Internship Report
on
"**Human Resource Management Practices In Bangladesh: A Case Study on AL-Jami Medical Center**".

Submitted by:
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ID No: MBA 2401031040
Semester: Fall 2024
Program: MBA (Major In HRM)
Department of Business Administration
Sonargaon University (SU)

Submitted to
Department of Business Administration
Sonargaon University (SU), Dhaka-1215

Submitted for the partial fulfillment requirement of the degree of Bachelor of Business Administration.

Date of Submission: 07th January, 2025



Sonargaon University

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Supervised by:

Md. Mostakin

Department of Business Administration

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Letter of Transmittal

Date : 07th January, 2025

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

Subject: Submission of Internship report on "Human Resource Management Practices In Bangladesh "

Dear Madam,
With great pleasure, I am submitting my internship report on "**Overall Activities of AL-Jami Medical Center**". in perspective on my 3 months' internship period at AL-Jami Medical Center, Polton Road, Dhaka 1000. This archive has been submitted as an imperative essential of the MBA educational programs. I have watched the investigate be genuinely empowering, supportive and canny. I've attempted my stage quality to set up an amazing and tenable report. I am believing you'll discover this report the significance of the majority of the work I've put in it. I welcome your entire question and contribute heavily to answer them.
Thanking for your sincere and co-operation.

Yours Sincerely

_____
Syed Shah Zinnate Asif
ID: MBA2401031040
Program: MBA
Major: HRM
Department of Business Administration
Faculty of Business
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Student's Declaration

I, the undersigned, a student of Business Administration, Department of MBA program, Major in HRM of Sonargaon University do hereby declare that the internship report on "**Overall Activities of AL-Jami Medical Center**". is the original one and has been prepared by myself and has not been submitted anywhere for any degree, diploma, title, or recognition.

The report was prepared under the supervision of **Md.Mostakin** Lecturer,Department of Business Administration of Sonargaon University.

Yours Sincerely

_____

Syed Shah Zinnate Asif
ID: MBA2401031040
Program: MBA
Major: HRM
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Certificate of Supervisor

I hereby confirm that the internship report titled **"Al-Jami Medical Center HR Division".** has been created in fulfillment of the MBA program requirements at the Department of Master of Business Administration, Sonargaon University (SU). The report was conducted by **Syed Shah Zinnate Asif, with ID MBA2401031040,** under my guidance. I assure you that the report and its contents will not be utilized for any other intentions.

_____

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

Acknowledgement

By Allah Almighty's grace I've successfully completed the "**Al-Jami Medical Center HR Division**" project report.
First, I want to offer my sincere gratitude to my consultant, **Md. Mostakin**, Lecturer, Department of Business Administration,Sonargaon University, knowledge in continuous support of my study and related projects. Her guidance helped me throughout this project's study and writing. Beside my Advisor, I am highly indebted to Al-Jami Medical Center for their guidance and constant supervision as well as for providing necessary information regarding the project & also for their support in completing the project. I want to express my gratitude for their kind cooperation and encouragement in the completion of this project to my parents and Al-Jami Medical Center.
I would like to thank industry people and express my special gratitude for their care and time for me. I also want to explicit my thank you and gratitude to my colleague who has helped me with their capability in developing the assignment.
In this report, I have made efforts. However, without the kind support and support of many individuals and organizations, this would not have been possible. I want to extend to all of them my heartfelt thanks

Executive Summary

This executive summary provides an overview of my internship report on the "**Al-Jami Medical Center HR Division**."

Now-a-days medical center is going through an intense competition. In order to gain competitive advantage medical must have to focus on customer satisfaction as well employee satisfaction. Because employees are the direct service provider to the patient. So, the success of any medical largely depends upon the service of employees. It is a great challenge for any organization how efficiently they manage their human resource. This report has emphasized the human resource management practices at al-jami medical center. Al-jami medical center performs several tasks in order to properly manage its employees. They start their HRM practices with HR planning by which they define their current manpower and future need of manpower. AL-jami medical center has its own HR training and development center to train up the employees. Sometime they hire trainer and other training institutions. AL-jami medical center follows performance appraisal method which is based on ratings system. They use the appraisal result for promotion, incentives, and punishment. al-jami medical center follows two promotion and up-gradation system. These are done on the basis of performance appraisal. Al-jami medical center follows data base leave management system. They have their own policies regarding transfer and posting. In the cases of resignation, the employee must have to resign with 02-month notice. By properly performing these tasks HR division of AL-jami medical center plays a vital role on the progress of medical.

