

Measurement of levels of satisfaction of staff about the recruitment and selection process of Mutual Trust Bank Limited: an exploratory study

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Abstract

Recruitment and selection is one of the important functions for every human resource manager in every organization. The reason behind that through the recruitment and selection technique the human resource manager brings right people for the right job in the organization. In the banking organizations, the human resource manager must be more careful while conducting the recruitment and selection function. Because the bank is a service organization. It needs more sincere, loyal, dedicated, committed, competent, punctual, and qualified human resources to provide prompt and standard service to the customers. Thus, the paper attempts to measure the levels of satisfaction of staff about the recruitment and selection process of Mutual Trust Bank Limited. Every human resource manager always tries to conduct ideal and standard recruitment and selection process to fill-up the vacant positions of the organization with qualified human resources. Despite his/her sincere endeavor, sometimes less qualified candidate may be finally selected as an employees for the organization. That is why, this paper also attempts to explore the problems relating with the existing recruitment and selection process of Mutual Trust Bank Limited and also provides some necessary measures to rectify the problems associated with the present recruitment and selection process of the bank.

Introduction

The banking sector of Bangladesh has been playing a very significant role for the economic development of the country. It helps to promote all types of businesses by providing funds and other services. The various types of human resources are involved with these business activities. The bank needs to satisfy the wants and demands of diversified human resources which they are belonging to various social groups. At present, the world is becoming smaller and smaller due to the influence of sophisticated technology (Flegley, 2006). In fact, the world is now treating as global village. The people of the modern world can easily get the access into the information. They want prompt services from the bank personnel. As a result, the banking business becomes more complex and competitive. That is why, the bank requires skilled and efficient human resources to meet the emerging demands of people in the modern world. The human resource manager of the bank needs to apply standard recruitment and selection process for recruiting the right people for the right job which will help him/her to meet the demands of the diversified human resources (Huselid, 1995).

The human resource manager of Mutual Trust Bank Limited must be very much careful to conduct the standard and ideal recruitment and selection program in order to hire the best people for the bank. That is why, the bank is regularly conducting the recruitment and selection program with the help of professional recruiting organization. This recruiting organization always ensures fairness during recruitment and selection process.

The recruitment and selection is a regular function of every organization (Rahim, 2011). So, the human resource department of Mutual Trust Bank Limited needs to conduct this function regularly to hire qualified people for the bank.

Research Objectives

The study has been conducted with the following objectives:

1. To investigate the recruitment and selection process of Mutual Trust Bank Limited

2. To measure the levels of satisfaction of staff about the recruitment and selection process of Mutual Trust Bank Limited
3. To find out the problems of recruitment and selection process of Mutual Trust Bank Limited
4. To recommend some suggestions for bringing effectiveness in the recruitment and selection process of Mutual Trust Bank Limited

Research Methodology

The methodology of the study has been designed and developed in the following ways:

i) Sampling Technique: In the study, the researcher has been used purposive sampling technique to select the respondent for collecting information from the Mutual Trust Bank Limited

ii) Sample Size: In the study, the researcher has selected 50 respondents of which 20 managers and 30 employees to collect data/information from the bank. The researcher was collected data/information from the 12 branches locating in Dhaka City through dividing the Dhaka City into four zones such as East, West, North and South. The researcher was taken 3 branches from each zone of the Dhaka City and the total number of branches taken from the four zones of Dhaka City is 12 with the help of purposive sampling technique.

iii) Sample Unit: In the study, the researcher was taken sample from the branches of Mutual Trust Bank Limited located in Dhaka City in the following ways:

Table-1: Sample Unit

Dhaka City	Types of Respondents		Total
	Manager	Employee	
North Zone	5	5	10
South Zone	5	10	15
East Zone	5	5	10
West Zone	5	10	15
Total	20	30	50

iv) Data Sources: There are two sources of data. These are as follows:

- a) Primary
- b) Secondary

v) Data Collection Methods: The primary data /information has been collected from the sample respondents of Mutual Trust Bank Limited through the structured questionnaire.

