

RECRUITMENT AND SELECTION PRACTICES AT NATIONAL BANK PAKISTAN

By

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APPROVAL FOR EXAMINATION

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List of Abbreviations

CIPDI	Chartered Institute of Personnel and Development Institute
NBP	National Bank of Pakistan
ATM	Automated Teller Machine

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Abstract

Purpose of the Study:The aim of the study is to understand the mechanism of the human resource selection and recruitment process in human resource department in banking industry of Pakistan. The National bank of Pakistan is especially selected for this purpose because it is a national bank and having wide network around Pakistan. It helps to understand the selection and recruitment process of human resource department in National bank of Pakistan.

Research Method and Sampling:A specific questionnaire is designed for this purpose to collect the required information. A correlation, ANOVA and regression analysis methodology is used the mechanism and extract the human resource effectiveness model for the NBP. In addition, this study also helps to analyze the effectiveness of the human resource policy, system and responsiveness of the employee on the system.

Finding of the Research:The whole NBP family includes dedicated and enthusiastic workforce with appetite to do best in the favor of the bank in their separate areas of operations that help to collectively enhance the effectiveness and performance of the bank. The human resource department has been actively playing its role in this aspect. The work has been appearing challenging and it is very necessary for human resource department to facilitate the bank with the desired skills. The selection and recruitment process of the bank has been positively contributing in it which has been apparent in the selection of skill labor.

Practical Implication of the Research: This research study will help the HR department of banks in Pakistan particularly NBP to find out the its strength and weakness which exist in its external environment regarding recruitment and selection process and bring in improvement in its selection and recruitment process to fill the gaps and ensure the selection of efficient and productive employees.

Keywords: ATM, Recruitment, Interview, Human Resource Management.

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CHAPTER NO 1

INTRODUCTION

1.1 Background and History

The process of recruitment and selection is defined as the mechanism that is used to make effective selection of the potential candidate for the desired position with all the required skill and capabilities required to effectively perform its job and qualify the requirements and support the departmental goals that ultimately help the bank to achieve its strategic objectives. It is highlighted in different studies that it is a step wise procedure to pool down the capable candidates for vacant positions within an organization (Mathis, 2004). The proper recruitment and selection helps to make an efficient selection without incurring any difficulty. It make easy the selection and rejection process of the interested candidates without making any disturbance or error within the system that in long term impact the organizations reputation and progress. Sometimes it results in the collapse of the organization. The selection is considered as the most crucial part in the human resource policy of the organization with the aim to select the appropriate applicant who fulfils all the requirements for the vacant position public to be filled. Price (2004) defined selection as an important aspect of human resource department in decision making process and considered it as the expertness of the human professional in any organization. Peffer et al (1994) revealed in his study that organization with effective selection process usually find right candidate for the right position that ultimately result in the progress of the organization and help to achieve timely objectives. It is continued by Hare et al (1996) and added to the literature that appropriate selection and recruitment process is very crucial the performance of the organization. It is evident that inefficient candidate not only itself performance below expectations but also disturb other employees and ultimately impact their efficiency. It finally makes the workplace environment inefficient. It is highlighted by Delary et al (1996) in their study that improper structure of the selection and recruitment process usually result in unintentional selection of inappropriate candidate in an organization. G. Bervbie (2010) added with his study that the appropriate structure of recruitment and selection process is

very important to an organization that helps in the selection of appropriate candidate and the role of human resource department is very important in this aspect.

Terpstra et al (1993) added with their study that there is positive association between selection process of human resource department of an organization and overall performance of the organization. The chartered Institute of Personnel and Development Institute (CIPDI) has been conducted a study on the recruitment and selection process of the banking industry to understand the impact of human resource policy of the organization on the selection process of potential candidates. It is highlighted during the study the organizations are in continuous process of the selection of talented candidates therefore the selection process is in progressive mode with up gradation to ensure the appropriate selection of the potential candidates. Another study is conducted by an international recruitment company which is manpower groups in 2013 and identified that it is very important for any organization to survive within the competitive business environment therefore need to improve the retention rate of the organization and it is found during study that the recruitment and selection process play an important part in it.

In the continuation of the different studies that the current study is designed to understand the issues in the recruitment and selection process of the National Bank of Pakistan and address the issues to understand the process mechanism and provide appropriate solution to the issue to make improvements within the system. The key aspects which are considered during study are appropriate time to make conduct recruitment process, availability of the potential candidates, medium selected to announce the vacancies within the organization either internal or external, standard of the selection process, internal and external issues to the selection process inapproachability of skills needed for the desired position, impact of top management is appropriate selection process, internal requirements for the required candidates, recruitment resources that are utilized by the HR department, organizational culture etc. It may also due to poor quality of the interview process, lack of the information required to select the appropriate candidate for the position and touching the unnecessary aspects in the selection process of the candidate. It is also found in some studies that biases on organizational level usually impact the quality of the recruitment and selection process of the potential candidate.