Acronyms and Elaboration

Acronyms	Elaboration
HR	Human Resources
HRM	Human Resource Management
LTD.	Limited
ALMC	Al-Jami Medical Center
PBL	Problem-based learning

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Chapter One

Introduction

1.1 Introduction

Human Resource Management (HRM) is vital part of any organization. HRM is the strategic and coherent approach to the management of an organization's most valued assets. Globalization has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. With the increase in the size and complexity of business organization, man has become the most important factor in business. Organizations need people to make them operated. An organization is nothing without human resource. Of all the resources, the most important one is human resource, because human beings play a dual role- as resource, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling. Employees are the core resources of any organization, without them, one cannot run their organization. Human resource is conducted with the growth of development of people toward higher level of competency, creativity and fulfillment. It keeps employees become more responsible person and then it tries to create a climate in which they contribute to the limits of their improved abilities. It assumes that expanded capabilities and opportunities for people leads directly to the improvement of operating effectiveness. Al-Jami Medical Center always determines what jobs need to be done. It determines how many and types of workers will be required. So, establishing the structure of the medicalassists in determining the skills, knowledge and abilities of job holders. To ensure appropriate personnel are available to meet the requirements, sets a strategic planning process.Because this MEDICAL believes that the quality work comes from quality workers who are well motivated and ready to take challenges to provide better service.

1.2 Origin of the Report

As a student of MBA, it is mandatory to engage in an organization as intern to know more about the corporate world in order to increase business knowledge. In this internship program, I got the opportunity to do my internship at Human Resource Division, Al-Jami Medical Center, head office, Dhaka. During this internship program, I have to prepare a report on a specific topic related to the organization, which is assigned by my supervisor. My honorable supervisor has assigned me the topic **Human Resource Management Practices In Bangladesh at AL-jami medical center.** This report and internship program have familiarized me with the practical implementation of the knowledge which I have learnt during my BBA program. In this report I have written the HRM practices which are followed by Prime bank and on the basis of my theoretical knowledge and practical observation I have written the findings.

1.3 Objective of the Report

The objective of the study can be broadly be classified into two branches as General objectives and specific objectives. Achievement of the specific objectives will automatically lead to the achievement of general objectives.

Broad Objective

• The broad objectives of this report is to evaluate The Human Resource Practices in Al-Jami Medical Center

Specific Objectives

- To know the HRM practices at PBL.
- To know about banking system of PBL.

- To get idea about the banking scenario of Bangladesh.
- Find out the acceptability of PBL to the employees.
- Find out the existing problem of PBL related to human resource management.
- To gain the experience of corporate life.

1.4 Scope of the Report

The scope for this report basically surrounded with Al-Jami Medical Center. This report has been prepared through extensive discussion with bank employees and practical observation. HR policy and annual report of the Medical also helps to prepare this report. As I was doing my internship at Human Resources Division, Al-Jami Medical Center, Head Office, Dhaka, so at the time of preparing this report I had a great opportunity to know in depth knowledge of all the HRM activities practiced by Al-Jami Medical Center. This report has emphasized with all the information and activities that I assigned by my supervisor. I have tried to collect all the HR related information from the employees of that particular division. When I started doing this report, I have focused on areas which are as follows:

- ✓ HR planning
- ✓ Recruitment and Selection process
- ✓ Performance Appraisal
- ✓ Rewards and Recognition Process
- ✓ HR training and development program
- ✓ Employee benefit program
- ✓ Employee separation process

1.5 Methodology

The methodology of this report is different from the conventional reports. I have emphasized on the practical observation, though I need some primary and secondary data. Nevertheless, eventually almost the entire report consists of my practical observation.

Source of Data Collection

Most of the necessary information has been collected from the personal observation and one to one discussion with relevant officials. Throughout the tenure of my internship, I have to work in different areas of HR division and that gives me a great opportunity to collect information and learn more.

1.5.1 Primary Sources

 Practical deskwork in my specific area posted by the bank.
 Face to face conversation with the employees of the division.
 Direct observations are another important way to aid myself in learning more about the topic.