The secondary data/information has been collected from the following sources:

- a) Published books
- b) Published articles
- c) Published journals
- d) Website of Mutual Trust Bank Limited
- e) Website of Bangladesh Bank Limited
- f) Annual Reports of Mutual Trust Bank Limited

vi) Data Analysis and Presentation Technique: In the study, the data has been analyzed with the help of SPSS (Statistical Package for Social Science). The data has been presented in the form of tables, graphs, charts, etc. in this study.

Literature Review

Recruitment and selection is one of the major functions of every human resource manager in every organization. The HR manager of the organization can discover potential qualified candidates to fill-up the vacant positions of the organization through conducting effective recruitment program and through the effective selection program the HR manager can appoint the suitable candidates as per the requirements of the organization (Rana, Goel and Gargo, 2010).

Recruitment and selection is a regular function in the organization. These functions need to be performed by the HR department of the organization effectively for hiring the best candidates so that these candidates can be able to accomplish the activities of the organization with skill at hand. Otherwise, the organization cannot reach the desired destination (Ofori and Aryeetey, 2011).

The process of recruitment starts with the human resource department receiving requisitions for recruitment from various departments of the organization. There are two sources of recruitment such as internal and external sources. The internal sources of recruitment include job posting and bidding, friends and relatives of existing employees, promotion and transfer. The external sources of recruitment include job advertisement, employment agencies, employee referrals and campus recruitment. Every organization has the option to choose the best candidates either from internal sources or from external sources (Ongori, 2010).

After completing the recruitment and selection function, the next activity of the HR manager in every organization is to place the right man on the right job so that s /he can perform his/her assigned tasks & duties effectively and efficiently. These employees need orientation & socialization in order to familiarize with work units and work environment which will help them to behave according to the rules & regulations of the organization. They also need training & development to enhance their skills & knowledge which will help them to smoothly accomplish their activities. The organization authority should provide standard remuneration, good working environment, fair performance evaluation, fair promotion & transfer and sufficient benefits & services in order to attract and retain qualified employees for long time in the organization (Tiwari, Batra and Naidu, 2008).

Organizations need diversified human resources to solve the variety of problems. These diversified human resources can be hired by the HR manager of the organization only by practicing standard recruitment & selection program. The authority of the organizations must satisfy the demands of the diversified human resources by providing various types of facilities such as remuneration, promotion, bonuses , increments, flexible working hours and so on (DeCenzo and Robbins, 1999).

The recruitment and selection is more significant function for the HR managers in the banking organization. The reason behind banking organizations are fully service -oriented. The employees of the bank must be able to satisfy the demands of the variety of customers. That is why, they must have enough passion, skills, knowledge, abilities and also positive mind to provide prompt and standard services to the diversified customers.

On the basis of the above literature, it can be said that previously no researcher conducted his/her study on the topic "Measurement of Levels of Satisfaction of Staff about the Recruitment and Selection Process of Mutual Trust Bank Limited: An Exploratory Study". For this reason, the researcher has selected this topic to conduct the current study. The purpose of the present study is to measure the satisfaction levels of staff about the recruitment and selection process of Mutual Trust Bank Limited.

Recruitment Process of Mutual Trust Bank Limited

The recruitment process of Mutual Trust Bank Limited consists of the following steps:

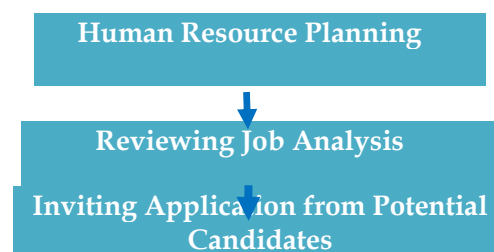


Figure -1: Recruitment Process of Mutual Trust Bank Limited

The above figure shows that the human resource department of Mutual Trust Bank Limited is very much committed to discover more potential job candidates for fulfilling the vacant positions of the bank. That is why, they firstly formulate the sound human resource planning policy. Secondly, they review the job analysis policy of the bank. Finally, they invite potential applicants to submit their job applications to human resource department of the bank.