1.2 Aim of study

The aim of this study is to understand the recruitment and selection process followed in National Bank of Pakistan, its different aspects and to understand the positive and negative aspects of the human resource policy of the bank. In order to achieve the objective of the study a specific questionnaire is designed to understand the relevant area and get the desired information from the human resource department of the bank and employee to understand the satisfaction level with the system. The major aspect of the study cover the practice followed in National Bank of Pakistan in recruitment and selection process, the efficiency of the process to the progress of the bank, the upcoming difficulties faced by the human resource department of the National Bank of Pakistan and achievements or improvements. The additional aspect of the study is that It will support the human resource department of the bank to trace out the error within the process and make improvements that helps in the selection of the appropriate candidate and finally help to the organization in the achievement of the goals.

1.3 Objectives of the Study

The objective of the study includes:

1. To understand the recruitment and selection mechanism of the human resource department of the National Bank of Pakistan.
2. To understand the manner in which recruitment and selection process of the human resource department of the bank has been affecting the NBP.
3. To evaluate the challenges and difficulties which has been facing by the human resource department of the bank
4. To recognize different elements of recruitment and selection process that will help to progress the recruitment and selection mechanism in NBP

1.4 Research Hypothesis

Research hypothesis is the framework of the study on which the reliability of the study based on. It different aspect of the study that help to make a complete model and finally test it to check its reliability at comprehensive level. The hypotheses are based on the research questionnaire that arises in mind before starting the study and support to formulize the path of the study.

1.4.1 Questioners

The aim of this research study is to understand the recruitment and selection process of National Bank of Pakistan. In this study different aspect of the recruitment and selection process are analyzed to understand the nature of the process in NBP. This study will help to understand and identify different elements of recruitment and selection practices at National Bank of Pakistan.

The associated questions to this research will be as follows;

- What are methods followed by NBP for recruitment and selection?
- What are the recruitment decisions made by NBP?
- What are criteria's for selection of NBP?
- Which policies do they adapt to have better Human Resource?
- What channels they follow for recruitment and selection to attract candidates?
- What is the process of NBP to identify the vacancies?

1.4.2 Hypothesis

H_{a0} : There is no gender Baines in selection process

H_{a1} : There is gender Baines in selection process

H_{a0} : The selection process is not responsive and merit based

H_{a1} : The selection process is responsive and merit based

H_{a0} : The experience of the staff and selection process are not related

H_{a1} : The experience of the staff and selection process are related

H_{a0} : The interview process is not effective in NBP.

H_{a1} : The interview process is effective in NBP.

1.5 Time Horizon

The study is designed with the availability of the time period provided for the study by Baharia University of Pakistan. The level of the work is made sure as per the requirement of the master study keeping the focus on the aim of the study without diverting out of the path. Due to this Karachi is place in consideration for the selection of the responses and areas are defined to visit and get responses. In addition, complete time period is divided for the different part of the study as per requirement and importance.

1.6 Time Scale

The total time available to the competition of the study is six months therefore the total time is divided among different part of the study to complete it successfully.

- The first month is spent to study different research relevant to the topic selected for study.
- The second month is spent to formulize the introduction of the study.
- The third month is spent to complete the literature review of the study.
- The fourth month is spent to formulize the questionnaire and study about selected research method.
- The fifth month is spent to collect responses using questionnaire.
- The sixth month is spent conduct data analysis and finalization of thesis study.

1.7 Limitations and Scope

1.7.1 Limitations

It is quite clear that limitations are usually associated with any research study therefore in case of the study under consideration has the following limitations:

- Sampling methodology cannot be selected that need much time to collect required number of responses for the successful compellation of the study therefore convent sampling is usually followed to collect required number of responses.
- The selection of location for the collection of the responses is Karachi because it is not possible to visit different cities for the collection of the responses.
- It is not possible to touch aspect of the recruitment and selection process therefore only crucial aspects are addressed during this study.

1.7.2 Scope

This study will focus to analyze the recruitment and selection process of the NBP and understand the different aspect of the process. Human resource department of the bank is specifically visited to make basic understand of the concept to help in the designing of the questionnaire and basic frame work within the organization. In addition, this study will help the human resource department of the bank to have a look of insight that are still needed to

be addressed at immediate level for effective selection of the skilled candidate and support the progress of the bank.

1.8 Introduction to organization

The National Bank of Pakistan was founded in 1949 under the company ordinance of 1949 and was under the supervision of the government of Pakistan. It was performed as the front line representative of the State Bank of Pakistan. Initially National Bank of Pakistan had not had its own branch network in Pakistan. Currently National Bank of Pakistan is one of the expand network of banking in Pakistan and has been successfully facilitating the customers by providing basic banking facility to each level of the customer. Although there is different perception about government based banks but National bank of Pakistan is in process of evaluation and showing improvements in each aspect including selection and recruitment process also.