1.5.2 Secondary Sources

• Annual report of Al-Jami Medical Center.
• HR policy of Al-Jami Medical Center.
• Related articles about Al-Jami Medical Center.
• Some hard copy of report.
• Publications obtained from the internet and from the website of Al-Jami Medical Center.
• Office circulars and other published paper, documents and reports.

1.6 Limitations of the Study

The report is written mainly on the basis of face to face conversation with the officials and little practical experience in the bank. So, no perfect study is conducted to measure the viability of the report. Though I try my level best to make this report based on facts and complete information available, there are some limitations that are unavoidable. The following are some limitations-

The main obstacle while preparing this report was time. As the tenure of the internship program was only three months, it was not possible to highlight everything deeply.

As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collected information. Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics. Preparing this report required lots of work. After doing fulltime office, it was tough to do the report. That was another limitation of the report.

Chapter Two

Literature Review

2.1 Human Resource Management

"HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques." (Stirey, 2007). "HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy." (Buchanan & Huczynski, 2004). "HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, program and practices." (Bratton & Gold, 2012).

Parameswari & Yugandhar (2015) defined, "Human Resource Management can be defined as a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resource – the people who work in and for it." DeCenzo & Robbins (2004) defined, "Human Resource Management is concerned with the people dimension." Flippo (1980) defined, (planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." Graham (1978) defined, "The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work." Mathis & Jackson (2011) defined, "Human Resource Management as the design of formal system in an organization to ensure the effective and efficient use of human talent to accomplish organizational goal." Dessler (2005) defined, "Human resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns." Jucious (1959) stated that, "The field of HRM involves planning, organization, directing and controlling functions of procuring, developing, maintaining and utilizing a labor force." Yoder (1944) defined, "HRM is the provision of leadership and direction of people in their working or employment relationship."

Griffin & Fleet (2013) defined, "Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce." Milkovich & Boudreau (1994) defined, "Human Resource Management is a series of decision that affect the relationship between employee and employer: it affects many constituencies and is intended to influences the effectiveness of employee and employer."

2.2 Major Functions of Human Resource Management

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are-

(1) staffing,
(2) Training and Development,
3) Motivation, and
(3) Maintainance.

Flippo (1980) defined that, the function of Human Resource Management is divided into two part. These are-

(1) Managerial functions,
(2) operative functions.

The managerial functions are:

(a) Planning,
(b) Organizing,
(c) staffing,
(d) Directin,
(e) Controlling.

The operative functions are:
(a) Procurement, (b) Development, (c) Compensation, (d) Maintenance, (e) Motivation, and (f) Integration. Dessler (2005) pointed out the major functions of Human Resource Management are- (1) Job analysis (2) Personal planning and Recruiting, (3) Employee testing and Selection, (4) Training and Development, (5) Performance management, and (6) Compensation.

2.3 Importance of Human Resource Management

Parameterize & Yugandhar (2015) stated that, the need for Human Resource Management are-

(a) To provide, create, utilize and motivate employees to accomplish organizational goals.

(b) To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organization by training and development, compensation etc.

(c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively.

(d) To create a sense and feeling of belonging team-spirit and encourage suggestions from employees.

(e) To help maintain ethical policies and behavior inside and outside the organization.

(f) To maintain high moral and good human relation within the organization.

(g) To secure integration of individual and groups in securing organizational effectiveness.

(h) To manage change to the mutual advantage of individuals, groups, the organization and the society.

(i) To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and employee contribution, and condition for stability of employment.

(j) To increase to the fullest the employee‘s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential. They also pointed out 10 reasons for which Human Resource Department is important.

These are: (1) Human Capital Value, (2) Conflict Resolution, (3) Budget Control, (4) Training and Development, (5) Employee Satisfaction, (6) Performance Improvement, (7) Cost Savings, (8) Sustaining Business, (9) Corporate Image, and (10) Reliability.

2.4 Human Resource Planning

Dessler & Varkkey (2009) affirmed that, ‘Personnel planning embrace all future positions and planning flows from the firm’s strategic plan.’ Cascio (2003) defined, ‘Workforce planning as a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and source of supply which will be required to meet the demand.’ Walker (2002) affirmed that, “Human Resource Planning is the process of identifying and responding to the issue ofworkers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions.” Beach (1980) defined that, “Human Resource Management is a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.” Megginson (1985) defined, “Human Resource Planning is an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual’s needs and goals of organizational members.” Flippo (1980) defined that, ‘Human resource planning involves making an inventory of current human resources in order to determine the human resource status.’

