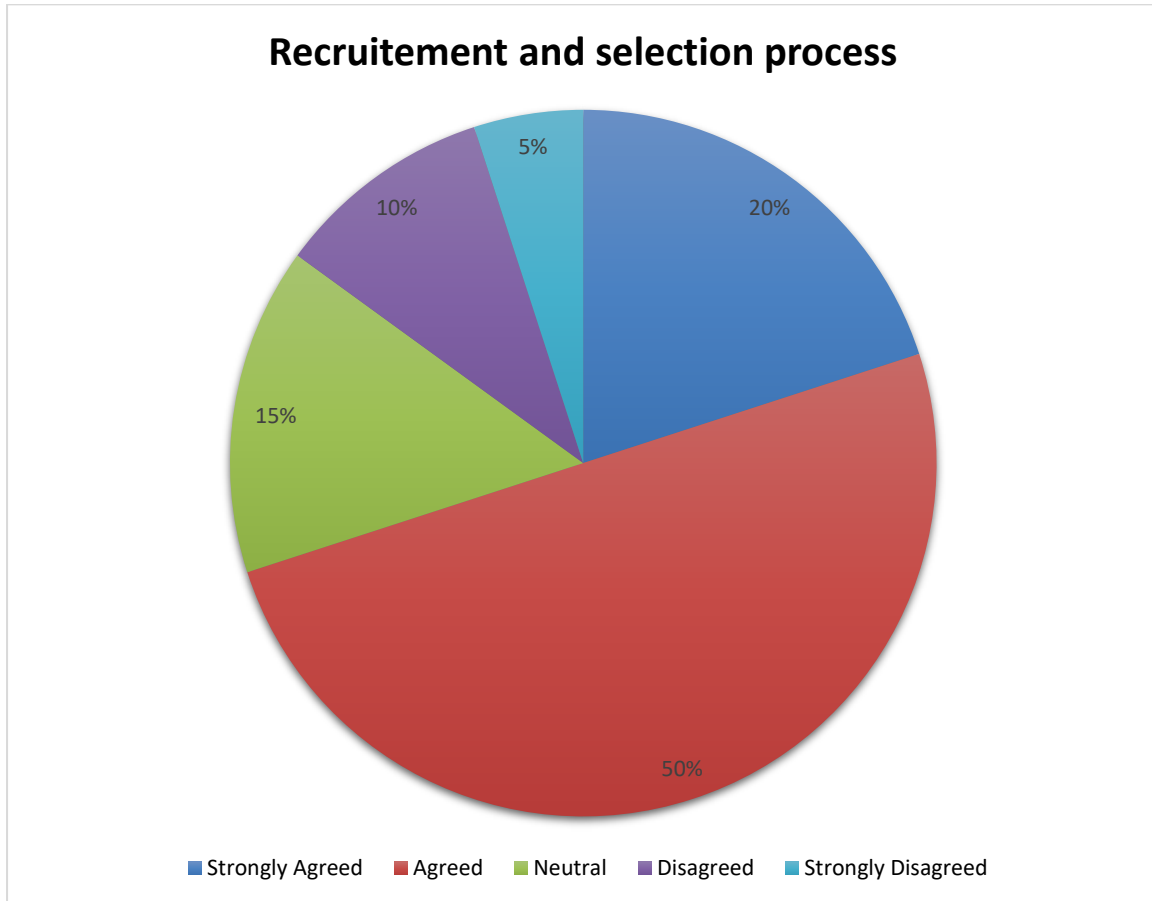
The candidate is initially hired in temporary basis for six-month probationary period after which his/her performance is reviewed by his department head. In case of satisfactory performance, he/she is hired on permanent basis.