The bank has been serving each sector of the economy with different offers and products. The bank has also been performing its role as an executor of private funds and as the representative of the Central bank to facilitate the environment. The bank has been offering different loan and deposit product with variation to fulfill the requirement of the customers and along with this offering value servicing service which includes online banking services, ATM facility.

CHAPTER NO 2

LITERATURE REVIEW

2.1 International Literature Review:

The recruitment and selection process of an organization is defined as the collection of actions and connection of different processes that are the part of the human resource policy of the organization. It is highlighted by Costello et al (2006) in their study recruitment and selection process with the aim to select appropriate candidates for the available positions. It is further added with studies that human resource policy is designed to recruit the suitable number of the potential candidates need by the organization. In addition, the effectiveness is measured in terms that right person is selected for the right place in order to support the performance of the organization. S. Peter (2008) highlighted in his study that there is the linkage between employee selection and potential candidates search for the job therefore it is very important that recruitment and selection process must be as per the harmony of the two agents to meet their requirements. P. Angel (2010) revealed in his study that the recruitment and selection process support an organization in the selection of the experience and skilled staff with effective policy measures and tools. It indicates the structure of the recruitment and selection process is very important the selection of the right person for the right place. In this manner the process helps to fulfill the requirement in the search of desired candidate for the vacant positions.

John et al (2011) added with his study that in the stage of selection of the potential candidate the process must be efficient and effective. It is likely to meet the requirement of the organization judge the skills and expertise of the applicant. Montgomery (1996) added with his study that the core attention of the human resource department of an organization is to judge the candidate with his skills and not to apply unique scale of reward to each employee. It shows that efficient candidate are attracted by the reward as per their skills otherwise efficiency in the system is mismatched and result in long term cost on the organization without any productive return.

J. Vanoic (2004) added with her study that high quality and skilled rich candidate is only attracted by attractive pay scale other it result in the weakening of the workforce structure of the organization. For this reason, employee with high performance in any company is rewarded to with fruitful returns. It is very necessary to improve the test and interview process that help in judging the appropriate candidate for the right position. It is usually found that due to inappropriate test and interview process organization fail to judge the applicant and usually loose the required skill due to ineffective procedure. It is highlighted by Mark et al (2001) in their study that candidate is provided with time to present its view and avoid judging it with standard process, variation is also needed to get the required skills. It is the reason that human resource department of the organization usually employed skilled and experienced staff in interview processes to better judge the candidate. In addition, it supports the department with the required staff and places their ideas in selection process.

Huselid (1995) added with his study that planning in the designing of the recruitment and selection process is very important. It shows that human resource policy without design and structure is useless just incur the cost to the organization therefore it is very necessary to the firm. A human resource information system is a system demoralized to acquire, store, manipulate, analyzed, retrieve and allocate applicable information regarding an organization's human resources.

2.2 Local Literature Review:

In Pakistan there is number of studies conducted on the recruitment and selection process to under the nature of the problems and provide effective solution to the organization to bring improvement within the system and make it competitive. Hassan et al (1999) conducted a study and concluded that soft consideration of human resource department to upcoming changes with the requirement of the organization is very necessary to make possible the selection of the appropriate candidate for the required position. It shows that there must be adaption within the recruitment and selection to ensure the right selection of the right person within an organization which is the reason that potential candidate is passed through different stage to meet the requirement and the skill level with the position vacant within the organization along with this reward which potential candidate perceives. M. Rehan (2010) in his academic study concluded that selection of workers occurs not just to replace departing

employees or add to a workforce but rather aims to put in place workers who can perform at a high level and make understandable commitment. It means that filling the position is not the aim of the human resource department of the bank but to provide the productive employee to the organization with good retention rate is the ultimate objective therefore usually candidates are judge with different tricky question to check this along with required skill and expertness are they willing to stay with the organization or not for the feasible time period.

Saba Mahmood (2008) highlighted in his study that the right choice for the any organization is very important therefore it must have an appropriate structure therefore businesses have been adopted with the sequence of different steps that are very important to the effective structure of the human resource department.

- Recruitment, selection along with hiring
- Job situation
- Performance appraisal
- Employees profit analysis
- Training and progress healthiness, precautions, and security

Mohsin Ahmed (2008) added with his study that the ultimate goal of the human resource department is to fill the place with right person and provide the skills with retention. It is usually observe that usually high retention rate result in a significant cost to the firm therefore different aspect must be put in consideration to ensure the skill remain with the organization to support the performance level.

The overall literature review shows that there is significant number of work is done the topic selected for the study and has been formulize the base for the study to construct a specific questionnaire to conduct the get the efficient responses.