Selection Process of Mutual Trust Bank Limited

In order to select the best candidates the authority of the Mutual Trust Bank Limited always followed the following steps:

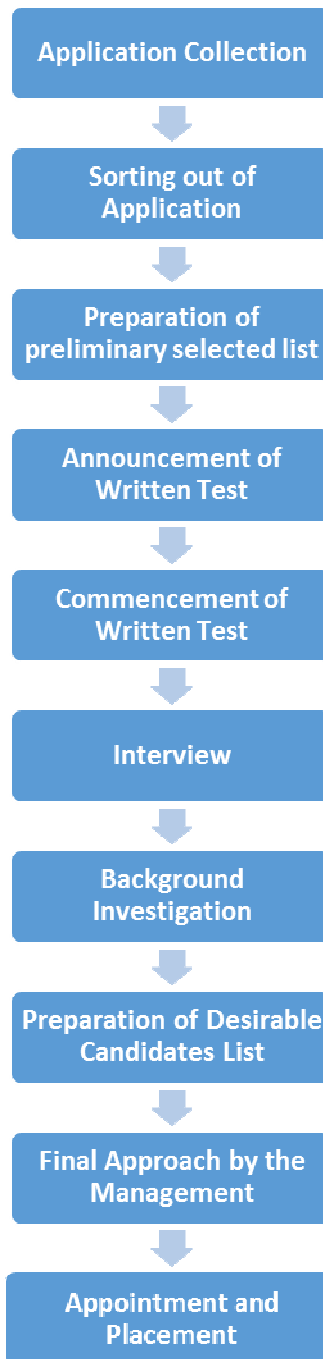


Figure-2: Selection Process of Mutual Trust Bank Limited

The above figure shows that the human resource department of Mutual Trust Bank Limited is selected the best candidates from among available candidates through rigorous evaluation process.

Research Analysis and Findings

The analysis and findings of the study are as follows:

i) Employee satisfaction with HR Planning of Mutual Trust Bank Limited

Table -2: Respondents' Feedback about HR Planning

Category	Frequency	Percentage
Strongly Satisfied	20	40.00%
Satisfied	15	30.00%
Neutral	10	20.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	0	0.00%
Total	50	100.00%

The above table shows that majority (70%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that most of the employees of Mutual Trust Bank Limited are satisfied with the HR planning process.

ii) Employee Satisfaction with Job Description and Job Specification of Mutual Trust Bank Limited

Table -3: Respondents' Feedback about existing job descriptions and job specifications

Category	Frequency	Percentage
Strongly Satisfied	15	30.00%
Satisfied	10	20.00%
Neutral	10	20.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	10	20.00%
Total	50	100.00%

The above table shows that 50% of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that half of the total employees of Mutual Trust Bank Limited are satisfied with the job descriptions and specifications.

iii) Employee Satisfaction on the effective utilization of the internal sources of recruitment

Table -4: Respondents' Feedback about internal sources of recruitment

Category	Frequency	Percentage
Strongly Satisfied	15	30.00%
Satisfied	10	20.00%
Neutral	5	10.00%
Dissatisfied	15	30.00%
Strongly Dissatisfied	5	10.00%
Total	50	100.00%

The above table shows that 50% of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that half of the total employees of Mutual Trust Bank Limited are satisfied with the internal sources of recruitment.

iv) Employees Satisfaction regarding the criteria used for motivating external candidates

Table -5: Respondents' Feedback about Job circular

Category	Frequency	Percentage
Strongly Satisfied	25	50.00%
Satisfied	10	20.00%
Neutral	5	10.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	5	10.00%
Total	50	100.00%