Chapter 5

Questionnaire Survey Analysis

Questionnaire Survey Analysis

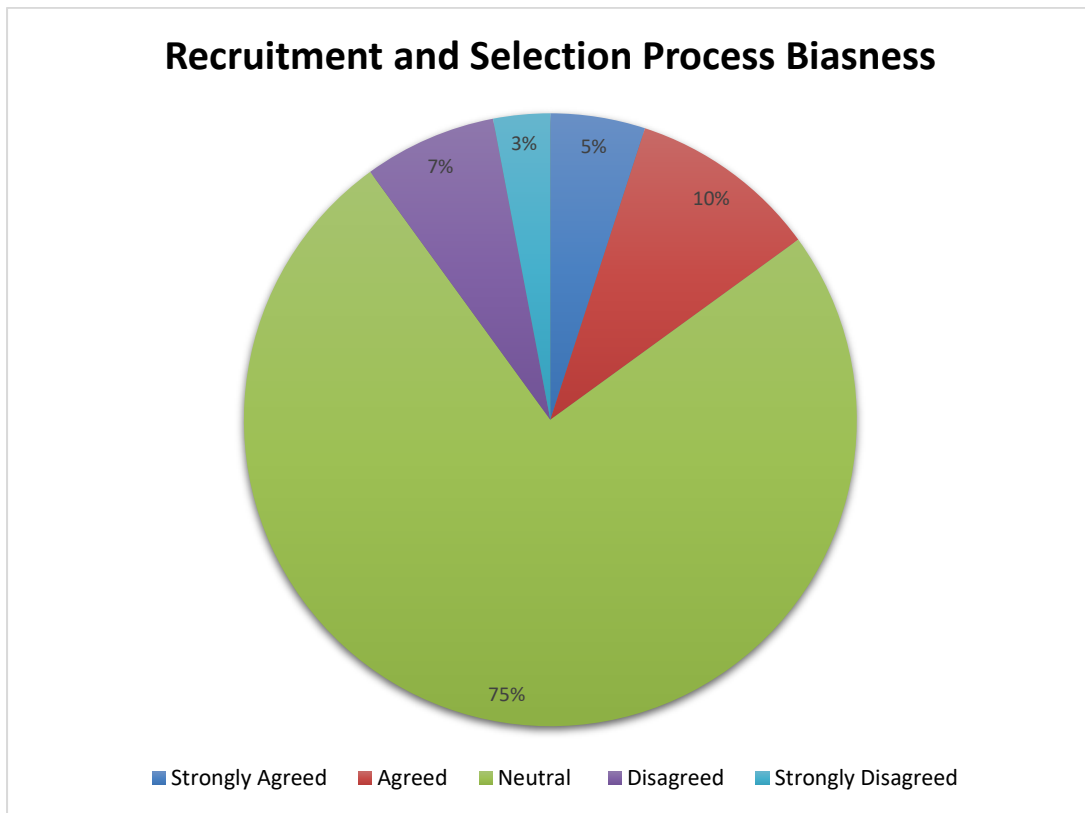
Q.1. National Bank Ltd recruitment and selection process is not lengthy.



National Bank Limited does not postpone their work. Whenever they find the need of recruiting new employees they take corrective measures immediately. It is seen that they follow the entire recruitment and selection process to find the right people for the right place in the right time.

From the above graph, it is seen that 20% employee strong agreed, 50% employees agreed, 15% employees neutral, 10% employees disagreed and 5% employees strongly disagreed. So, it can be said that NBL, Recruitment and Selection Process is not lengthy and they complete the process on time.