CHAPTER NO 3

RESEARCH METHODOLOGY

3.1 Natures of Research

The research method selected for this thesis study is descriptive in nature. The descriptive study make it easy to analyze the population based the sample selected for the study. It explains the characteristics of the population based in selected sample. There are two types of descriptive research studies based on the nature of the data. These are:

- DescriptiveQualitative Research
- Descriptive Quantitative Research

It helps to explain the characteristics of the population with the help of questionnaire designed for the study.

It includes following steps:

- First of all the problem is defined
- Then relevant information is collected relent to study.
- Instrument is selected for data collection which is questionnaire.
- The estimation of the sample size and understanding the population size.
- Definition of the statistical tool for the data analysis
- Filed visit to collect the information.
- Analyzing the data using statistical tool
- Predicting the data and concluding the results.

3.2 Sources of Data

In this research study primary data is decided to be collected for study therefore primary data is collected using questionnaire for the successful accomplishment of the study that is very necessary for the health of the study

3.2.1 Primary data collection

The source of the data is National bank of Pakistan. A specific questionnaire is designed to visit the National bank of Pakistan's different branches in Karachi along with head office to collect information. The primary data help to understand the internal environment of the National Bank of Pakistan. The core benefit of primary data is that it will help in understanding grass root issues in recruitment and selection process in human resource department of the National bank of Pakistan. It also provide a touch with the system to understand different other aspect to support the study and during interpreting the results within the study.

3.2.2 Questionnaires

The research study is quantitative in nature therefore questionnaire is used to collect information on the required variable to perform analysis and present the result. The questionnaire is designed keeping in consideration the behavior of variable and the nature of the environment. It is very necessary to collect good responses in the accomplishment of the study. The likert scale is used to collect the behavioral responses of the employees of National Bank of Pakistan. Otherwise close ended question restrict the respondent to present its view while on the other side open handed question make the process difficult to summarize the results.

3.3 Population

The population of the study is the number of the employees of the National Bank of Pakistan which are significant in number and has been successfully contributing in the progress of the National Bank of Pakistan with 1250 online branches around the Pakistan with progressive result.

3.4 Sample Size

A sample size of 100 is selected for the purpose of the analysis. The branches of National bank of Pakistan and Head office of the bank have been visited to collect responses it is placed in consideration that each employee is provided equal opportunities to submit his responses to present his view on the topic of study.

3.5 Sampling Techniques

The sampling technique followed in this study is convenient in nature. The importance of the convenient sampling is very good in case when respondents are far and dignified. Therefore it is easy to visit each branch and get first available responses to fulfill the requirement of the thesis study in a timely manner and ensure the successful accomplishment of the study.

3.6 Data Collection Instrument

Questionnaire is used as the research instrument for the study. In the designing of the questionnaire it is placed in consideration that the language of the study is simple and easy to understand. All the questions must be relevant in study. It is especially ensured that there must not be irrelevant questions within the questionnaire to diversify the respondent from the topic. The Likert scale is used to provide flexibility to the employee to record the strength of view about any aspect of recruitment and selection process in National Bank of Pakistan.

3.7 Administration of Instruments

100 copies of the questionnaires are made that have been provided to the respondent during visit to head office or in branches. Special permission is taken from the head office of the national bank of Pakistan to formally precede the process and get fruitful results. Questionnaire is explained to the respondents at branches or head office to get good results. It will also help to minimize the error and wrong answer to questions. It also prevents the receipt of incomplete questionnaires.

3.8 Data Analysis

The collected field data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). The statistical method employed in this study is correlation analysis in which strength of the relationship is tested with hypothesis testing to ensure the successful accomplishment of the study. The value close to 1 shows strong positive association between the variables while value close to -1 shows strong negative association between the variables while value close to 0 shows that there is no association between the variables.

CHAPTER NO 4

ANALYSIS OF DATA RECURIMENT AND SLECTION

4.1 Introduction

The data collected through questionnaire during field visit to the branches of the National Bank of Pakistan and to the Head Office of National Bank of Pakistan is analyzed using statistical software which is SPSS. First of all data is uploaded in to SPSS. Then the reliability of the data is test using Cronbach's alpha test then after graphical analysis is performed to understand the responses on different questions. It helps to understand the behavior of the employee about the recruitment and selection process in National Bank of Pakistan after graphical analysis correlation analysis is conducted to test the hypothesis either they exist or not.

4.2 Graphical Analysis:

The graphical analysis is specially performed to understand the nature of the responses on each question of the questionnaire. It will help to understand the overall structure of the question based on each question and helps to understand employee's behavior on different aspects of the recruitment and selection process in National Bank of Pakistan.

