Thesis Report
on
"Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks."

Prepared by:

Md. Rakibul Islam
ID: EMBA 2401031017
Program: EMBA
Major: Management
Department of Business Administration
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Sonargaon University (SU)

Submitted for the partial fulfillment of the requirements for the degree of Executive Master of Business Administration (EMBA).



Sonargaon University

Campus: 147/I, Green Road, Tajgaon, Dhaka-1215

Date of Submission: April 28, 2025

Thesis Report
on
"Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks."

Prepared by:

MD. Rakibul Islam
ID: EMBA 2401031017
Program: EMBA
Major: Management
Department of Business Administration
Sonargaon University (SU)

Supervised by:

Md. Mostakin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Submitted for the partial fulfillment of the requirements for the degree of Executive Master of Business Administration (EMBA).



Sonargaon University

Campus: 147/I, Green Road, Tajgaon, Dhaka-1215

Date of Submission: April 28, 2025

“Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks.”

Thesis
Has been approved and contented by-

……..
Supervisor

Md. Mostakin
Lecturer
Department of Business Administration Sonargaon University (SU)



SonargaonUniversity

Campus:147/I,GreenRoad, Tajgaon,Dhaka-1215

ACKNOWLEDGEMENT

At first, I would like to express my gratitude to almighty Allah Subhanahuwat'ala, the Great, Gracious and Merciful for enabling me the strength and opportunity to complete the thesis report in the scheduled time successfully.
I am grateful to my parents without whom I cannot be here. They were beside me in every single situation and are still with me. Without the support of my parents, I could not be able to achieve my objectives and goals.

I would like to express my profound gratitude and wholehearted respect to my thesis supervisor **Md. Mostakin,** Lecturer, Department of Business Administration Sonargaon University for his inspiring guidelines, valuable suggestion, constructive criticism and constant help in preparation of this report.

Finally, I want to give cordial thanks to all of my friends, classmates and all well-wishers who helped me a lot in every stage of by giving valuable suggestion and inspiration.

LETTER OF TRANSMITTAL

28th April 2025

To

Md. Mostakin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Letter of Transmittal of the Thesis Report

Dear Sir,

It is my pleasure to submit here with my dissertation, which has been prepared under thesoundanddynamicleadershipofapersonalitylikeyou.Thisthesisreporttitledon **"Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks"** is an integral part of my academic program in completion of the degree named Executive master of business administration.

To complete the thesis report, I have tried my best to present all information that I have gathered from primary data, different articles and journals. I have acquired the valuable experiences through this thesis paper under supervision of you. I would like to thank you and university for giving me the opportunity to do thesis and helping me to prepare the report.

With best regards,

……..…

MD. Rakibul Islam
ID: EMBA 2401031017
Program: EMBA
Major: Management
Department of Business Administration
Sonargaon University (SU)

CERTIFICATE OF THE SUPERVISOR

This is to certify that, Md. Rakibul Islam,ID: EMBA 2401031017,a student of Program: EMBA of Business Administration Sonargaon University (SU); has been completed the thesis program on **"Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks"**. I am pleased to state that she has worked hard for preparing this thesis report. The thesis has been carried out under my guidance and is a record of bona fide work that has been carried out successfully.

I wish her a very successful life.

……

Md. Mostakin
Lecturer
Department of Business Administration
Sonargaon University (SU)

DECLARATION

I am Md. Rakibul Islam, hereby declaring that the presented report ofthesis titled **"Human Resources Management Practices in Bangladesh: A Comparative Study on different Private Banks"** is uniquely prepared by me during my thesis semester.

My original work is submitted to Sonargaon University (SU)and no part of the report has been submitted for any other degree or fellowship and the work has not been published in any article or journal.

Yours Faithfully,

……..

MD. Rakibul Islam
ID: EMBA 2401031017
Program: EMBA
Major: Management
Department of Business Administration
Sonargaon University (SU)

TABLE OF CONTENT

CHAPTER	TITLE	PAGE NO.
	ACKNOWLEDGEMENT	i- ii
	LETTER OF TRANSMITTAL	iii
	CERTIFICATE OF THE SUPERVISOR	iv
	CERTIFICATE OF THE CO-SUPERVISOR	v
	DECLARATION	v
	DEDICATION	vi
	TABLE OF CONTENTS	vii-viii
	LISTS OF TABLES	ix
	LIST OF ABBREVIATIONS	ix
Chapter 1	ABSTRACT	1
	INTRODUCTION	2
	1.1 Objective	3
	1.2 Background of the study	3
	1.3 Theoretical discussion	4
	1.4 Recruitment procedure	9
	1.5 Employee benefit	16
Chapter 2	**LITERATURE REVIEW**	22
	2.1 Theoretical Framework of the study	23
Chapter 3	**METHODOLOGY OF THE STUDY**	25
	3.1 Introduction	26
	3.2 Study Area and population	26
	3.3Sources of data	27
	3.4 Limitation of the Study	27
	3.5 Sample size and sampling technique:	28
	3.6 Data type and Collection process	29
	3.7 Research method and statistical tools	29
Chapter 4	**RESULT AND DISCUSSION**	30
	Introduction	31
	4.1Nature of professional categories of banks human resources	31
	4.2 Requirement and selection of employees	32
	4.3 Job analysis	33
	4.4 Performance evaluation, audit and promotion of the bank.	33
	4.5 HRD programs	34
	4.6 Information Technology and human resources	35
	4.7 Challenges of HRM	36
	4.8 Job satisfaction	37
	4.9 Findings of the Study	38
Chapter 5	**CONCLUSION AND RECOMMENDATION**	40
	5.1 Conclusion	41
	5.2 Recommendation	42
	REFERENCES	43-46
	APPENDICES	47-49

ABSTRACT

The banking sector plays an important role in the economy. The banks' success depends largely on dynamic, competent, and talented employees. The effective and efficient application and practice of human resource management will ensure a dynamic, competent, and talented staff that can achieve an organization's ultimate goal. The main objective of the study is to explore Bangladeshi commercial banks' human resources management practices. This study evaluates and compares the activities of job analysis, recruitment and selection, training and development, remuneration, motivation and rewards, maintenance of employee relations, safety and security programs of selected commercial banks as existing human resources management activities. This research is based on primary and secondary information. This study was made possible by the use of the publication of journals, books, authorized documents, annual reports, and website information and questionnaire. The results of the study have shown that commercial banks are following the common practice of HRM, while private banks follow more diversified practices of HRM. The study recommended that state-owned commercial banks should focus on job design, training, and development, as well as employee security, and private banks should focus more on the structure of salaries and wages, job security, and working pressures of employers. In this paper a five-point Likert scale is used to measure major problems of HRM in commercial Bank and also record the employees' opinion on eight indicators to measure their levels of job satisfactions.

Keywords: HRM, Job Analysis, Employee Relations, Job Security, Commercial Bank

Chapter 1

Introduction

1.1 Objectives

General objective

The main purpose of the research is to investigate HRM practice in commercial bank: A case study of Bangladesh

Specific objectives

1. Look into the nature, type and professional categories of human resources deployed in Commercial banks of Bangladesh.

2. Discover HRM issues including staff selection and recruitment, salaries, job analysis methods, performance evaluation, audit, and promotion, etc.

3. Uncover sustaining developments programmes including education and training, IT-orientation, career development, management development. Inspect staff's opinion regarding different levels of their job satisfaction.