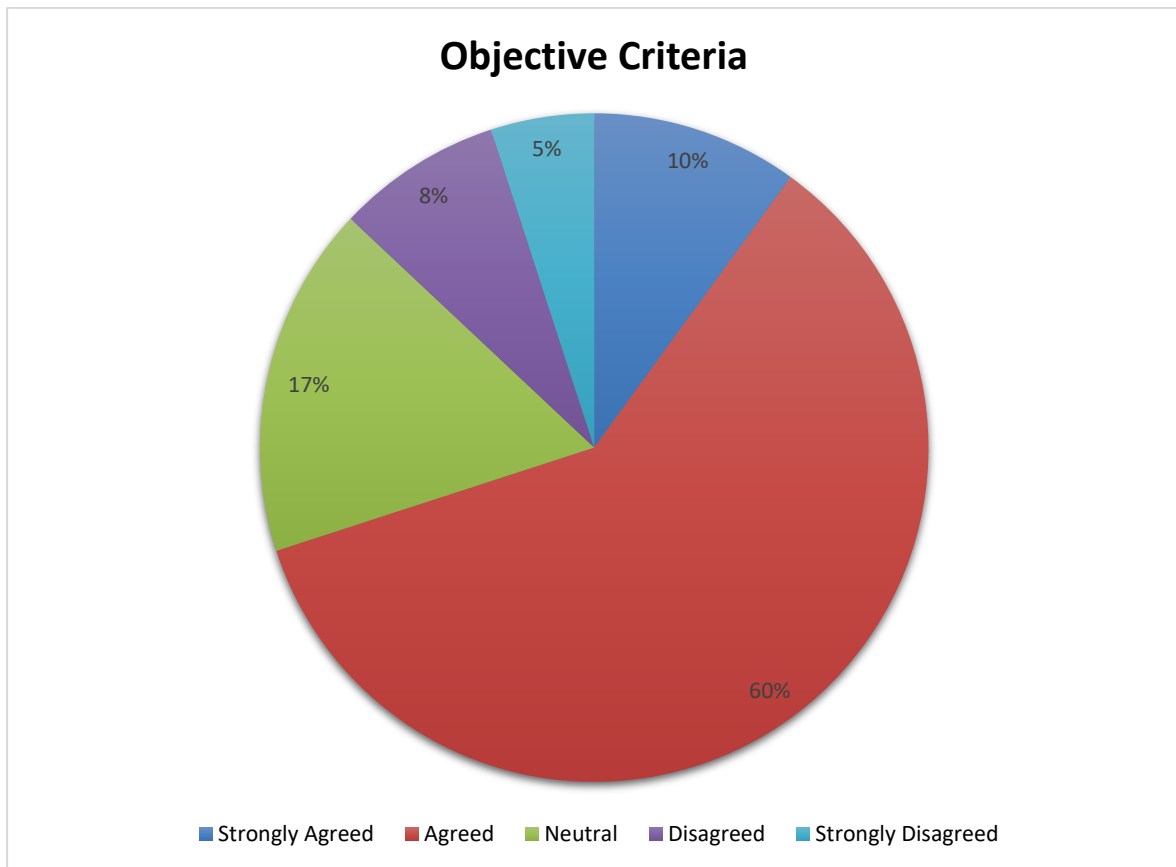
Q.2. NBL recruitment and selection process is free from biasness.



NBL has been very strict in choosing their employee regardless of being biased towards any new employee. Rather they follow a standard process for the any new and potential employee. They look for talent and actual performer and do not want to compromise the quality of their workforce

From the above graph, it is seen that 5% employees strongly agreed, 10% employees agreed, 75% employees are neutral, 7% employees are disagreed and 3% employees disagreed. So, it can be said that NBL's Recruitment and Selection Process is free from biasness because they don't get influenced by employees for any particular choice.

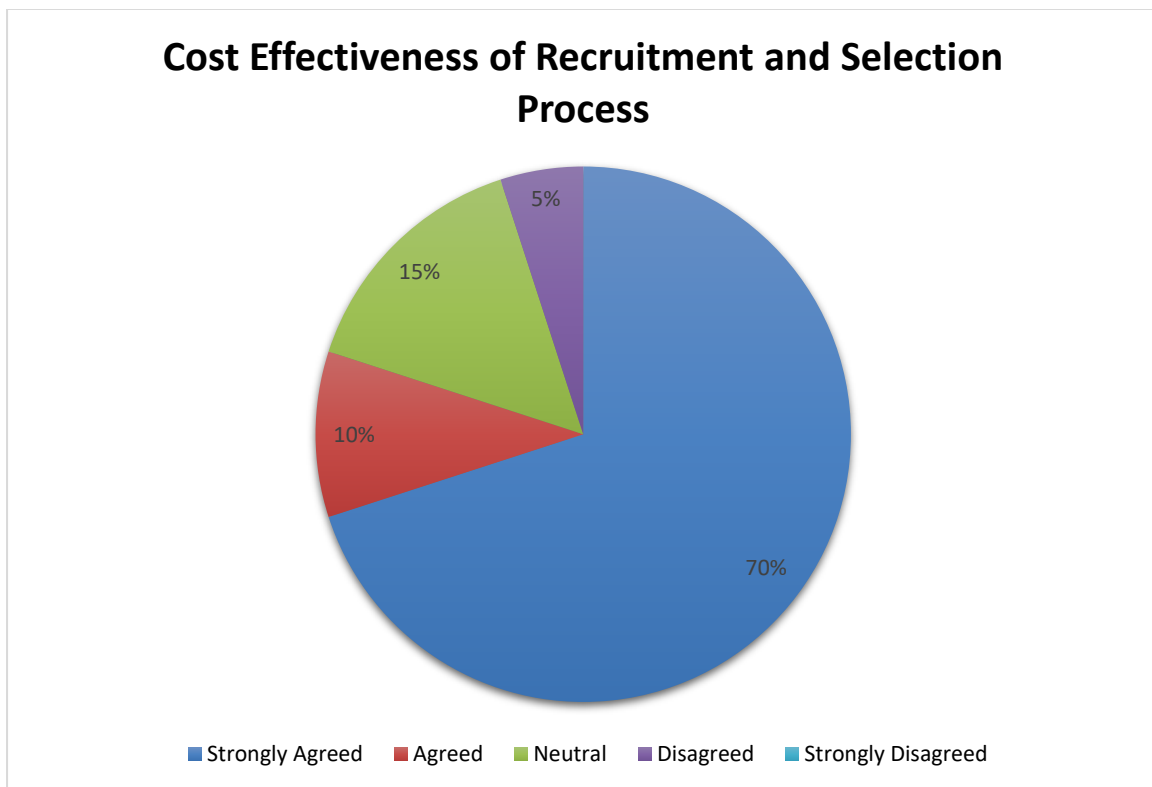
Q.3. NBL recruitment and selection process follows objective criteria.