2.5 Recruitment

Decency, Robbins, & Verhulst (2013) defined that, "Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing together those with jobs to fill and those seeking jobs." Denerley & Plumbley (1968) defined, "Recruitment is a matching process and the capacities and inclinations of the candidates have to be matched against the demand and rewards inherent in a given job or career pattern." Flippo (1980) defined, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization." Yoder (1944) defined, "Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that the manpower in adequate numbers to facilitate effective selection of an efficient workforce."

2.6 Selection

Yodel (1944) defined, "Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not." Judicious (1959) has defined**,** "The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job." Koontz, Donnell, & Heinrich (1980) have defined, "Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions." Decency & Robbins (2004) have defined "Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision." Flippy (1980) said, 'The selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.'

2.7 Training & Development

Julius (1959) defined training as, "A process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased." Flippy (1980) said, "Training is the act of increasing the knowledge and skills of an employee for doing a particular job." Beach (1980) referred that, "Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose." Saiyadain (2009) defined, "Training is an activity aimed to improve the performance of the existing staff to meet the future needs of the organization." Decency & Robbins (2004) stated training as, "A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job." Graham (1978) has described three elements of training such as purpose, place and time. Mathis & Jackson (2011) stated that, 'Training is related to improving upon the present job experience.' Chris (2011) stated that, "Training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified." Asha (2007) defined that, "The need for training and development can be emphasized in various work situations, such as in harnessing skills for existing jobs, planning out one's future job profile, elevating employee's performance and so on. The training and development function in an organization has gained a lot of importance due to advancement in technology and changes in market force." Bates & Davis (2010) stated that, 'Usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.' Graham (1978)

described training by graphical representation, training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii)Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

2.8 Performance Appraisal

Dessler (2005) defined "Performance appraisal as means of evaluating an employee's current and or past performance relative to his or he performance standards." Weather & Davis (1989) defined "Performance appraisal is the process by which organization evaluate individual job performance." Beach (1980) defined, "Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development." Huber & Schuler (1993) stated that, "Performance appraisal is a formal, structured system of measuring and evaluating an employee job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit." Heyel (2012) defined that, "It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally." Yoder (1944) defined, "Performance appraisal includes all formal procedures used to evaluated personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees." Dessler & Varkkey (2009) pointed out several method of performance appraisals.

These are: (a) Graphic rating scale method, (b) Alternation rating method, (c) Paired comparison method, (d) Forced distribution method, (e) Critical incident method, (f) Narrative forms, (g) Behaviorally anchored rating scale, (h) Mixed standard scale, (i) Management by objectives, (j) Computerized and web-based performance appraisal, and (k) Electronic performance monitoring. Megginson (1985) defined, "Performance appraisal is the process an employer uses to determine whether an employee is performing the job as intended." Cascio (2003) defined, "Performance appraisal as the systematic description of an employee's job-relevant strengths and weaknesses."

2.9 Compensation

Flippo (1980) defines "The function of compensation is defined as the adequate and equitable remuneration of personnel for their contributions to the organizational objectives." Yoder (1944) defines "Compensation is paying people for work." Dessler (2005) defined employee compensation as "All forms of pay or rewards going to employees and arising from their employment." Decenzo & Robbins (2004) stated, 'Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees.' Cascio (2003) stated that, 'Compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above.' Milkovich & Boudreau (1994) stated that, "Compensation" is based on the symbols for logs and water; compensation provides the necessities in life."

Chapter Three

Organizational Overview

3.1 Organizational Orientation

Al-jami medical center was established in April, 2005 by a group of committed and visionary entrepreneurs who conceived an idea of floating a commercial medical center with different outlook. Al-jami medical center is prominent for its superior service quality, brand image, strong corporate governance and corporate culture. It always remains committed to delivering the best service for its customers. It aims to treat all of them fairly and inclusively, making it easy for them to find, understand and access service that are right for them, whatever their circumstances. Committed for excellence, Al-jami medical center is a top-tier medical center in Bangladesh and reputed among regulators as distinctly compliant.