4.2.1 Gender:

The graph shows that overall these equal opportunities for male and female which is evident from the graph. The 1 on x-axis shows female and 2 shows male. It means females are around 35 percent of the male that is in the support of the fact there is no gender biasness in employee selection and recruitment process. The merit is favored in the selection of the employee in National bank of Pakistan. There is no special consideration provide to male for any position. Vacant position is allocated to the individual with the required skills and capabilities

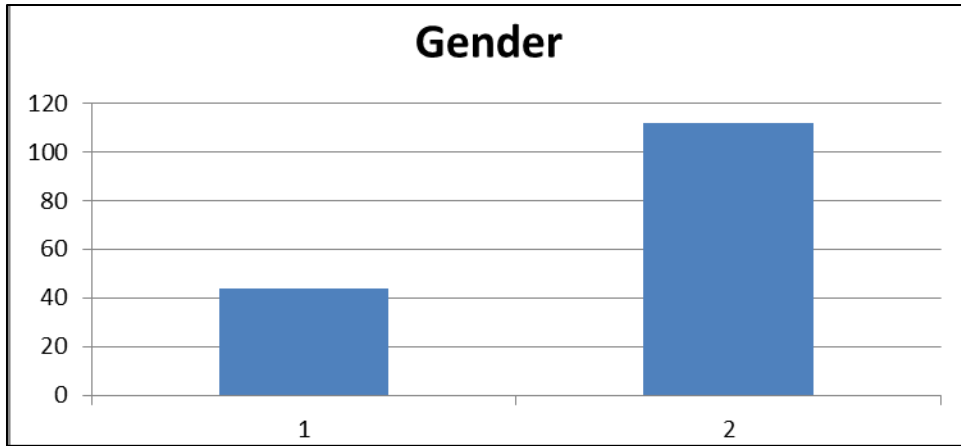


Figure 1: Gender of Respondents

4.2.2 Responsiveness of the recruitment process

The responses on this are received on the responsiveness of the recruitment process in National Bank of Pakistan. The likert scale ranges from 1 to 5. The value close to 1 shows that employee are satisfied with the responsiveness of the recruitment process while value close to 5 shows that employees are less satisfied with the system. The graphs shows that there is mixed behavior it means that there is need of the improvement within the system as National bank of Pakistan government based bank therefore it shows favoritism exist in the system that is needed to be for sustainability of the system.

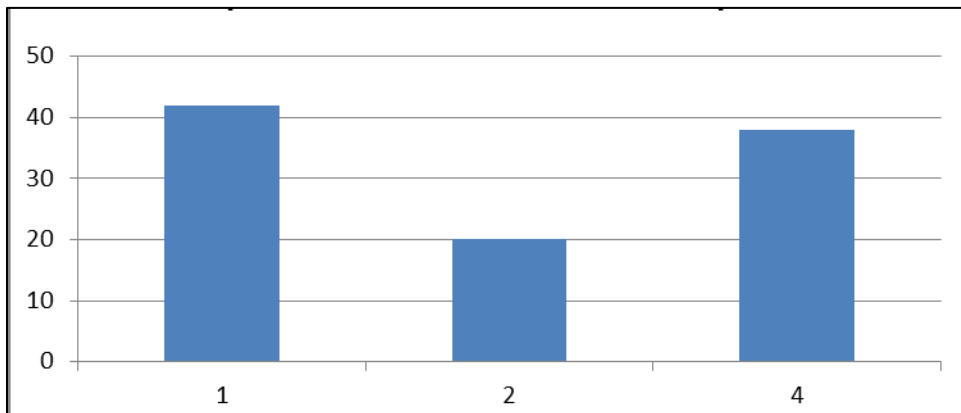


Figure 2: Responsiveness of the recruitment process

4.2.3 Satisfaction with the internal opportunities

The graph shows that staffs are satisfied with the system of the human resource department regarding internal opportunities provided to the internal staff for their career development and growth the likert scale ranges from 1 to 5. The value close to 1 shows that employee are satisfied with the responsiveness of the recruitment process while value close to 5 shows that employees are less satisfied with the system. The large proportion of the population is satisfied with internal opportunities provided to them which evident from the graph.