Just like any other organizations, NBL also has their objective criteria for the recruitment and selection. They try to follow all the objectives of the recruitment and selection process to ensure the highest performance from their newly recruited employees.

From the above graph, it is seen that 10% employees strongly agreed, 60% employees agreed, 17% employees neutral, 8% employees disagreed and 5% strongly disagreed. So, it is said that NBL follows both formal and informal criteria in their recruitment and selection process.

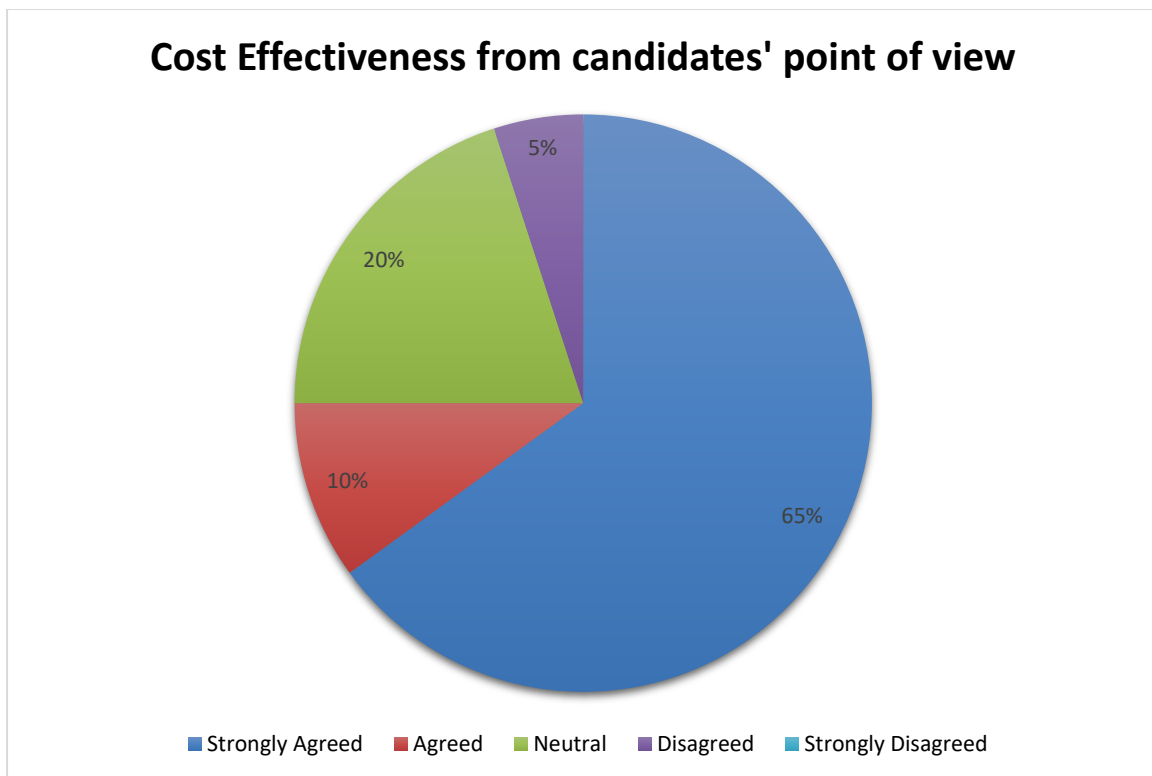
Q.4. NBL recruitment and selection process is cost effective.