As a fully licensed commercial medical, Al-jami medical center is being managed by a highly professional and dedicated team with long experience in banking. They constantly focus on understanding and anticipating customer needs. Al-jami medical center has already made significant progress within a very short period of its existence. The medical center has already occupied an enviable position among its competitors after achieving success in all areas of business operation.

Al-jami medical center offers all kinds of commercial corporate and personal medical services

3.2 Corporate profile of Al-jami medical center.

Name

Al-jami medical center

Registered Address

Al-jami medical center Bijoy Nagor, Polton Tower, Dhaka-1000

Chairman

MD Kawser Alam Sorkar

CEO& Managing Director

Asraful Islam Shuvo

Listing in GCC Approved

27 March, 2022

Phone

+880 1775-174005

Websites

www.al-jamidiagnosticcenterbd.com

E-mail

info@al-jamidiagnosticcenterbd.com

3.3 Vision, Mission of Al-jami medical center.

Vision

To be the best Private medical center in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity.

Medical has been established in 2017 by a group of leading professionals with lengthy experience in the winder healthcare sector and a vision to provide the most innovative & trustworthy solutions in the market,aiming to become the market leader in the healthcare industry.

At its initial steps,the company collaborated closely with renowned manufacturers of the international medical device industry in order to distribute their products and introduce their technologies in markets that lacked the appropriate know-how, efficient logistics & supply chain.

Vision is a people–centric organization that is " made from people to serve other people". Vision continuously invests in human capital,which is the core of the organization.

Our employees knowledge ,hard work, accountability and passion for healthcare are the key elements that qualify our organization to be a " premium specialty healthcare supplier " of innovative products and solutions .our entire organization is dedicated to health as the willingness to give back to society is the one that characterizes Vision Medical Technology

Mission

To build Al-jami medical center into an efficient, market driven, customer focused institution with good corporate governance structure. Continuous improvement of our business policies, procedure and efficiency through integration of technology at all levels.

We want be a leading Company in Bangladesh in Hospital and Diagnostic Sector and be a good Business organization as hospital diagnostic equipment Suppliers, To Provide cost effective High Quality. Innovative products for the medical equipment market and extend our service to the people of our country.

 TRUST

Have trust in their team. They work together to deliver towards full capabilities to all their constituents. They strive to be consistent and straightforward in their interactions.

 SUCCEED

Know they succeed only when their customers, communities and environment succeed. They do business in an open, direct and sustainable way.

3.4 Forward Looking Statement of Al-jami medical center.

• Prime Bank is creating a responsible business that will always meet customers' needs and a culture where its employees put customers first. This is the key to their long-term success and to fulfill their aim to retain their position as the best private commercial bank for customers, colleagues and shareholders.

• The transformation in the form of centralization recently undertaken will ensure them maintain the core values of the past while equipping them to succeed in the future.

• To keep pace with the rapid change in technology to bring new opportunities to improve their service to customers with faster, more convenient and more extensive propositions tailored to meet their needs.

• They aim to treat all their customers fairly and inclusively, making it easy for them to find, understand and access products that are right for them, whatever their circumstances.
• They are working to build a "strong balance sheet" by maintaining capital adequacy, asset quality, strengthening liquidity position, and adopting risk mitigation measures against market risk.
• Cost management has been a strategic priority and they like to remain focused on maintaining their competitive advantage in cost leadership aligned with their centralized business model.
• They are strong supporters of comprehensive regulatory reform. They support many of the steps that have been taken to protect consumers in the financial services sector.
• Maintaining corporate sustainability will always remain to be an issue of critical importance to them. They recognize their responsibility to take actions supporting environmental issues and to use their business resources.

3.5 Corporate Milestones of Al-jami medical center.

Achievements

1995-99
• Incorporation of the company
• Certificate of commencement of business
• License issued
• Listed with GAMCA Center
• Recipient of Gcc best Medical award
• Launching of Biometric Smart Card- Health Cash 2013
• Launching of Aljami Overseas LTD

3.6 Corporate Philosophy of Al-jami medical center.

For Customers

• To provide the most courteous and efficient service in every aspect of its business.
• To be innovative in the development of new Health products and services.

For Employees

• By promoting their well-being through attractive remuneration and fringe benefits.
• By promoting good staff morale through proper staff training and development, and provision of opportunities for career development. manner.
• By adhering closely to national policies and objectives thereby contributing towards the progress of the nation.
• By upholding ethical values and best practices constantly seeking to improve performance by aligning their goals with stake holders' expectations because they value them.