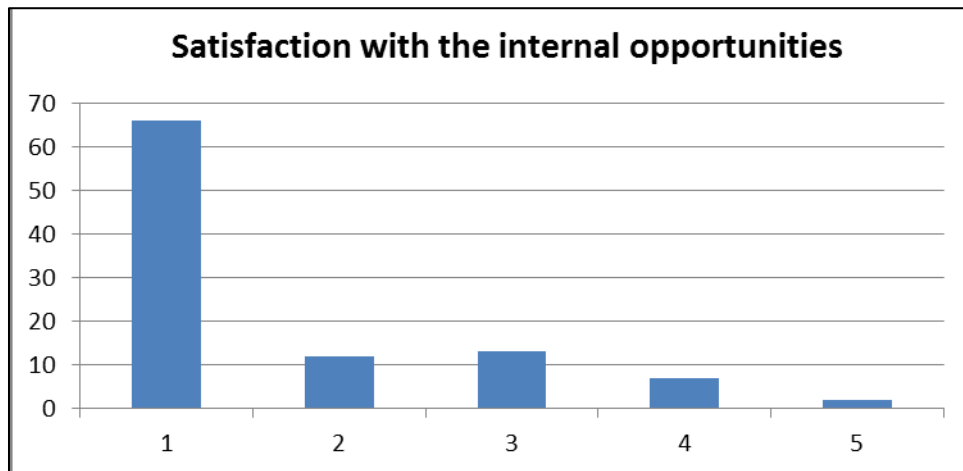


Figure 3:Satisfaction with the internal opportunities

4.2.4 Satisfaction with the selection process

The graph shows that staffs are partially satisfied and partially not with the selection process in National Bank of Pakistan of the human resource department. The likert scale ranges from 1 to 5. The value close to 1 shows that employee are satisfied with the responsiveness of the recruitment process while value close to 5 shows that employees are less satisfied with the system. The results show that staff have mixed response on this question which is may be due to negative and optimistic view.

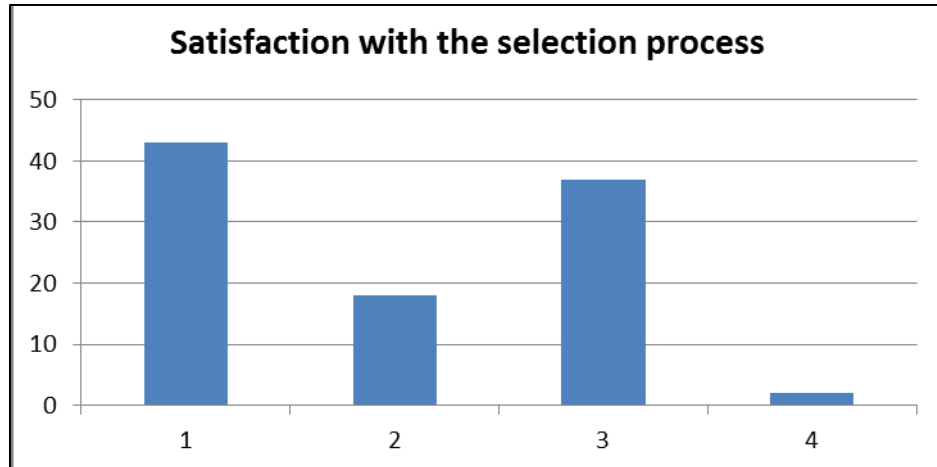


Figure 4: Satisfaction with the selection opportunities

4.2.5 Satisfaction with the overall process

The result shows 1 for unsatisfied response to the system while 2 shows satisfied responses to the system. Overall employees are satisfied with system although there is need of improvement. It may be due to the reason that they are now the part of the system.

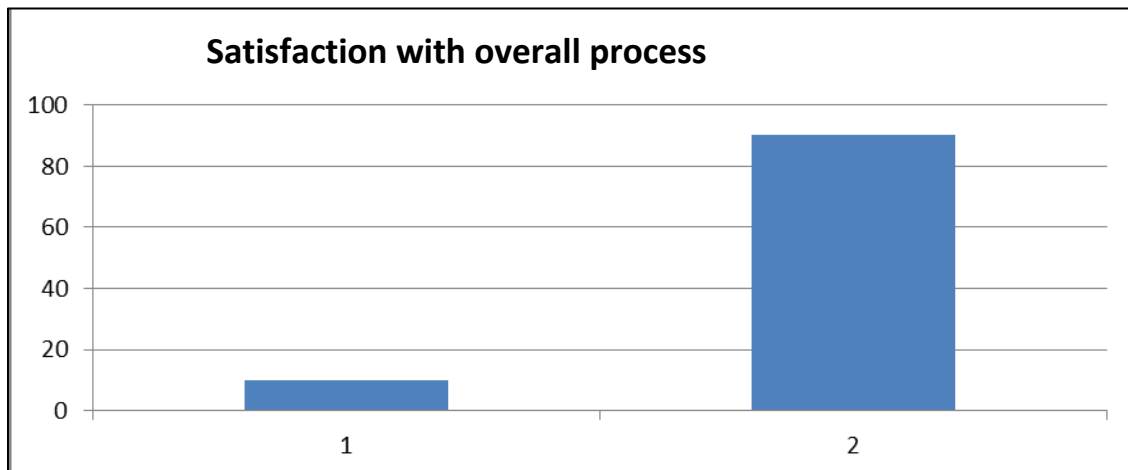


Figure 5: Satisfaction with the overall process

4.8 Cronbach's Alpha

The test result shows that the value of Cronbach's alpha for the study that is conducted to analyze, understand the quality of recruitment and selection process in National Bank of Pakistan. The value of Cronbach's alpha is 0.688 that shows that the data collected for the analysis is valid..