As mentioned earlier, NBL follows every step for recruitment and selection process they also keep the cost in mind. They monitor and control the cost of recruitment very precisely therefore they are stated to be much cost effective.

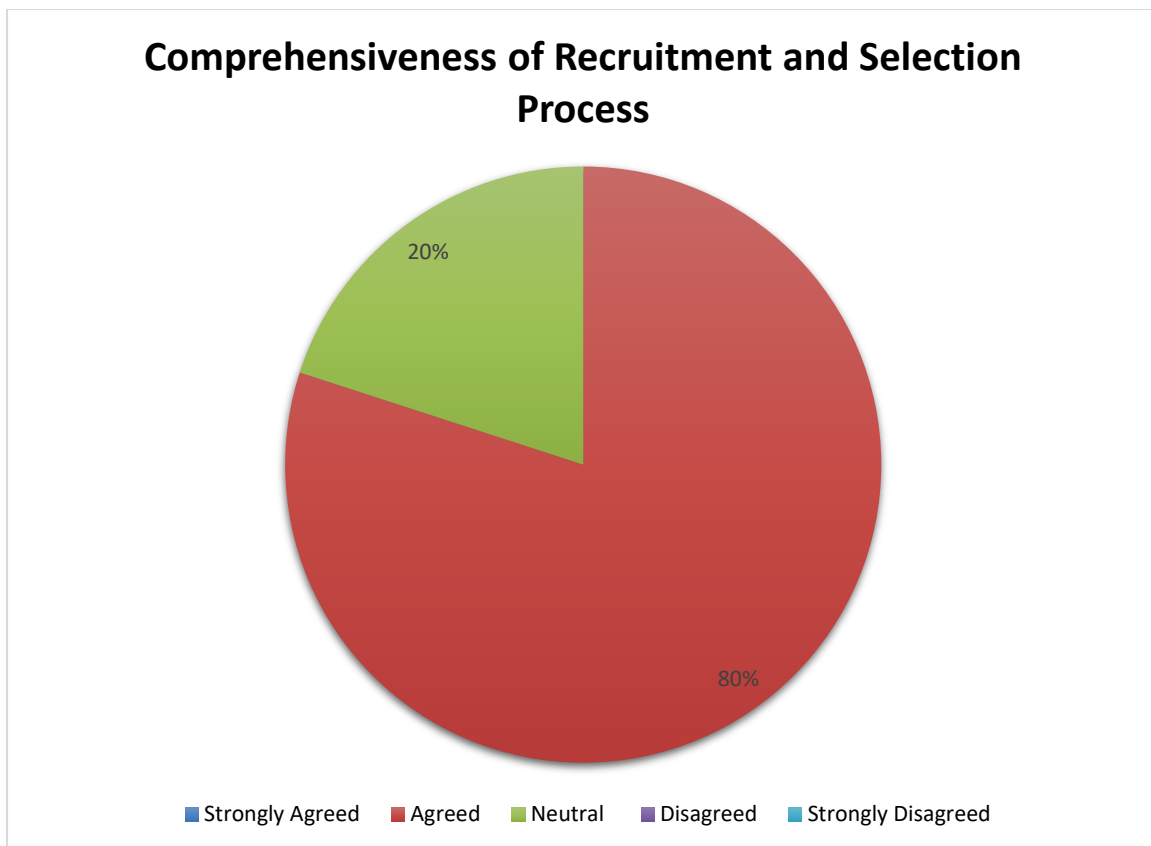
From the above graph, it is seen that 70% employees strongly agreed, 10% employees agreed, 15% employees neutral and 5% employees disagreed. We can say that recruitment and selection process is cost effective in National Bank Limited.