The above table shows that majority (70%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that most of the employees of Mutual Trust Bank Limited are satisfied with the job circular.

v) Employees Satisfaction on the overall recruitment process

Table -6: Respondents' Feedback about overall recruitment process

Category	Frequency	Percentage
Strongly Satisfied	25	50.00%
Satisfied	15	30.00%
Neutral	5	10.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	0	0.00%
Total	50	100.00%

The above table shows that majority (80%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that most of the employees of Mutual Trust Bank Limited are satisfied with the overall recruitment process.

vi) Employees Satisfaction regarding the short listing process of initial selection

Table -7: Respondents' Feedback about process of initial selection

Category	Frequency	Percentage
Strongly Satisfied	25	50.00%
Satisfied	15	30.00%
Neutral	0	0.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	5	10.00%
Total	50	100.00%

The above table shows that majority (80%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that most of the employees of Mutual Trust Bank Limited are satisfied with the process of initial selection.

vii) Employees satisfaction regarding the criteria used in written test

Table -8: Respondents' Feedback about the used criteria in written test

Category	Frequency	Percentage
Strongly Satisfied	15	30.00%
Satisfied	10	20.00%
Neutral	5	10.00%
Dissatisfied	15	30.00%
Strongly Dissatisfied	5	10.00%
Total	50	100.00%

The above table shows that 50% of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that half of the total

employees of Mutual Trust Bank Limited are satisfied with the criteria that are applied in the written test.

viii) Employees satisfaction regarding the criteria used in the oral test for final selection decision

Table -9: Respondents' Feedback about the criteria used in final selection decision

Category	Frequency	Percentage
Strongly Satisfied	15	30.00%
Satisfied	10	20.00%
Neutral	15	30.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	5	10.00%
Total	50	100.00%

The above table shows that 50% of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that half of the total employees of Mutual Trust Bank Limited are satisfied with the criteria used in the final selection decision.

ix) Employees satisfaction regarding the quantity of the background investigation

Table -10: Respondents' Feedback about the quality of the background investigation

Category	Frequency	Percentage
Strongly Satisfied	20	40.00%
Satisfied	10	20.00%
Neutral	5	10.00%
Dissatisfied	5	10.00%
Strongly Dissatisfied	10	20.00%
Total	50	100.00%

The above table shows that majority (60%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that more than average number of the employees of Mutual Trust Bank Limited are satisfied with the quality of background investigation.

x) Employees satisfaction on the overall selection process of Mutual Trust Bank Limited

Table -11: Respondents' Feedback about overall selection process

Category	Frequency	Percentage
Strongly Satisfied	20	40.00%
Satisfied	15	30.00%
Neutral	5	10.00%
Dissatisfied	15	20.00%
Strongly Dissatisfied	0	0.00%
Total	50	100.00%

The above table shows that majority (70%) of the respondents have provided their opinion in between 'strongly satisfied' and 'satisfied' options. Based on the feedback, it can be said that most of the employees of Mutual Trust Bank Limited are satisfied with the overall selection process.

Research Recommendations

In light of the analysis and findings of the study, the recommendations are as follows:

- i) The human resource department of Mutual Trust Bank Limited should use electronic system to give advertisement for the vacant positions in addition to print media job advertisement so that the bank and job applicants can save time and money.
- ii) The human resource department of Mutual Trust Bank Limited should provide more effort to modernize their job descriptions and job specifications before posting the circular of any vacant position in electronic and print media because half of the respondents are satisfied and half are neutralized and dissatisfied.
- iii) The human resource department of Mutual Trust Bank Limited should provide more emphasize on the external sources of recruitment for attracting and encouraging qualified applicants for fulfilling the vacant positions of the bank.
- iv) The human resource department of Mutual Trust Bank Limited should be reviewed and updated the criteria that are used in the written tests and final selection for hiring the best candidate for the bank.