Cronbach's Alpha	N of Items
.688	5

Table 1: Reliability Statistics Cronbach's Alpha

4.9 Hypothesis Testing:

4.9.1 Gender biasness and Satisfaction to selection process:

The result is significant that shows there is no gender biasness in National Bank of Pakistan. Applicants are treated equally to the final selection process but the relationship is weak that shows there is need to make further improvement to make the selection process more efficient.

		VAR00001	VAR00005
VAR00001	Pearson Correlation	1	.389**
	Sig. (2-tailed)		.006
	N	49	49
VAR00005	Pearson Correlation	.389**	1
	Sig. (2-tailed)	.006	
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Table 2: Hypothesis Testing Gender biasness and satisfaction to selection process

4.9.2 Recruitment through Response and Satisfaction to selection process:

The result is significant that shows the recruitment and selection process in National Bank of Pakistan is responsive and considerable. Applicants are analyzed well to make the selection merit base and skills are tested by process mechanism to ensure the effectiveness of the

workforce but the relationship is not as much strong therefore highlight some areas of improvements.

Correlations			
		VAR00005	VAR00002
VAR00005	Pearson Correlation	1	.328 [*]
	Sig. (2-tailed)		.021
	N	49	49
VAR00002	Pearson Correlation	.328 [*]	1
	Sig. (2-tailed)	.021	
	N	49	49

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3: Hypothesis Testing Recruitment through Response and Satisfaction to selection process

4.9.3 Employment Time (Experience) and Satisfaction to selection process:

The result is significant that shows experience of the employees in National Bank of Pakistan and their view about selection to understand the evolution of the selection process. The results show that the test is not significant.

Correlations			
		VAR00005	VAR00003
VAR00005	Pearson Correlation	1	.204
	Sig. (2-tailed)		.159
	N	49	49
VAR00003	Pearson Correlation	.204	1
	Sig. (2-tailed)	.159	
	N	49	49

Table 4: Hypothesis Testing Employment Time (Experience) and Satisfaction to selection process

4.9.4 Employment Interview Category and Satisfaction to selection process:

The result is significant that shows the employees in different department of National Bank of Pakistan are satisfied with the selection process overall. It means that there is equal opportunity for each department to receive effective selection of the candidate and support their departmental goals.

Correlations			
		VAR00005	VAR00004
VAR00005	Pearson Correlation	1	.353*
	Sig. (2-tailed)		.013
	N	49	49
VAR00004	Pearson Correlation	.353*	1
	Sig. (2-tailed)	.013	
	N	49	49

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5: Hypothesis Testing Employment Interview Category and Satisfaction to selection process

Overall hypothesis testing shows that there is process is overall significant and adaptive to the change in the selection and recruitment process change and updated.

CHAPTER NO 5

Critical Debate

The overall analysis shows that human resource policy of the bank is adaptive to the environment change and competitive to the market requirements. Human resource is the process which includes analyzing the organization's requirement of the workforce that includes multiple factors keeping in view the objective of the organization both present and future goals. In the strategic goals of the bank it is given importance to understand the market need and ensure the competitiveness within the market. The plan, policies and human resource system of the National Bank of Pakistan is well adapted to the market standards. The goals and objective of the human resource policy of the NBP are in lined with the market requirements to understand the upcoming changes and make modifications. It is mainly considered that human resource ensures the labor force requirement of the bank and prevents the risk of labor force shortage.

In today's competitive business surroundings, NBP considered necessary to redefine its role and lean-to the public sector bank figure, for a modern commercial bank. It has off-load 23.2 percent share in the stock market, and at the same time as it has not been totally privatized like the other three public sector banks, fractional privatization has taken place. It is now scheduled on the Karachi, Islamabad and Lahore Stock Exchanges.

Furthermore, National Bank of Pakistan is today a progressive, well-organized, and customer paying attention institution. It has developed a wide assortment of consumer products, to boost business and provide to the different segments of society. Some schemes have been specifically designed for the near to the ground to central point income segments of the population. These incorporate NBP Advance Salary, NBP Saiban, NBP KisanDost, NBP Cash in Gold.