1.2 BACKGROUND OF THE STUDY

Human resources are considered the most important assets of an organization, but very few organizations are able to fully harness its potential (Ahmed & Schroeder 2002). Human resources system is a set of distinct but interrelated activities, functions and process that are directed at attracting, developing and maintaining or disposing firms" human resources (lado& Wilson 1994). Banks, like any other firm, need to transform inputs into outputs at an efficient rate in order to maximize profitability and to survive under competitive conditions. Therefore, if a bank is using more resource in the process than is technically required, it will be operating below the "frontier" of efficiency. Chief among the resources is used to produce output is labor or human resources which typically consumes between one third and one half of the operating expenses (Jaffry & Ghulam 2008). Human resources are the operative of other resources. So proper nurturing of them ensures the success of commercial bank. Human

resources in other words, well informed capable citizenry can improve the total ability of an organization, a society, a government agency and virtually of a country, of a nation (khan, 2003). Banking industries across the world are going through a series of rapid changes due in part to the pace of technological development. Use of automated teller machines (ATM), advance statistical models for risk management and Advance Ledger Posting Machines (ALPM) has transformed the way traditional banking activity was performed. Technological advancement has changed the nature of banks demand for employee to perform banking activities. Computer literate, skilled workers are in demand with better compensation on offer compared to that received by low paid clerical and subordinate workers even a few years ago (S. Jaffry et al. 2008). Banking industry is the knowledge-based industry. Knowledgeable and well-equipped employee is essential to operate the business. People can be transformed in to human resources when they are equipped with adequate knowledge, skills and competencies (Roknuzzaman,2006). Commercial banking system dominates Bangladesh financial sector. Bangladesh bank is the central bank of Bangladesh and the chief regulatory authority. The banking system is composed of four state-owned commercial banks, five specialized developments banks, thirty private commercial banks and nine foreign commercial banks. In Bangladesh most of the human resources related decisions are mainly taken by the central management. In different branches these decisions are just implemented (Afroj, 2012).

1.3 THEORETICAL DISCUSSION

Meaning of Human Resource Management (HRM)

Human Resource Management focuses on optimizing the workforce to enhance an organization's performance and productivity. It involves activities such as recruitment, training, performance evaluation, and employee relations, all aimed at creating a harmonious and effective work environment. HRM is vital for both employee satisfaction and overall company success.

Definition of Human Resource Management

Human Resource Management (HRM) is a multifaceted discipline that plays a fundamental role in organizations. It is the strategic and systematic approach to managing the people who constitute an organization's workforce. HRM encompasses a wide range of functions and responsibilities, including recruitment, selection, training, performance evaluation,

compensation and benefits administration, employee relations, and compliance with labor laws and regulations.

At its core, HRM focuses on optimizing human capital by aligning the skills, knowledge, and competencies of employees with the organization's overall goals and mission. It involves developing and implementing policies, procedures, and practices that foster a harmonious and productive work environment, where employees are motivated, engaged, and satisfied. HRM also considers the ever-evolving landscape of employment, including changes in technology, labor markets, and societal expectations.

By effectively managing its most valuable asset – its people – HRM contributes to an organization's culture, productivity, and long-term success. It plays a pivotal role in talent attraction, retention, and development, ensuring that the workforce is equipped to meet current and future challenges while adhering to legal and ethical standards. In sum, HRM is an indispensable function in modern organizations, shaping the trajectory of both employees' careers and the organization's overall growth and prosperity.

Training:

Training is a structured and organized process that focuses on imparting specific skills, knowledge, and competencies to employees to enhance their performance in their current roles. It typically involves planned activities, such as workshops, courses, or on-the-job learning experiences, designed to improve job-related skills.

Development:

Development, in the context of Human Resource Management, refers to a more comprehensive and long-term process that aims to prepare employees for future roles and responsibilities within the organization. It focuses on nurturing a broader set of skills, knowledge, and capabilities that go beyond their current job requirements, helping employees grow and advance in their careers.

Importance of Training and Development

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees. Competition and the business environment keep changing, and hence it is critical to keep learning and pick up new skills. The importance of training and development is as follows:

1, Optimum utilization of resources.

2. Development of skills like time management, leadership, team management etc.

3. To increase the performance, productivity and motivation.

4. To imbibe the team spirit.

5. For improvement of organization culture.

6. To improve quality.

7. To increase profitability and bottom line by acquiring new skills.

8. Improving brand image by having well trained employees.

Need for Training and Development

Training and development of employees is a costly activity as it requires a lot of quality inputs from trainers as well as employees. But it is essential that the company revises its goals and efficiencies with the changing environment. Here are a few critical reasons why the company endorses training and development sessions.

1. Improvement When management thinks that there is a need to improve the performances of employees

2. Benchmarking To set up the benchmark of improvement so far in the performance improvement effort

3. Specific Role Requirement To train about the specific job responsibility and skills like communication management, team management etc.

4. Testing To test the new methodology for increasing the productivity

Training and Development Process Overview:

The training and development process within Human Resource Management (HRM) involves systematically identifying, planning, and executing activities to enhance the skills, knowledge, and competencies of employees. This process helps align the workforce with organizational goals, fosters continuous improvement, and ensures the company remains competitive and adaptable.

Explanation of the Five Key Steps:

Identify Training Needs:

This initial step involves assessing the current state of the workforce to determine where skill gaps and development opportunities exist. This might include employee performance evaluations, feedback from supervisors, or discussions with employees themselves. The goal is to pinpoint areas that require improvement.

Establish Objectives:

Once training needs are identified, clear and measurable objectives must be set. These objectives should align with the organization's strategic goals. By defining specific learning outcomes, it becomes easier to measure the effectiveness of the training program.

Select Training Methods:

In this step, you decide on the methodsand resources to deliver the training. Methods can vary widely, including classroom training, e-learning, on-the-job training, workshops, or seminars. The choice of method should match the training objectives and the learning styles of the participants. Conduct and

Deliver Training:

This is the execution phase where the actual training takes place. It involves implementing the chosen training methods and delivering the content to the employees. Training sessions should be structured, engaging, and designed to address the identified needs.

Evaluate Performance:

After training, it's crucial to assess the effectiveness of the program. Evaluation can be done through feedback from participants, supervisors, or through performance metrics. This step helps measure the impact of the training on individual and organizational performance and identifies areas for improvement.

Materials of training and development:

There are methods used in training program so that it can be effective for the employees of the organization. Some methods are describing below-

- Lectures and Demonstrations- it is one of the oldest method where trainer present the content in a broad way and trainer explain the topic and expects trainee to participate in the discussion to learn more about the topic by using some methods. In demonstration methods trainers explain and try to show how something works in real life. To be effective demonstration should provide with lectures.
- Case Studies- Case study presents a real-life case and asked employees to find the problems and provide the solution of those problem. It allows employees to investigate more to find more information of the topic
- Role-Playing- in this training methods, to get more knowledge participant are given arole play for a particular situation where they will communicate with others about how to deal with specific situation. How to deal with a harsh customer and make it more effective deal.
- Coaching and Mentoring- Coaching focus on short term way of teaching participant some particular skills and it ends when the participant develops a strong learning about those skills. It mainly comes from outside of the organization. It focuses more on technical skills. Mentoring is a long-term 18 relationship with senior employees who will guide junior employees about the skills and knowledge and how to develop those in the better way.
- Internship- Internship is a short-term method of learning developing skills and knowledge where a participant works in a company with or without payment for gaining experience on a particular field.
- On The Job Training- Participant will get to develop their skills in the organization with help of their superior and other employees. Most skilled employee of the organization trains less skilled employees while doing job.

1.4 RECRUITMENT PROCEDURE

A foundation or an association can't be prevailing without giving appropriate support of the client and customers. For bank it's considerably progressively significant as far as administration. So for serving Valuable support of the purchasers they generally procure ingenious official to keep up the standard of the bank. Commercial bank accepts by paying adequate pay and payments to their staff to get most extreme administrations out of them. Therefore, bank authority must be cautious in enlisting the opportune individual for the correct activity.

The obligation of top managerial staff to break down the labour prerequisite of the association consistently and fix up the quantity of staff official, administrators and number of official every class. on the off chance that the bank requests any brief or lasting post for the association, the top managerial staff suggests the responsibilities and furthermore subsidize for a long time. Bangladesh Commerce Bank Limited can't figure out how to pay for keeping up additional labour. Commercial bank must perceive the significance of labour estimation and as needs be an outline they for the contracting individuals. At the point when they requiring, it's should be audited and overhauled now and again for growing the business. Still, professionals will take the edge to fill up posts lying vacant within the approved chart or organogram. For the justification they can take initiative and can revise the chart for justification of the post. The organogram has to be revised time to time.