Concluding Remarks

Obviously, the precious resource for every organization is its knowledge -based efficient human resources who can really contribute to the organization in terms of development, values and ethics. Thus, the 'Recruitment and Selection' process is the key issue for every organization because it helps an organization to attract and choose the best personnel who will lead the organization in future. However, considering all the factors and processes of recruitment and selection, it can be said that, Mutual Trust Bank Limited (MTBL) is always trying its best to follow all the necessary steps that should be done at everywhere in the recruitment and selection process. Moreover, by considering some problems regarding time orientation, complexity in terms of assessing the application of candidates, Mutual Trust Bank Limited has a unique and highly appreciable recruitment and selection policy.

Research Limitations

The main limitation of the study is that the author could not collect information from the employees of all branches of Mutual Trust Bank Limited. Besides, the author could not collect enough information from the secondary sources due to the availability of the information. Despite these limitations, the author has tried the level best to include and explain the actual recruitment and selection process practiced by the Mutual Trust Bank Limited.

Future Research Directions

The current study provides some directions for further study although this study suffers from some limitations. The directions for future study are as follows:

1. The present study was conducted only on twelve branches locating in Dhaka City. The number of branches include in this study is insufficient with the number of branches of the bank. A similar type of study may be conducted on other branches to explore the levels of satisfaction of staff about the existing recruitment and selection process of the bank. Such study on extended branches either may accept or reject the present findings.
2. This study was conducted on the male and female managers and employees of the sample branches of the bank. But it was not studied gender wise to find out the levels of satisfaction of staff about the existing recruitment and selection process of the bank. In this regard, a study may be conducted to evaluate the satisfaction levels of male and female managers and employees regarding the existing recruitment and selection process of the bank.
3. The different levels of managers and employees were included in the present study. But their levels of satisfaction about the existing recruitment and selection process of the bank were not studied. Therefore, a study may be conducted to identify the difference of satisfaction levels of the managers and employees at different levels in the bank.

4. This study was conducted on the employees working in Mutual Trust Bank Limited. A same study may be conducted to measure the levels of satisfaction of staff about the existing recruitment and selection process in other government and private banks operating in Bangladesh. The differences in the levels of satisfaction of staff across these sectors may also be studied.

5. A study may be conducted to investigate the factors affecting the existing recruitment and selection process of Mutual Trust Bank Limited.

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Appendix

Questionnaire

On

Measurement of Levels of Satisfaction of Staff about the Recruitment and Selection Process of Mutual Trust Bank Limited: An Exploratory Study

This is to assure the prospective respondents that, this questionnaire is developed for the purpose of collecting data to complete a research report. Therefore, all collected data will be presented in the study in the form of group

1. Please write down your particulars below:

Designation : -----
Department : -----
Tenure : I have been working here for _____ years approximately

2. Please read the statements given below and put a Tick Mark (√) on the appropriate box to mention your opinion regarding each statement:

i. Are you satisfied with the HR planning of your bank?

Strongly Satisfied

Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

ii. Are you satisfied with your bank's effort to review and update their existing job descriptions and job specifications before conducting recruitment?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

iii. Are you satisfied with your bank's effort to utilize the internal sources of recruitment (*i.e. job posting, promotion and referrals*)?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

iv. Do the approved criteria mentioned in the regular job circular for motivating external candidates usually satisfy you?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

v. Are you satisfied with the overall recruitment process of Mutual Trust Bank Limited?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

vi. Are you satisfied with the process of initial selection to build up the short list of candidates?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

vii. Are you satisfied with the criteria that are used in the written test for selecting potential candidates to take further tests?

Strongly Satisfied
Satisfied

Neutral
Dissatisfied
Strongly Dissatisfied

viii. Are you satisfied with the criteria that are used in the oral test for making final selection decision?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

ix. Does the quality of background investigation conducted by your bank make you satisfied with it?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied

x. Are you satisfied with the overall selection process of Mutual Trust Bank Limited?

Strongly Satisfied
Satisfied
Neutral
Dissatisfied
Strongly Dissatisfied