In order to operate such a wide and productive mechanism of the NBP it is very necessary to ensure the effective selection is the part of the process of the bank. The selection process of the bank is sub-divided in to multiple step to check each aspect of the candidates under the selection process to ensure the operational efficiency

CHAPTER NO 6

Conclusion and Recommendation

6.1 Conclusion:

The slogan of the NBP is that it is the bank of employer choice which is very much true the overall analysis has been revealed that employees are satisfied with the mechanism and the system has been in continuous process of evolution to ensure the effective selection. The whole NBP family includes dedicated and enthusiastic workforce with appetite to do best in the favor of the bank in their separate areas of operations that help to collectively enhance the effectiveness and performance of the bank. The human resource department has been actively playing its role in this aspect. The work has been appearing challenging and it is very necessary for human resource department to facilitate the bank with the desired skills. The selection and recruitment process of the bank has been positively contributing in it. As it is clear that process is in continuous flow evolution therefore there are still some gaps that are needed to be improved to make environment more effective

6.2 Recommendations

NBP is a caring employer which enables the employees to excel and grow in highly congenial employment conditions and culture. The main components which are found in Human resource policy that are needed to be further improved by the human resource department of the NBP are as follow:

- Modifying plans, policies, and systems to satisfy HR needs
- Setting human resource goals and determining the timeline and path to achieve them.
- Ensuring HR resource supply meets human resource demands
- Comparing forecasts of demand and supply
- Planning the actions needed to deal with anticipated shortage or overages
- Feeding back HR information into the strategic planning process

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Appendix

Questioner

Questionnaire for Human Resource Management

This questionnaire is designed to gain understanding of recruitment and selection practices at NBP Bank. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick () the appropriate response to each of the question

Section; A

1. Personal Data

a. Sex Male []

b. Female []

2. How long have you been working at NBP Bank?

a. less than 1 year []

b. 1 – 6 years []

c. 7 – 12 years []

d. 13 – 18 years []

e. 19 years and above []

3. Which of the qualifications below do you possess?

a. 1st Degree []

b. 2nd Degree []

c. Others

Section B: Recruitment and Selection

4. Do you have any formal policy and procedure for the recruitment and selection of employees?

Yes []

No []

5. If yes to above, briefly state the policy.....

.....
.....
.....

6. Does NBP Bank conduct job analysis for all the jobs ?

Yes []

No []

7. Which of these methods/channels of recruitment are applicable to the NBP Bank? You may select more than one.

a. Radio advert []

b. TV advert []

c. Newspaper advert []

d. Professional association(s) []

e. Employment agencies []

f. Employee referrals []

g. Other(s) specify.....

.....

8. When vacancies occur, are existing employees considered?

Yes []

No []

9. Are job vacancies made open to the general public?

Yes []

No []

10. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.

a. Academic qualifications []

b. Work experience []

c. Interview []

d. Test []

e. Other(s) specify.....

11. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection?

a. Yes []

b. No []

12. Do You Have non-discrimination policy for females?

a. Yes []

b. No []

13. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?

a. Yes []

b. No []

14. If no to the above question, why?

15. Have these recruitment and selection practices led to the employment of competent staff?

Yes []

No []

16. If your answer is no, please give reasons

17. Is there a situation where management circumstance (i.e. divert from) the formal recruitment and selection practices?

Yes []

No []

18. If yes, why so?

19. What are some of the challenges NBP Bank associated with your recruitment and selection practices?

20. What factors will improve recruitment and selection practices at the NBP Bank?

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.....
.....

Questionnaire for Staff /Employees

This questionnaire is designed to gain understanding of recruitment and selection practices at NBP Bank. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick () the appropriate response to each of the question

Section A

1. Personal Data

a. Sex Male []

b. Female []

2. How long have you been working in your organization?

a. less than 1 year []

b. 1 – 6 years []

c. 7 – 12 years []

d. 13 – 18 years []

e. 19 years and above []

3. Which of the qualifications below do you possess?

a. Masters []

b. Bachelors []

c. Intermediate []

d. Metric []

e. 1st Degree

f. Others specif.....

Section B: Recruitment and Selection

4. Are you aware of any formal policy for the recruitment and selection of employees?

Yes []

No []

5. If yes to question 4, please state some of these policies?

.....
.....

6. How effective are the recruitment and selection practices of NBP Bank?

a. Very Effective []

b. Good []

c. Not Effective []

d. Bad []

7. Do you know whether the bank performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

Yes []

No []

8. Does the bank have any agent(s) that recruits and selects employees?

Yes []

No []

9. If yes, please name the agency.....
.....
.....

10. Are job vacancies made open to the general public?

Yes []

No []

11. If yes to above question, which of these methods/channels of recruitment and selection practices are applicable to the bank? You may select more than one.

a. Radio advert []

b. TV advert []

c. Newspaper advert []

d. Professional associations []

e. Employment agencies []

f. Employee referrals []

g. Other(s) specify.....

.....

12. How were you recruited and selected?

.....

.....

13. What is your impression about the recruitment and selection practices at NBP Bank?

.....

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.....

.....

14. Have the recruitment and selection practices of NBP Bank affected your performance?

a. Yes []

b. No []

15. Explain answer

.....

.....

16. Are there equal opportunities for all would-be (potential) employees to your organization?

a. Yes []

b. No []

17. If no to question 13, why? Give reasons

.....

.....

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18. How can recruitment and selection practices at NBP be improved?

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