Recruitment through Advertisement At the point when an association needs individual they give promotions in the media, it's likewise called the piece of the enrolment. Right kind of ability is the primary article to the enlistment strategy. Commercial bank consistently pursues the notices print, on the web. The office will deal with all issues identifying with enlistment and determination of staff. Regarding recruitment of Probationary Officer, the criteria has been set as under: -

I. He/she should be a resident of Bangladesh.

II. Candidates must be Masters/BBA from an all-around rumoured University having three first Divisions/Class or CGPA-3.00 out of 4.00 where appropriate (no third Division/Class is adequate).

III. Preference will be given to those having MBA/BBA in Accounting, Finance and Banking, Marketing, Management and different business situated subjects and

Masters with Honours in Economics, English, Statistics, Mathematics and different business arranged subjects.

IV. His/her age must be between 21 to 30. These conditions might be loosening up capable in unique cases to be recorded as a hard copy.

V. He/she should be physically fit.

VI. The newcomer be required to get full therapeutic assessment from the Doctor, selected by the Bank. The expenses of the Doctor be paid by the Candidate. Be that as it may, any expenses for Pathological/different administrations required by Doctor for full restorative assessment be paid by the forthcoming worker.

Meeting Performance

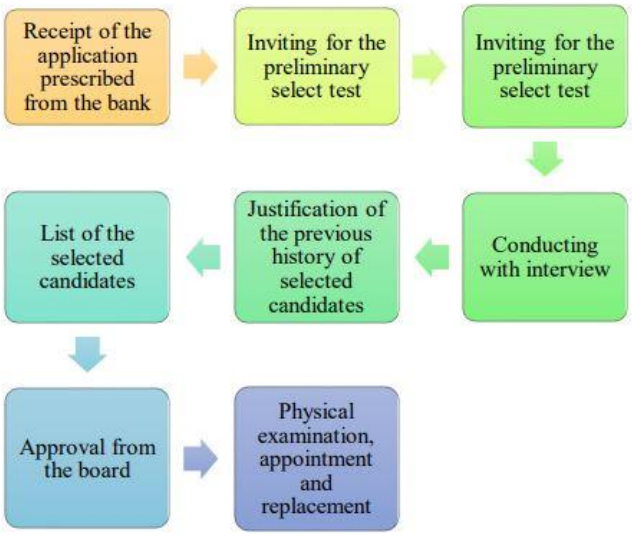
Like other bank commercial bank likewise keep a similar principle for trial official that they must be probation for one year. After the hour of probation, their exhibition will be examined by the Management and spot the report to the Managing Director. In the event that the competitor found appropriate for the post, they will be affirmed. In the event that they got unfitting their trial period might be additionally broadened or their administrations will-be ended by the power.

Determination Committee will consider the candidate's appearance, character, imparting capacity, good judgment, habits, general and presence of mind and grant checks exclusively which will be totalled and arrived at the midpoint of for deciding meeting execution score. The accompanying basis for meeting might be pursued:

- Appearance and Personality:
- Expression and Presentation limit and habits:
- General information:
- General and presence of mind
- Assessment
- Composed Test

It's compulsory to for the all candidates to endeavour the composed test which is 60 imprints test. The test ought to contain with general information and numerical predisposition. Commercial bank takes the assistance of outside specialists for setting the inquiries, regulating the assessment work and denoting the contents. Going with least characteristics of 60% will qualify the up-and-comer.

Flow chart of recruitment process



Probation and Confirmation

Here are the rules that commercial bank follows for the probationary officer

Entry level officials a will be on post-trial supervision for at least one year. Thereafter the probation time frame, the executive's advisory group will assess their exhibition and they will display a report. On the off chance that they discover the official is reasonable they will affirm the person in question else they move or can end

Also, they have that decides for staff that in the event that they enlist any sub staff they can be involved as ordinary representative in the event that they complete 8 years of consistent assistance in the Bank by observing their records and instructive capability.

Resignation

For acquiescence commercial bank allows sees three months ahead of schedule of the end. It's appropriate forever one of the staffs here they likewise referenced if the overseeing executive neglects to give the composing reports to them, overseeing board of trustees at risk to pay the pay a sum equivalent their essential pay three months‟ compensation. It's additionally appropriate for the trial official if there any disciplinary activity inferred on an official or if any official utilizing any gear which has a place from the bank they can't leave without the authorization of the position

Gift or Benefits Offered to Employees

It is an offense to request, request or acknowledge to serve a worker, anything of significant worth from anybody as an end-result of any business, administration or secret data, either previously or after an exchange is talked about or finished.

Special material of ostensible worth, for example, pens, pencils, scratch pads, key chains, schedules and comparable things and so forth and endowments of sensible incentive on wedding are excluded. At whatever point any circumstance emerges as to issues concerning things of significant worth, a representative must make complete honesty to the administration and get the executives' composed reaction.

Things Offered by Employees

Representatives will not, for the benefit of commercial bank straightforwardly or by implication give, offer or guarantee anything of significant worth to any individual, business substance, association, open authority, and ideological group to impact the beneficiary. Typical strategic policies of offering dinners; excitement limited time blessings and so forth are absolved. Representatives will not, for the benefit of commercial bank legitimately or by implication give, offer or guarantee anything of significant worth to any individual, business element, association, open authority, and ideological group to impact the beneficiary.

Retirement

An official earned Regardless ability and information all through of his working life. At that point a specific opportunity later, opportunity arrives when capacity to perform decrease very. Where it's an ideal opportunity to resign of a senior official will supplant new official to work with more quality and additional energy to improve the nature of the executives of the organization. The standards might be known as the Commercial (Employees) retirement and Retirement Benefit Rules, 1993.It will come into power on the double and will be esteemed to have produced results from the date of initiation of the Bank. A worker of the Bank will resign on accomplishment of the age of 58 (fifty-eight) years which is considered as should be expected retirement Voluntary Retirement.

Retirement:

Any worker of the Bank may pick to resign from the administration of the Bank whenever after he/she has finished least 10(ten) long periods of administration in commercial bank pulling out recorded as a hard copy to the Overseeing Executive in any event 60 (sixty) days before the date of his planned retirement

Typical Retirement: A representative of the Bank will resign on achievement of the age of 58 (fifty-eight) years

Constrained Retirement:

Constrained retirement doesn't involve Age. A worker might be expelled from the administration of the Bank for his submitting any unfortunate behaviour subsequent to fitting in with rules and methods gave in law.

Early Retirement:

A representative of the Bank may settle on early retirement recorded as a hard copy to the Overseeing Chief with or without demonstrating any ground thereof whenever during his administration in the Bank. There is no bar of earlier notification or length of administration for it. Be that as it may, alternative for early retirement, once practiced will be conclusive and unavoidable.

Retirement Benefits

Voluntary Retirement:

- A worker whose wilful retirement has been acknowledged by the Bank will be qualified for the accompanying retirement benefits
- Tip according to Tip Rules will be paid, determined at (one) months fundamental compensation (prompt a month age's essential compensation) for each finished long periods of administration in the Bank.
- He/she will be qualified for instalments acceptable to him/her according to Fortunate Store Rules of the Bank.
- The concerned worker will be qualified for benefits under Superannuation Reserve Plan. ϖ The concerned worker will be qualified for benefits under Representatives Welfare Plan

Normal Retirement:

- A representative who has resigned at the age of 58 (fifty-Eight) years in common course will be qualified for the accompanying retirement benefits: -
- Leave preliminary to retirement for 03 (a quarter of a year) with pay, stipends and different offices in full which he/she was profiting from the Bank before continuing to such leave. The leave preliminary to retirement will not be charged from his leave account.
- Leave preliminary to retirement for 03 (a quarter of a year) with pay, recompenses and different offices in full which he/she was benefiting from the Bank before continuing to such leave. The leave preliminary to retirement will not be charged from his leave account.
- Fortunate reserve both possess and Bank's commitment payable according to opportune store rules.
- The concerned worker will be qualified for benefits under Superannuation Reserve Plan.

Forced Retirement

An employee who has been put to forced retirement as a measure of lesser punishment for committing any misconduct shall be entitled to the following benefits Banks and his own contribution to the Provident Fund if he is otherwise entitled to them as per existing Provident Fund Rules.