Q.5.NBL recruitment and selection process are cost effective from candidates' point of view.



From the above graph, it is seen that 65% employees strongly agreed, 10% employees agreed, 20% employees neutral and 5% employees disagreed. NBL always tries to keep all process in cost effective from the candidates' point of view. When the incumbents were once the candidate, they felt that the recruitment process was actually cost effective.

Q.6. National Bank Limited recruitment and selection process is comprehensive.



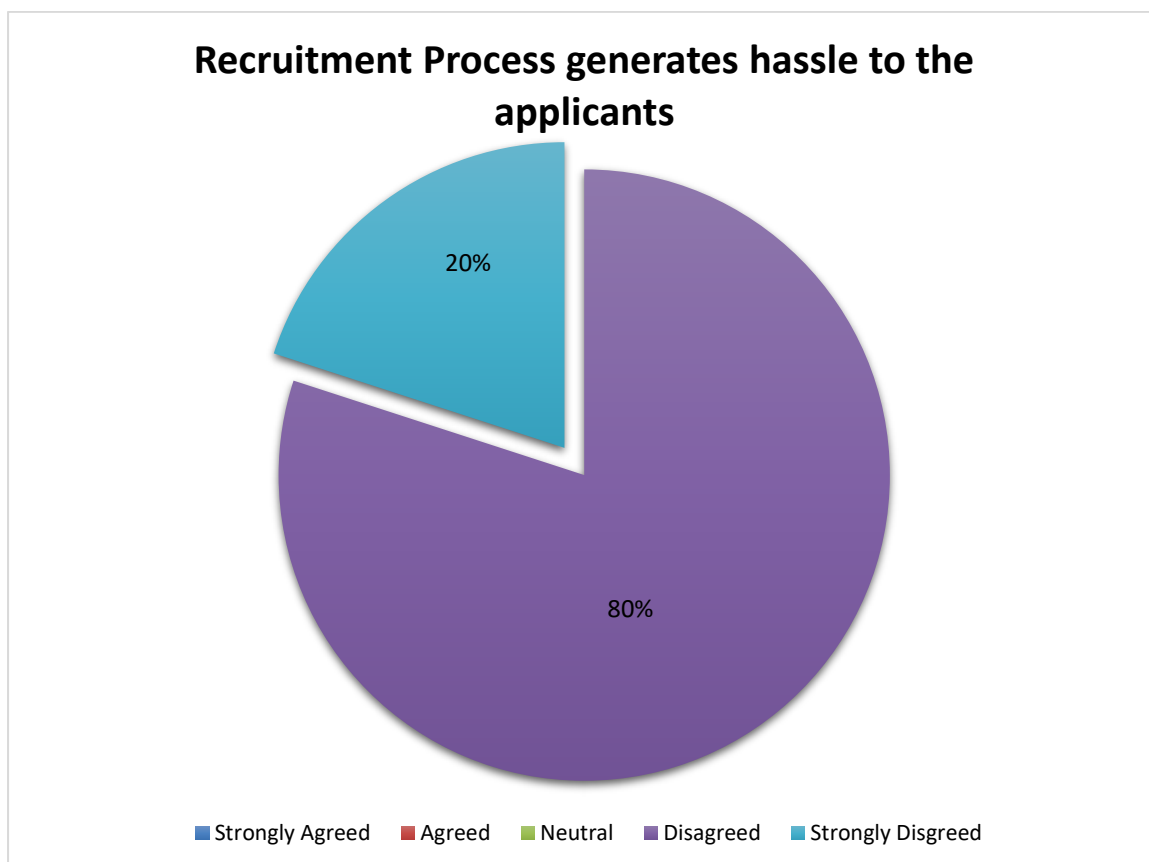
From the above graph, it is seen that 80% employees agreed and 20% employees neutral. Here, the recruitment and selection process are comprehensive because NBL includes everything that is needed to recruit and select any employee. They do not want unhealthy environment in the workplace. That's why they take more possible test to choose an employee. Though employees organization can achieve their goals and specially in banking sector it is very important to choose capable employee to understand the customer.

Q.7. NBL recruitment process helps in achieving organizational goal.



