

EXECUTIVE SUMMARY

This report aims to critically analyse and identify different areas of weaknesses in the current recruitment and selection process of the National Bank of Pakistan (NBP). The report begins with an introduction of the bank. This includes the background, mission and objectives of the bank regarding current recruitment and selection policies/practices. Thereafter, the objectives of this report are outlined.

After the introduction, literature review has been carried out. Different books and journals have been used for the purpose of carrying out the literature review. The literature review not only gives an overview of the recruitment and selection process but also explains each and every step of recruitment and selection. A model of recruitment and selection has been adopted from Roberts (2005). This model acts as a structure of the entire literature review. Definitions of recruitment and selection, its aim and importance and every step of recruitment and selection have been explained. The model starts with the very first stage of recruitment which is to 'analyse role', followed by job description/person specification, identifying labour markets, attracting candidates (recruitment methods), screening, interviewing (selection tools), till the final selection. At the end of the literature review a best practice model has been extracted. The model is considered to be more appropriate for the bank and represents the best practice regarding recruitment and selection.

For the purpose of this research understudy, different methodologies were used for the collection of primary data, which are explained in the methodology section. The

methodology used for this study is called 'triangulation'. The report also discusses different data collection methods and states the justification of using triangulation. Limitations of the research under study have been discussed at the end of the methodology section. Moreover current recruitment and selection process of the bank is discussed and critically analysed by the researcher in this chapter.

Thereafter, the findings of the report are discussed. The main findings were that the bank does not focus properly on the very first and important stage of recruitment and selection, which is 'review the vacancy/job analysis. Furthermore, the poorly conducted job analysis results in inaccurate job description and person specification. Regarding recruitment methods, bank is only using newspapers and internet and ignoring a very important method of attracting fresh graduates, which is called 'university liaisons'. Unstructured interview is used as a selection tool by the bank. It is suggested that unstructured interview should be replaced by the 'structured situational interview'. Another important finding is that the bank takes quite a long time in sending the final offer letters to then successful candidates. The discussion of findings resulted in the form of following conclusions and recommendations.

It was concluded that bank should focus more on the 'review the vacancy/job analysis' stage of recruitment and selection. The bank should also make new job description and person specification for the vacancy advertised. The bank should use 'university milk rounds' in addition to their other

recruitment methods. Unstructured interview should be replaced by 'structured situational interview'

CONTENTS

EXECUTIVE SUMMARY	1
CHAPTER1: INTRODUCTION	3
1.1 INTRODUCTION OF THE CHAPTER	3
1.2 BACKGROUND OF NATIONAL BANK OF PAKISTAN	3
1.3 OBJECTIVES OF ALFALAH BANK REGARDING RECRUITMENT AND SELECTION	5
1.4 OBJECTIVES OF THE STUDY	5
CHAPTER2: LITERATURE REVIEW	7
CHAPTER3: RESEARCH METHODOLOGY	21
3.1 FORMULATING THE RESEARCH APPROACH:	21
3.2 INSTRUMENTS USED FOR DATA COLLECTION:	22
3.3 SELECTING SAMPLE	24
3.4.COLLECTING & PROCESSING DATA	24
3.5 LIMITATIONS TO THE STUDY	25
CHAPTER4: RESEARCH FINDINGS	26
4.1 INTRODUCTION	26
4.2 ANALYSIS OF QUESTIONNAIRES	26
4.3 DISCUSSIONS OF FINDINGS	43
CHAPTER5: CONCLUSIONS	44
CHAPTER6: RECOMMENDATIONS	48
References	51
Appendix	54