- Gratuity benefit
- if admissible as per existing Employees Gratuity Rules of the Bank. ϖ Benefits from Superannuation Fund Scheme.
- Benefits under Employees Welfare Scheme.

Early Retirement

Employees of the Bank who applied for Early Retirement and accepted by the Management shall be entitled to the following retirement benefits ϖ Salary and Allowances for 4(four) months (Calculated at immediate last month's pay).

- Provident Funds both own and Bank's contribution shall be paid as per Provident Fund Rules.
- The concerned employee shall be entitled to benefits under Superannuation Fund Scheme.
- The concerned employee shall be entitled to benefits under Employees Welfare Scheme.

1.5 EMPLOYEE BENEFIT

Bonus Policy

Bonus is an extra payment in addition to fair and reasonable normal salary. It is an incentive payment not a routine salary. Therefore, it must be strictly linked only with effort and profitability of the Bank. Two Festival Bonus every year, pay dividend 7%- 9% only one Festival Bonus/ no Incentive Bonus.

- Bonus always on the basis of the Basic Salary
- Nevertheless, even if net profit not enough to pay minimum dividend as mentioned at Bangladesh Commerce Bank Law under serial no. b (1) Board shall consider the matter every year.

Provident Fund

For each business association a Provident Fund is a legitimate element which is made by to give long haul advantage to the laborers and workers. Business contributes with the store dependent on fixed level of the regularly scheduled compensation move costs. Then again, workers are to make store comparable sum or more to the reserve each month. Fortunate Fund Administered by a Board of Trustee Comprising both Board Members and Executives. The Fund will be regulated by these Rules or by such different Rules as might be encircled every now and then. The care, the executives, speculation and control of the store will be vested in the Trustees.

- There shall be at least 6 (six) Trustees of the Fund out of which 3 (three) will be nominated by the Board of Directors and the remaining 3 (three) Members of the Fund shall be nominated by the Management.
- The custody, management, investment and control of the fund shall be vested in the Trustees.
- There shall be at least 6 (six) Trustees of the Fund out of which 3 (three) will be nominated by the Board of Directors and the remaining 3 (three) Members of the Fund shall be nominated by the Management.

Gratuity

Gratuity is the part of the salary that an employee received from his or her employer. This is another form of benefit for the employees. Bangladesh Commerce Bank has their own rules which are called the Commercial bank Limited Employees Gratuity Rules".

Eligibility

For this gratuity employees who has been in their service for a minimum period of 12 (twelve) years without any break, they will be eligible to have the benefit under the gratuity scheme. But sometimes Gratuity can be approved to an employee under this condition

- In case of sudden death during in the service
- In capability of mental and physical permanently.
- Any special case

Disqualification

The following categories of employees will not be eligible for the Gratuity:

- Those who are dismissed from the service of the Bank.

OR

- Those who leave or discontinue their service without the permission of the

Amount Payable

One-month basic salary for each completed year of service on the basic pay drawn by the employee.

Payment of Gratuity

- The Gratuity will be paid to the employee concerned.
- In case of his/her death the Gratuity has to be paid
- The person(s) nominated by death
- His/her legal heirs in the absence of any nomination.

Medical Benefits

The benefits are over and above the normal monthly allowance. It is not mandatory by any law but commercial bank Board only introduced such benefits to ensure that all employees dedicate themselves to commercial bank for its continuous growth, better clientele service and good health. Obvious monthly medical allowance does not cover the expenses for hospitalization for major illness where prolong hospitalization are necessary including surgery.

Rules & regulations

Employee all confirmed employee who is in the permanent payroll. The facility also covers their wife and maximum two dependent children.

Declaration

A specimen copy of declaration form is required to be filled and signed in duplicate by individual employee. The first copy of the declaration form should be forwarded to Head Office. Administration Division for their record and the second copy should be retained by the branch which should be kept in the personal file of concerned employee. Please note that only wife and two children whose names and particulars will appear in the declaration form will be eligible for this facility.

The scheme:

The organization will pay at actual all charges incurred in the hospitals for the under noted purposes only which will include rent for cabin/ward, operation charges, all pathological and X- ray charges. Doctor's fees and cost of medicines:

- Accident cases requiring hospitalization but only when going/coming from office and on official duty.
- Heart diseases requiring hospitalization.
- Major surgery requiring hospitalization.
- Major diseases/ailment i.e. Requiring hospitalization for problem in Kidney, Heart,
- Gastroenteritis, Brain, Eye, Ear, Nose, Lever, Lungs, Spine as well as other vital organs.
- Hospitalization on account of maternity requiring surgical operation only.

Leave rules & regulations

The following leave Rules and Regulations shall be followed by commercial bank. These rules shall be followed strictly without any exceptions and any deviation shall be reported to Board/ Committee properly for necessary information & consideration.

- Any Important Issues for leaving.
- Leave has to be earned by duty only.
- The period spent on tour will be counted as duty.

Leave application will be addressed to the competent authority and it must be submitted. No employee shall be allowed any leave unless the leave application is forwarded timely to the leave sanctioning authority.

Promotion Policy

Advancement intends to next higher post ought to be taken care of cautiously and reasonably as a result of in one hand its significance in looking after officials/officials and staff ethics and then again the future development of the Bank. Not with standing, advancement can't be asserted as an issue of right. It is the obligation of Management to guarantee that one gets an upward lift just based on the presentation at the interim of sensible timeframe. It must be an acknowledged as a rule that advancement ought to be carefully based on merit. Be that as it may, by and by, it has been discovered hard to quantify legitimacy and advancements, all around, have been occurring based on rank.

Non-Graduate candidates will not be considered for promotion beyond Principal Officer

- For preparing the eligible list for promotion of promote Officers to the next higher grades, the cumulative points with the ratings, academic degrees' professional degree, professional training etc. shall be the basis. Officers having higher academic degrees would get priority over the other in the eligible list. Around three years of complete service may be fixed to make a person eligible for promotion.
- Greater importance should be attached to merit, though measurement of merit of an individual is a difficult job with subjective judgment. By involving Seniority or length of service should not guide promotion to higher post.

Also, part one and Part two examination of the Institute of Bankers and trained by their Training institute may be considered to have acquired relatively more technical competence. Therefore, passing of this examination may be given some weight at the time of promotion.

Therefore, the superior is in a better position to evaluate their merits. Commercial bank should therefore, install a well- designed system of grading and train the ACR writing officers and executives. The grading should contain items which are very much relevant for evaluating the performance of an executive/officer.

For Probationary Officer, after successful completion of Probation period of one year he/she will be confirmed as Executive Officer.

Disciplinary Action

Anyone doing anything harmful to the interest of commercial bank will be penalized. Disciplinary action will be taken also if found guilty of misconduct or disloyalty, whether executive, officer or staff is subject to disciplinary action if there is sufficient evidence that he has misconduct his duty to commercial bank by reason of inefficiency, mental, inability, physical infirmity or any other reason like conviction by a court corruption. Like fraud, forgery, commercial bribery etc. and misuse of official power will be another ground for penal measure.

In commercial bank "Misconduct" will cover the follows

- Disobedience to Lawful or order of the authority.
- Bank property or business property Theft, fraud or dishonesty. Damage or loss of goods or property.
- Late coming and early going on habitual basis.
- Absence from duty without obtaining prior permission. Indecent or Unsystematic behaviour when on duty.
- Striking picketing and agitation surrounded by the Bank, Distribution of hand bills, pamphlets or posters inside the Bank premises.
- Leaving the seat or place of work without permission on duty hours.
- Unapproved use of Bank's property.
- Absenteeism work show-down or undue delay in the discharge of duty.
- Negligence of duty, Habitual Negligence of duty.

- Break of Bank's regulation, standing orders, instruction, rules, procedure etc.

Disciplinary Authority

The Managing Director is the answerable for taking care of the Disciplinary cases identifying with official and officials will be inspected and chose by the Policy and Regulations Committee/Board and those identifying with staff. Overseeing Director will have the ability to suspend any one if circumstance requests prompt activity. The move made by the Managing Director ought to be accounted for to the Committee for its endorsement. The Committee/Board will be the incomparable position to choose what activities call for punishment. Disciplinary activities will be started by the Managing Director when occasions of unfortunate behaviour or different offenses submitted by official/official are taken to his notice.