From the above graph, it is seen that 80% employees agreed, 15% employees neutral and 5% employees disagreed. Because employees get all the information that they need to achieve the goal. Just like any other organizations, NBL also has their objective criteria for the recruitment and selection. They try to follow all the objectives of the recruitment and selection process to ensure the highest performance from their newly recruited employees.

Q.8. NBL recruitment process generates hassle to the applicants.



From the above graph, it is seen that 80% employees disagreed and 20% employees strongly disagreed. NBL recruitment process doesn't generate hassle to the applicants; it is much easier to the applicants. Since all the new employees need to go through the same standard process they don't face any hassle and the process of recruitment and selection runs smoothly.

Q.9. NBL recruitment and selection process should be improved.



From the above graph, it is seen that 100% employees are neutral. It is said that the recruitment and selection process should be more improved for the applicants who want to apply in the company. As per the result it can be deduced that 50% of the employees believe the recruitment and selection process can be sometimes upgraded and aligned with the new technology available in the market for recruitment and selection and 50% of the employees believe that the process does not require any improvement.

Q.10 The recruitment and selection process expected in your organization is satisfactory.



From the above graph, it is seen that 80% employees agreed and 20% employees neutral. National Bank Limited provides all information to the applicants to know the job position and all while recruiting and selecting the employees. This also implies that the recruited employees are actually satisfied and know that they are the best fit in their position and they have the competencies to serve the position that they are in.

Summary of Questionnaire Survey Analysis

We can easily find out the Human Resource Practice, Recruitment and Selection process, employee satisfaction and relations among the employees of NBL very cordial and effective one. Maximum employees are agreed with the recruitment and selection of NBL completely fair and effective. NBL always follows the objective criteria for the recruitment and selection process. The company follows both internal and external sources for recruitment and the employees are much satisfied from the process of recruitment and selection.

Chapter 6

Findings

Findings

Major Findings

- The most important aspect of recruitment and selection is the shortage of employees. Sometime volume of work influences recruitment.
- For recruiting both internal and external sources are used, external sources are emphasized.
- The recruitment and selection process are cost effective for candidates.
- The organization has standard criteria for selection like basic qualification, communication, and skill and in some cases experienced is also considered.
- Newspaper plays an important role as a media for the advertisement of the vacancy.
- In the organization board interviews are the chosen tool before selection.
- For preliminary interview interpersonal skill has been mostly emphasized in the organization.
- Most respondents are in the opinion that the employment tests presently used in their organization are also to find out their potential qualities only partly and there are scopes of improvements in this regard.

Chapter 7

Conclusion and Recommendation

Recommendation

Recommendations:

Although the HR activities of National Bank Limited is at satisfactory level at the present, but there is scope to enhance development both internally and externally. To streamline and strengthen overall activities of the factory the subsequent areas are identified:

General Recommendation:

- Promotional activities should be focused through print media and by establishing outlets in Bangladesh.
- Company should sponsor more programs in magazines and corporate fairs.
- Should hire more HR associates in the organization.
- Company should increase other facilities for job satisfaction.
- The Company should conduct market research regularly to evaluate the market trend.
- Should give proper attention management of the interns in HR department.
- Reporting Officers should be more cooperative, cordial and friendly.
- For future the success of the company depends on evolving innovative ways and resolving solutions to human resource problems.

Specific Recommendations:

- Suitable candidates should be selected for particular posts.
- Proper attention should be given to strengthen HR department of the company.
- Socio-cultural activities can be developed to create better working atmosphere.

Conclusion

One of the most important parts of assignment is gaining the practical knowledge through dissertation worked and practices as well as theoretical knowledge. The main objective of this report is to fulfill the academic requirements of all courses and gather some practical knowledge.

So, I have entailed of the report “Recruitment and Selection Process of NBL” I have tried to focus the recruitment and selection process of NBL.

As a personal function, recruiting can be viewed as a major human resource planning program designed to attract the qualified work force to require meeting future organization needs. Recruiting also provides means of achieving affirmative action goals set by human resource planners and policy makers. Recruiting also serves to draw in workers to unexpected job vacancies caused by turnover and to new positions created by sudden demand services of the organization.