Suspension

During the suspension period, the Bank may consider giving the suspended employee subsistence allowance. If he is honourably acquitted, he should be given full pay.

Review & Appeal

On whom penalty has been imposed shall have the right to apply to the punishment awarding authority to review his punishment. He can also make an appeal to the next higher authority for reconsideration of his punishment order. The review petition or appeal must be filed within one month from the date on which the incumbent is informed of the punishment order.

Chapter 2

Literature Review

Literature Review

A literature review is an overview of the previously published works on a topic. The term can refer to a full scholarly paper or a section of a scholarly work such as a book, or an article.

2.1 Theoretical Framework of the study

The modern view of HRM first gained prominence is 1981 with its introduction on the prestigious MBA course at Havard Business School (Price, 2004). The Human Resources, in its simplest sense, refer to manpower or people resources, who are engaged in any organizational settings to meet institutional goals by virtue of their physical and intellectual capacity (Roknuzzaman, 2006). Sarkul (2003) defines manpower as power available from or supplied by the physical as well as intellectual efforts of man. Effective HR practices are found to lead to positive organizational outcomes (Becker and Gerhart, 1996) such as turnover (Huselid, 1995) and productivity (Katz et al., 1987). HR practices are generally categorized into the following: hiring and selection practices, incentives and rewards, safety training, communication and feedback, worker participation, management commitment, and performance evaluation. The implementation of human resource management policies in an organization requires HRpractitioners or professionals to take an active part in different organizational activities (Islam 2011). HRM policies and practices involve the development of how individuals should be managed and specific HR initiatives (Schuler, 2002). HRM policies and practice refers to the activities of planning, staffing, appraising, and compensating, training and development and labor relations. HR planning confirms the organization has right people at right number for the right position on right time. Staffing is a major HRM practice that organization uses to help to co-ordinate and control their global operations (Schuler et al, 2002). Recruitment, selection and placement are the activities concerned with fining suitable people to fill job vacancies within organization (Molander, 1996). Performance appraisal is a managerial tool to control individual performance in organizations in order to achieve maximum performance (Morley, 2004). Compensation should be more immaterial in nature. This might involve the person‟s career prospects, for example the opportunity to grow within the company or participate in international exchanges of information which allow him to get involved in strategic policy planning (Harzing and Van Ruysseveld, 1995). Training and development are the systematic process concerned with facilitating the acquisition of skills, knowledge and attitudes which result in improved organizational performance. The lack of training and development strategies within

organizations can be viewed negatively by graduates (Molander, 1996). Training is a hallmark of good management, and a task manager ignore at their peril. Having high potential employees does not guarantee they will succeed. Instead, they must know what the management want them to do and how to do that (Afroj, 2012). HRM is being practiced either formally or informally to a greater or lesser extent in business enterprises regardless of their size (Moyeen and Hug, 2001). In the recent period of time Human Resource Management (HRM) practices became so familiar and momentous in every business sector of Bangladesh (Afroj, 2012). There is, in fact, no comprehensive study found on overall HRM practices in Commercial banks of Bangladesh. In this state of affairs a study on this area is essential to uncover the significant facts. Those studies are endeavored for the same.

Chapter 3

METHODOLOGY

METHODOLOGY

3.1 Introduction:

This chapter contains an overview of the total process through which the study is conducted. Here the study shows the steps from research method to interpretation that it follows to finish the study.

3.2 Study Area and population:

The theoretical part of the study was based on the review of relevant literature published in conference papers, journals, books, authorized documents and different web sites. Along with literature review, the research used a combination of survey and observation methods. The survey was conducted in Head office of five renowned Commercial bank of Bangladesh, which was chosen purposively. Table 1 lists the representative commercial bank of the study. Two separate questionnaires (one for the Banks‟ authority, and the other for Banks‟ staff) were designed to collect primary data. Five copies of one questionnaire were sent to the Bank authorities of five Banks to collect Bank related data. Copies of another questionnaire were given to 100 employees of five banks at professional, managerial, and official levels to receive their opinions on different aspects of their present job. The employees were selected on the basis of purposive sampling technique. Unstructured interview of the employee was also arranged for the clarification of data. The findings of the study were statistically analysed

- I have asked many questions to my Supervisors and some banker HR implementation, which can be referred to as interviews.
- I have read some books, manuals, reports which have provided me empirical support. So, it is empirical reasoning.
- I have also used my experience which I have gathered during the course of my internship in Banks.

3.3 Sources of data:

To prepare this report all the necessary information collected from mainly secondary sources of data. But there are some primary sources that I have used to prepare this report.

- Primary sources
- Secondary sources

Primary sources of data:

In the preparation of this report, data was collected from different primary sources. The techniques were used to collect data are:

- Face to face conversation with the respective officers
- Direct Observation
- Practical desk work
- A survey is conducted to find out Human Resource Management Practices and dissatisfaction level

Secondary sources of data Secondary sources of data are of two kinds:

- Internal: Annual Reports of BCB, Other published documents of the banks, BCB bank's Website.
- External: Books, Articles, Journals, Newspaper, Web browsing.

3.4 Limitation of the Study

- The main hindrance I had to face while preparing this report is to talk with the people whom I have interviewed. All of them were walking people and they were busy so that they were unwilling to cooperate.
- As my interviewees were walking people they had short time by which I had to take out all the information from them which was bit hard to manage.
- Another problem that I faced is the management of the bank was unwilling to share or disclose some information due to confidential issues which was really required to prepare the report but preparing such intense report requires huge amount of information somehow, I managed to bring up the best within my access limit.

Table 1: Name of the Bank

. L	Name of the bank	Location
1	Jamuna bank Ltd.	Dhaka
2	AB Bank Ltd.	Dhaka
3	Dhaka Bank Ltd.	Dhaka
4	Al-Arafah Bank Ltd.	Dhaka
5	Prime Bank Ltd	Dhaka

3.5 Sample size and sampling technique:

The sample size of the study is determined based on the Cochran (1963:75) developed Equation. The equation for calculating a sample size for proportions for populations that are large. Cochran (1963:75) developed the following Equation to yield a representative sample for proportions.

$$n_0 = \frac{z^2 pq}{e^2} \quad \text{.....1}$$

Which is valid where n_0 is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, e.g., 95%), e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. The value for Z is found in statistical tables which contain the area under the normal curve.

This study has wished to evaluate the number of small enterprises using any spontaneous and other short-term sources of financing located in the coastal southern part of Bangladesh. Assume there is a large population but that we do not know the variability in the proportion of how many of the small enterprises are using short term and spontaneous financing out of the total number of small enterprises in that area, therefore, assume p=.5 (maximum variability). Furthermore, suppose the study desires a 95% confidence level and ±5% precision. The resulting sample size is demonstrated in Equation 1.

$$n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2}$$

n_0 = 100 employees

Therefore, the study has considered a total 100 numbers of employees as samples from 5 commercial banks in Bangladesh.

3.6 Data type and Collection process:

The study is mainly based on a cross sectional primary data set and also based on secondary data. The primary data was collected using a structured questionnaire. The financial data has been collected using a semi structured questionnaire as the small enterprises are not maintaining audited financial statements. The secondary data collected throw internet

3.7 Research method and statistical tools:

The study is mainly quantitative in nature. To explore the expected findings of the specific objectives, the study has adopted different statistical tools for analysing the data set. The specific methods and statistical tools of analysis for each objective.