All the sound personnel activities help an organization to function efficiently knows it. But to this efficient personnel manager must be a person who has sound knowledge and experience in personnel management. It is possible only through proper training and practice.

To eliminate the weakness of personnel activities measures are needed. In the previous chapter I even have listed the facts of the study. I have tried to point out the strengths and weakness of the system. With limitation of time and preoccupation the official works. I had to work on the study, I have tried my best to collect all available data and other information regarding present recruitment and selection practice in NBL. The ultimate result of NBL will be benefited if its guides to its employee are a positive manner.

Appendix and References

Appendix

Questionnaire

This is Shirin Akhter, a student of BBA Program, United International University. I am conducting a search on the subject “Recruitment and Selection of National Bank Limited”. I am assuring you that your information will be used exclusively for academic purpose only and will be taken confidential. Please write down the correct answer you think appropriate by tick (✓) in specified category and answer on (.....) area only your cooperation in answering the following questions will be highly appreciated. Thank you.

Name: _____ Designation: _____ Department: _____

1. What are the steps National Bank Limited follows in case of Recruitment Process?

.....

2. What are the steps National Bank Limited in case of Selection Process?

.....

3. Are you satisfied with the overall recruitment and selection process of NBL?

- | | |
|-----------------------|--------------------|
| a. Strongly Disagreed | d. Agreed |
| b. Disagreed | e. Strongly Agreed |
| c. Neutral | |

4. Which one is the general mode of Recruitment and Selection Process that National Bank Limited follows?

- | | |
|-------------|-----------------------------|
| a. Formal | c. Both formal and informal |
| b. Informal | d. Other |

5. What sources of recruitment National Bank Limited follows?

- | | |
|---------------------------------------|-----------------------------|
| a. Internal Source of Recruitment | |
| i. Present Employees/Job Posting | iii. Formal Employees |
| ii. Employee Referrals | iv. Previous Application |
| b. External Source of Recruitment | |
| i. Professionals or Trade Association | vi. Consultants |
| ii. Advertisement | vii. Constructors |
| iii. Employment Exchange | viii. Displaced Person |
| iv. Campus Recruitment | ix. Radio and Television |
| v. Walk-ins, Write-ins, Talk-ins | x. Acquisitions and Mergers |
| | xi. Competitors |

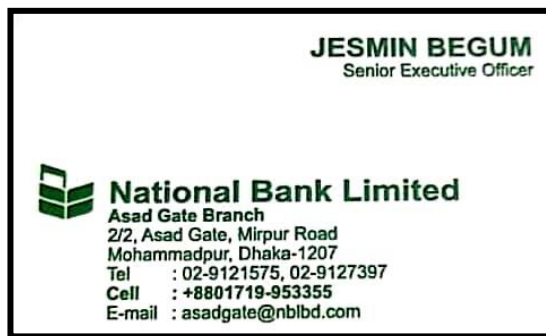
6. Where does NBL circulate its advertisement most of the time?
- a. The daily newspaper
 - b. Internet
 - c. Employee referrals
 - d. Campus recruitment
7. What factors that affect recruitment process you follow?
- a. External Factors
 - i. Supply and Demand
 - ii. Unemployment
 - iii. Labor market
 - iv. Political-social
 - v. Competitor
 - vi. Image
 - b. Internal Factors
 - i. Recruitment Policy
 - ii. Human Resource Planning
 - iii. Size of the firm
 - iv. Cost
 - v. Growth and expansion

8. Please mark your opinion on the following statement:

- 1. Strongly Disagreed
- 2. Disagreed
- 3. Neutral
- 4. Agreed
- 5. Strongly Agreed

SI	Statement	1	2	3	4	5
1	National Bank Ltd recruitment and selection process is not lengthy.					
2	NBL recruitment and selection process is free from biasness.					
3	NBL recruitment and selection process follows objective criteria.					
4	NBL recruitment and selection process is cost effective.					
5	NBL recruitment and selection process are cost effective for candidates.					
6	National Bank Limited recruitment and selection process is comprehensive.					
7	NBL recruitment process helps in achieving organizational goal.					
8	NBL recruitment process generates hassle to the applicants.					
9	NBL recruitment and selection process should be improved.					
10	The recruitment and selection process expected in your organization satisfactory.					

Visiting card of the NBL contact person:



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