Jahangirnagar University
Estd. 2012
We will rise up We will shine

Chapter 4

RESULT AND DISCUSSION

RESULT AND DISCUSSION

In this section of the study, I have analysed the data regarding dependent, independent, and control variables through statistical software. Regression estimation was done by using SPSS 25.0. The results of analysis interpreted below in details:

4.1 Nature of Professional categories of Banks' human resources

The study observed three categories of human resources working in the commercial bank of Bangladesh: professional, semi-professional, and non-professional. Major professionals and semi-professionals have been designated as CEO and Managing Director, Deputy Managing Director and Head of Divisions, General Manager, Assistant General Manager, Senior executive to officer etc. The rest of the staffs designated receptionist, clerks and cash department are considered as non-professionals. Table 2 shows that the larger portion 75% of the total 500 human resources working in the commercial Bank had professional background with post graduate Diploma in Bank Management or BBA and MBA in respectable field, while only 8% staff had non-professional background with Bachelors and/or Masters in Science/Arts, and 17% had short-term certificate course. Arab Bangladesh Bank was comparatively better in employing almost 42% professional staff followed by Dhaka Bank ltd (DBL) (33.3%), Prime Bank ltd (PBL) (26.1%), Al-Arafah Bank Ltd (AABL) (12.7%) and Jamuna Bank Ltd (JBL) (12.1%).

Table 2 ProfessionalEmployee's categories in different Banks.

Name of Banks	Total Number of Professional Grade of employee			
	Non-Professional (%)	Semi Professional (%)	Professional (%)	Staff
AB	25	40	45	100
DBL	55	22	35	100
PBL	65	12	15	100
AABL	75	10	11	100
JBL	84	5	13	100

Source: Based on study

Table 3 Minimum Educational qualification of the employee

Category of staff	Educational qualification
Professional	Graduate with Business administration (Accounting, Finance Banking, Marketing, Management) to BBA Master/ MBA or PHD
Semi Professional	Honours, Master (Math, English) Certificate with banking diploma course.
Non-Professional	Secondary school certificate S.S.C to Master degree any discipline.
MLSS	Minimum Class VIII

Source: Internet

4.2 Recruitment and selection of employee

Bank follows systematic procedure in recruitment and selection activities. For personnel Recruitment and Selection these banks follow some standard most of the cases. The practiced arrangement for selection and recruitment is the corporate decide what positions will have to fill and how to fill the immediate as well as future requirements. This total procedure is designed to cover all positions from bottom to top level. Succession planning is done by the higher authority to identify and forecast demand and source of HR

It describes how to employ, monitor the employees and where to set them. By using the computer-based information system-HRIS & Skill Inventory helps estimate current and future employee's requirement. This information system also records the average employee demand and transfers of employee from one branch to another. Table 3 lists minimum educational qualification of different categories of the employees for their fresh or departmental recruitment.

Employment is always in formal basis and generally freshers are encouraged to apply for entry level position. Leave vacancies, transfers and promotion are the secondary techniques for the employment of medium and higher-level positions. The surveyed banks, in selection process, use successive hurdle system. They followed a series of procedural steps, viz. completion of application form, employment test, comprehensive interview (written test, viva, presentation), and final employee selection.

4.3 Job analysis

Job analysis involves collecting information about the characteristics of a job using one of several methods: observation, interviewing, questionnaires, or more specialized job analysis methods such as position or functional analysis. Organizations sometimes use a combination of job analysis methods (Hawthorne, 2004; Mathis & Jackson, 1997). All the Banking authorities reported that they follow a combination of several methods for job analysis of the employee.

Table 4 reveals that two (40%) Banks applied observation, individual interviews, and group interviews as a technique of employees‟ job analysis. Four (80%) banks applied functional job analysis and Position Analysis Questionnaire and three banks (60%) applied technical conference.

Table 4 Job analysis

Method of job analysis	No. of Bank	Percentage of the bank
Observation	3	40 %
Functional job analysis	4	80%
Individual interviews	2	40%
Group Interviews	2	40%
Position analysis questionnaire	3	80%
Technical Conference	2	60%

Source: Based on questionnaire

4.4 Performance evaluation, audit and promotion of the staff

Banking sector is very competitive in nature. Usually employees have to frequently move to positions of greater responsibility within the organization as their experience and performance improve. A business unit of the bank is totally performance oriented. Employees of that units promotes according to their performance. Annual Confidential Report (ACR) was normally used as an important tool for the evaluation of employees‟ performance, which had a great impact on their future up-gradation particularly for MTOs (Management Trainee Officer). In business unit variables of performance are the ratio of loan recover, new customer creation etc.

Under the central banks supervision program, all employees of the bank would have to come within the scope of audit. Each and every bank has its own auditing activities which are known as internal audit. Usually external audit is done by the Bangladesh Bank (BB).

The attendance/absenteeism of the employee was measured through daily card punching system. Employer of beginner grade as junior officer, probationary officer could gradually be promoted to senior officer, principle officer and Senior Principle Officer considering their service length or time scale, salary grade, service experience, satisfactory ACR, and other qualifications.

4.5 Human Resource Development (HRD) programmes

As a major functional area of HRM, HRD has traditionally had three functions: training and development, organizational development, and career development (Hawthorne, 2004). Banking sector is well known for its knowledge base activities. Continuing education and training programmes are essential considerations to enrich their careers and excel their development.

Table 5 Human Resources Development program supported by Banking Institute

Programs	No. of Bank	Percentage of the Bank %
Training and development	5	100
Organizational development	4	80
IT- Orientation	3	60
Career development	3	60
Employee orientation	5	100
Capacity building	3	60
Leadership and supervisorial development	2	40

Banking activities and knowledge is ever changing. In order to cope up with these changes and to develop employees‟ careers all banks established their own training institute. Those institutes organized different types of training and development programmes based on the employees need. Those needs are identified by need assessment activities.

Whether any employee is newly recruited or transferred from one place to another, they need to adapt the working environment. Otherwise they may not give their best for the organization. For the adaptation in the new work responsibilities or working place, the employees may get help from the organizational policy. On the job training is a very effective mechanism for the proper orientation of new employees. Form the collected data on various employees; it is found that they are introduced to their new job by maintaining the organizational policy. Most of the employees especially who just introduced in the job, get a fresh and effective orientation from their organization as well as from the branch. Those who enter into the job as Management Trainee or Probationary officer always get 1-3 years probationary period with training to adapt and learn much about their job responsibilities and organizational rule (Afroj, 2011).

Commercial banks of Bangladesh regularly undertake such programmes. Obtaining banking diploma degree is mandatory for Management Trainee or Probationary officer. There is a huge opportunity for the novice banker to develop their careers by any local or foreign scholarships or fellowship programmes. In most cases, the banks organize to manage fellowships or scholarships by their own initiatives for training and higher studies program for bright employees.

As can be seen in Table 4, only two banks (40%) support leadership and supervisorial development programmes, three banks (60%) support capacity building, IT orientation, career development while four banks (80%) claimed to support organization development, and five banks (100%) organize orientation programmes for new and old employees.

4.6 Information technology and human resources (in banking sector)

As a part of stepping towards e-banking, the Foreign Commercial Banks have played the pioneering role with adoption of modern technology in retail banking during the early 1990s whereas the state-owned commercial banks and Private Commercial Banks came forward with such services in a limited scale during the late 1990s. Moreover, the banking industry as a whole, except for the four specialized banks (SBs), rushed to offer technology-based banking services during the middle of the current decade. The existing form of e-banking that

satisfies customer demand in banking activities electronically throughout the world are PC banking or PC home banking that include online banking, internet banking, mobile banking, and Tele banking (Rahman,2008).

Therefore, human resources working in banks must be equipped with ICT-based knowledge, skills and competencies. It is important to have banking related knowledge but having IT knowledge is essential to do the banking activities. All paper activities in bank is now transformed in to e-paper activities. So IT orientation training is done by 60 percent bank of Bangladesh.

But the survey shows (Table 6) that among 500 employees of five banks, only 20 (4%) had IT background with short-term certificate courses, 350 (70%) had minimum knowledge on IT, and a small number of employees, i.e. 130 (26%) had no knowledge of IT. IT department of those banks regularly organize seminar and workshops when banks install new software in their operation.

Table 6 Condition of IT background of the Employee

Condition of IT knowledge	**No. of Employee**	**Percentage**
Moderate knowledge on IT	20	4
Minimum knowledge on IT	350	70
No IT knowledge	130	26
	500	100

4.7 Challenges of Human Resource Management (HRM)

According to the Hudson report (2008) the critical HR challenges are hiring right staff, retaining talent, cutting staff, staff development, salary inflation, external threats, etc. The other challenges are changing working conditions, re-skilling, and compensation coping with the massive technology adoption program–change management from employees‟ as well as customers‟ perspectives. Banks‟ authorities and employee of five banks were asked to grade the problems they usually faced in HRM. Six major problems were identified, and a five-

point Likert scale was used to measure the importance of the problems. Using statistical tools problems are analysed in table 7.

Table7 Problem in Human Resource Management in bank

Nature of the problem	No. of Bank	Mean Square	Standard deviation
Marketing of HR service	5	3.8	3.3
Man, Power Planning	5	4	3.8
New approach to performance management	5	4.3	3.5
Towards a framework for continuous development and learning	5	4.5	3.3
Improper HR policy	5	4.5	4
Lack of ICT literate Personal	5	3.2	4
Scal:1 (Not important), 2 (a Bit Important),3 (Important), 4 (Very important),5 (Extremely Important)			

Table 7 reveals that lack of continuous development and improper HR policy were two of the extremely important problems with the same mean score of 4.5, and same standard deviation of 4. Bank authorities reported lack of new approach to performance management, and failure in talent management become very important problems with mean score of 4.2 and 4.3, respectively. Lack of man power planning programs in bank become also a very important problem with means score of 4. And remaining two important problems within the bank were lack of ICT-literate personnel and Marketing of HR services with mean score of 3.2 and 3.8 having standard deviation of 3 and 3.3.

4.8 Job Satisfaction

Employees of different categories were examined to learn their levels of job satisfaction on the basis of 9 indicators. Job satisfaction is a function of the degree to which one"s personal needs are fulfilled in the present job situation. In this study five-point Likert scale is used to record the responses of the employee regarding job satisfaction.

Table 9 reveals that the employees were „„satisfied"" on 5 indicators with mean scores ranging from 3.90 to 4.0. Salary scale was ranked as 1st with mean score 4.0 followed by present job position with mean score 4, leave policy mean score 3.5, working hour mean score 2.5. Employees are highly satisfied with compensation and mean score is 4.4 followed by staffing system (mean score is 3.9) working condition (mean score is 4). Status of the bank

job is always high having mean score 4.3 followed by ample opportunities of career growth (mean score is 4).

Employees strongly argued that they are not satisfied with the recent HR policies and practices exercised in the bank. The most significant consideration of the study was that the mean scores of six variables were minimum 4. That means except leave policy and working hour all indicators are satisfactory to employees.

Table8: Job Satisfaction level of the employee

Ranking	Indicator	N	Mean	Standard Deviation
1	Salary	60	5	4.8
2	Job Position	60	4	3.8
3	Leave policy	45	3.5	3
4	Working hour	56	2.5	2
5	Compensation	50	4.4	4.1
6	Staffing System	50	3.9	3.5
7	Working condition	50	4	3.8
8	Status of the job	50	4.3	4
9	Career growth	50	4	3.8
Scal1: Not satisfied,2Satisfied to some scope,3 Moderately satisfied, 4 Satisfied,5 Highly Satisfied				

4.9 Major findings of the study

All Commercial Banks in Bangladesh are almost same in their nature, functions, programmes, employing human resources. Nonetheless, the major findings of the study were:

- There were a good number of professional and qualified human resources in each of the surveyed bank. On an average, 75% of staffs were professionals, 18% were semi-professionals and the remaining 7% percent were non-professionals. Among the professionals most of them were MBA or BBA holders.
- There was a great shortage of ICT-literate manpower in the banks. Only 4% staff had professional IT background with short term certificate course(s), while 70% had minimum knowledge on IT, and the rest of the staff (26%) had no IT knowledge.

- The study found that each bank has its own training institute for human resource development activities but there is no proper HR information system in any of the surveyed banks. All human resources were centrally managed by their respective headquarters".
- There was a regular practice among the surveyed banks with regard to promotion of human resources from junior grade to upper grade considering their performance, time scale, salary grade, service experience, satisfactory ACR, and other conditions and qualifications imposed by the Bangladesh Bank under the promotion or up-gradation of the rules.
- The study reveals that two (40%) Banks applied observation, individual interviews, and group interviews as a technique of employees" job analysis. Four (80%) banks applied functional job analysis and Position Analysis Questionnaire and three banks (60%) applied technical conference.
- Compared to the public bank, human resources employed in private bank in Bangladesh were getting more privileges. They were more satisfied with salary scale, present job position and compensation. But employees are not satisfied with working hour, leave policy and hr policy. Employees strongly argued that they are not satisfied with the recent HR policies and practices exercised in the bank. The most significant consideration of the study was that the mean scores of six variables were minimum 4. That means except leave policy and working hour all indicators are satisfactory to employees. Finally banks have ample opportunities for career growth.

Chapter 5

CONCLUTION AND RECOMMENDATION

5.1 Conclusion of the study:

This chapter is designed to provide a summary of policy implications obtained from the analysis. Besides, the chapter also provides a general conclusion of the study. The success of banks largely depends on the intellectual development of the employees. Along with intellectual development of the knowledge worker, technical infrastructures of the bank must be ensured to enhance the effectiveness of the employee and the bank. Generally, the banking profession in Bangladesh is recognized with standardized salary scale, higher social status and dignity. As can be found from the study, human resources in banks were enjoying comparatively better facilities under the rules of banking industry. Employees of the bank getting good number of bonus and compensation, including salary grade, leave facilities, housing facilities, gratuities, provident funds, and losses of accident or death of employees etc. The employees in private bank are more satisfied with salary scale, job position, promotion scheme, working environment but very worried about working hours and work pressure. Most of the employees are less satisfied with HRM polices and practice, job analysis, IT facilities, job evaluation and performance measurement technique. Human resources have been centrally managed by all surveyed bank. Bank should decentralize their HR activities in all branches and develop strong HR polices. Authority and responsibility should be properly distributed to all HR managers. Bank should give some significant power and role to HR director in order to empower the HR departments.HR department in banking sector of Bangladesh is comparatively ineffective than India, Pakistan and Sri-Lanka because of their lack of empowerment facilities. The proper empowerment of HR department means their participation in preparing management policies, plan and program, forecasting demand and supply of human resources and in policy formulation and implementation. This will help to recruit and maintain skilled, knowledgeable and well performed workforce to meet current and future organizational as well as individual needs.

5.2 Recommendation of the study:

The study offers a number of recommendations based on the findings and conclusions.On the basis of the findings of the study the Following recommendations are made for better HRM practice in the banks of Bangladesh:

- Provision should be created to employ professional staffs having graduate and/or postgraduate degrees in Information technology at IT department of banks. Educational qualifications, Experiences, skills, competencies, and ICT-literacy of the potential candidates are given emphasis in the selection and recruitment process of employees.

- The salary package and administrative status of private banks are truly attractive. But in public banks salary restructuring is needed to motivate employees.

- To develop human resources, the bank should undertake different HRD programmes including continuing education and training, IT-orientation, career development, etc. Banks‟ have good number of bright employees and it should create opportunities for employee's higher studies with fellowship/scholarship at home and abroad.

- Banks should organize seminars, workshops, conferences, different short courses, and training programmes on financial matters, current issues, software up gradation on regular basis that would definitely help to develop knowledgeable manpower, create awareness and change mental attitudes among the professionals.

- All banks and supporting bodies should allocate sufficient budget and sends competent employees to international conferences and seminars to prepare them for the competitive knowledge market of 21st century.

- The banks should apply standard techniques for employees‟ job evaluation, performance measurement and audit as a routine work. On the basis of the result, their duties and responsibilities should be redesigned and restructured. Because it will reduce the repetitive work and reduce monotonous environment.

References

Ahmad, Nasiruddin (1994). Personnel requirements in the libraries of Bangladesh. International information and library Review, 26(4), 315–326.

Ahmed, Faruq, and Bhuiyan, Mohammad, Moqbul, Hossen, (2002), *" Experiences of Bangladeshi Companies in Strategic Human Resource Management*", Dhaka University Journal of Business Studies, Vol. XX111, No. 1, June, 2002, ISSN 1682-2498. pp. 97- 106.

Anthony, William, P. and Others, (2003), " *Strategic Human Resource Management*",(6th edition), McGraw-Hill Book Company, Boston, USA-2003.pp.67-78.

Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. Academy of Management Journal, 37, 670–687.

Aurther, William, and Davis, Keith, " *Human Resource Management*", (9th edition), McGraw-Hill Book Company, New York, 2005.

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17, 99–120.

Barney, J. B. (1995). Looking inside for competitive advantage. Academy of Management Executive, 9, 49–61.

Barney, J., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. Human Resource Management, 37, 31–46.

Beamish, P. W. (1993). The characteristics of joint ventures in the People"s Republic of China. Journal of International Marketing, 1, 29–48.

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. Academy of Management Journal, 39, 779–801.

Bjorkman, I., & Fan, X. (2002). Human resource management and the performance of western firms in China. International Journal of Human Resource Management, 13, 853–864.

Bryson, Jo (1996). Effective library and information centre management. Delhi: Jaico Publishing House.

Caplan, J. (2003). The battle for talent: Are there really no rules of engagement? China Staff, 10, 1–5.

Cheng, D. (2005). Exploring the ways to build an effective SOE managerial rewarding system (JianquanGuaoqiJingyingzhejilijizhi de ruoganduice). Enterprise Economy (QiyeJingji) (in Chinese), 4, 35–37.

China State Statistics Bureau. (2005). China statistical year book. Beijing: China Statistics Publishing House (Zhongguo tong ji chu ban she).

de Silva, Sriyan (1997). Human resources development for competitiveness: A priority for employers. Paper presented at the ILO Workshop on Employers" Organizations in Asia-Pacific in the twenty-first Century, Turin, Italy, 5–13 May.

Delaney, J. T. (1997). Unions, human resource innovations, and organizational outcomes. In D. Lewin, B. Kaufman, & D. Sockell (Eds.), Advances in industrial and labour relations (Vol. 7, pp. 207–245). Greenwich, CT: JAI Press.

Delaney, J. T., &Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. Academy of Management Journal, 39, 949–969.

Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurationally performance predictions. Academy of Management Journal, 39, 802–835.

Deng, H. (2005, May 13). The development of the reform of China"s state-owned enterprise. Guangming Daily (in Chinese).

Dessler, Gary, (2006), " Human Resource Management", (11th edition), McGraw–Book Company, Boston, 2006. pp.54-62.

Gaddagimath, Ravi, B., &Jange, Suuresh (2000). Changing libraries: Competencies and challenges for university librarians. In T. Ashok Babu, et al. (Eds.), Vision of future library and information systems (pp. 14–18). New Delhi: Viva Books.

Hawthorne, Pat (2004). Redesigning library human resources: Integrating human resources management and organizational development. Library Trends, Summer.

Human Development Report. (2000). *Human development index*. New York: UNDP.

Human Resource Management and Expatriate: http// www. hrmexp.com/ Retrieved date June 25, 2007.

Human Resource Management of BCCP, Bangladesh: http// www. hrm. bccpba. com/Retrieved date May 31,-2007.

Human Resource Management Practices in Bangladesh: http// www. hrmpb.com/ Retrieved date June 20, 2007.

Human Resource Management Practices in the 21st Century: http// www.hrmp21.com/ Retrieved date May10, 2007.

Khan, Md. Shahabuddin (2003). Reading promotion: Perspective Bangladesh, CDN LAO newsletter, No. 48, November, at: /http://www.ndl.go.jp/en/publication/cdnlao/048/481.html last, accessed on 12 June, 2006.

Mannan, S. M., & Begum, Suraiya (2002). Development of libraries in Bangladesh: A study of the historical route. Nibandhamala (collection of research articles), Vol. 11(p.222). Centre for Advanced Research in the Humanities, Dhaka University.

Mathis, Robert, L., & Jackson, John, H. (1997). Human resource management (8th ed). Minneapolis/St. Paul, MN: West Publishing.

Mohiuddin, Mohammad and Mahmood, Monowar, Hossain, (2001), " *Personnel to Human Resource Management*", Dhaka University Journal of Business Studies, Vol. XX11, No. 2, December, 2001, ISSN 1682-2498. pp. 53- 65.

Moyeen, AFM, Abdul and Huq, Afreen, (2001), *" Human Resource Management Practices in Business Enterprises in Bangladesh",* Dhaka University Journal of Business Studies, Vol. XX11, No.2, December 2001, ISSN 1682-2498. pp. 29-35. pp. 55-68.pp.35-60.

Price, Alan (2004). Human Resource Management in a business context. At /http://www.hr- opics.com/introduction-tohrm/frompersonnel.html last, accessed on 29 August 2005.

Rahim, Abdur, Shake, (2007), **"** *Role of Technology in Changing the Human* Resource Management Practices: An Exploratory Study", Southeast University Journal of Business Studies, Vol.4, No.2, ISSN 1815-3267.pp.23-30. [41].The Annual, Report of BCCP, Bangladesh.

Robbins, Stephen, P, and DeCenzo, (2004), " *Human Resource Management*", (12th edition, New Wally & Sons, New York, 2004.

Sarkhel, Juran Krishna (2003). Development of human resources for library and information services: Perspectives and issues. Paper presented at the International Conference on Role of Libraries in Human Resource Development in Bangladesh, Rajshahi, December 20.

Simmons-Welburn, Janice, & McNeil, Beth (2004). Human Resource Management in today"s academic library: Meeting challenges and creating opportunities. Oxford: Greenwood Publishing.

The world Factbook (2006). At /https://www.cia.gov/cia/ publications/factbook/geos/bg.html, last accessed on 21 December 2006.

Wilson, Louis Round, & Tauber, Maurice Falcolm (1966). The University Library (2nd ed). New York: Columbia University Press.

APPENDIX

Questionnaire to study "HR Practices in the Banks in Bangladesh"

I, Md Rakibul Islam, student of EMBA program Major in Management in Sonargaon university (SU) conducting a survey to study the HR Practices in the Banks in Bangladesh. So, it would be of great help to me if you could fill in the following questionnaires.
Bank Name:
Person contacted:

Sex:

Contact Number (Not much necessary):

Position:

Q1: Which is the most important management function in your bank in your opinion?

1. Planning
2. Organizing
3. Staffing
4. Leading
5. Controlling

Q2: Which media is used by your bank for recruitment and selection?

1. Newspapers
2. Internet
3. Recruitment Agencies
4. University Notice Board

Q3: Which source is used by your bank to hire new employees?

1. Internal
2. External

Q4: Do you think that the organization is used the structured and standardized interviews?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Q5: What is the main focus of staffing in your bank?

1. Manual and Physical skill
2. Technical Skills
3. Problem solving Skills

Q6: Is there any policy of giving training to temporary workers in your bank?

1. Yes
2. No
3. Don't know

Q7: Are you satisfied with the role expected by the management to be performed by you?

1. Yes
2. No
3. Don't know

Q8: What do you think the management of the bank can do to help you handle work-related stress better from below?

1. Training
2. Motivation
3. Independency

Q9: Do you think the bank management system is very fair in incentives practices and aimed at rewarding to those who accomplish their goals?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Q10: Is your bank used performances-based appraisal?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Q11: Are you satisfied with the role expected by the management to be performed by you?

1. Yes
2. No
3. Don't know

Q12: What is the working environment of your bank in your opinion?

1. Extremely Satisfactory
2. Satisfactory
3. Extremely Not satisfactory
4. Neutral

Q13: Is your banks HR department maintaining all "Employee Act" as well for justifying employee's facilities?

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Q14: Does your bank outsource in HR functions?

1. Yes
2. No
3. Don't know

Q15: Assess the impact of outsourcing in banking performance.

1. Excellent
2. Good
3. Average
4. Poor
5. Very poor

Q16: Is Employee selection process is very much appropriate in your bank?

1. Yes
2. No
3. Don't Know

Q17: Do you think your bank follows the Best HR Practices?

1. Fully Disagreed
2. Somewhat Agreed
3. Moderately Agreed
4. Agreed
5. Fully Agreed

Thank You very much for your participation.