3.7 Background of Medical

Medical is a public service that deals with money and materials over money value. Medical center provides service to people and earn desired money after providing service. The main job in a hospital is to serve people first.When people are sick, they come to the hospital, the hospital is open 24 hours for people. A regularly maintained and staffed for the accommodation and full-time care of a succession of inpatients, situated in wards or areas of the hospital where continuous medical care is provided.It is a measure of hospital capacity.

3.8 History of Health in Bangladesh

The Universal Declaration of Human Rights proclaimed by the United Nations General Assembly on 10 December 1948 in its article 25 mentions that,
"Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control." The United Nations expanded upon the "Right to Health" in article 12 of the International Covenant on Economic, Social and Cultural Rights in 1966 by stating that, "The States Parties to the present Covenant recognise the right of everyone to the enjoyment of the highest attainable standard of physical and mental health." The constitution of the People's Republic of Bangladesh in article 15 mentions that, "It shall be a fundamental responsibility of the State to attain, through planned economic growth, a constant increase of productive forces and a steady improvement in the material and cultural standard of living of the people, with a view to securing to its citizens the provision of the basic necessities of life, including food, clothing, shelter, education and medical care."
Bangladesh is often cited globally for its success stories in the health sector. One such is with family planning through fertility regulation. The first post-independence National Population Census of 1974 found that the total fertility rate (TFR) was 6.9 per women. The TFR declined sharply to 5.1 births in 1989 and to 3.3 births in 1996. After a decade-long stall in fertility during the 1990s, at around 3.3 births per woman, the TFR further declined by one child to 2.3 births in 2011. In 2019 the TFR in Bangladesh was said to be 2.0. With the global TFR at 2.5 in 2019, India's TFR was 2.3, Pakistan's was 3.3, and Sri Lanka and Nepal's were both 2.0.

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The other cited success story is with immunization. Bangladesh has developed an effective national immunization programme starting from 1979 with the implementation of the Expanded Programme on Immunization (EPI). EPI efforts were seriously considered only after 1985 when the country made its commitment to the United Nations to reach universal child immunization by 1990. The EPI coverage remained less than two percent in 1984. By 2017, 89 percent of children aged 12–23 months were fully vaccinated against the major vaccine-preventable diseases such as tuberculosis, diphtheria, pertussis, tetanus, hepatitis, Haemophilia influenza type B, poliomyelitis, pneumonia, and measles.

Bangladesh received a UN award in 2010 for its remarkable achievements in attaining the Millennium Development Goals (MDGs), particularly in reducing the child mortality rate. Its under-five mortality rate in 2019 was 28 per 1,000 live births. Infant mortality rate and neonatal mortality rates were 21 and 15, respectively, per 1,000 live births in the same year. All these contributed to achieving a life expectancy of 73 years in 2019 for Bangladesh. At the same time, global life expectancy was 72 years; in India, it was 69; in Pakistan, it was 67; in Nepal, it was 71; and in Sri Lanka, it was 76 years.

Bangladesh demonstrated a steady improvement in child nutrition outcomes during the past decade, particularly in recent years. The stunting rates among children under the age of five have reduced from 41.3 percent in 2011 to 31 percent in 2017-18, and wasting has decreased from 15.6 percent to 8.4 percent. Findings from the Multiple Indicator Cluster Survey (MICS) 2019 reveal that the level of stunting has even declined from 42 percent in 2012-13 to 28 percent in 2019. Wasting, however, has remained unchanged with a slight increase from 9.6 percent in 2012-13 to 9.8 percent in 2019, according to MICS. The level of underweight has declined significantly from 31.9 percent in 2012-13 to 22.6 percent in 2019.

Bangladesh has one of the best health networks in the public sector. There are 47,678 domiciliary workers with 13,907 community clinics at ward level, 4,646 union level facilities, 424 Upazila

health complexes, 59 district hospitals, 18 medical college hospitals and 12 specialised institute hospitals, plus various other types of facilities. However, shortage and skill-mix imbalance of human resources, limitations in equipment, medicines and other supplies deter obtaining adequate benefits from these resources. Public expenditure on health in Bangladesh stands at 0.47 percent of gross domestic product (GDP) – not only one of the lowest in the world but also low when compared to the average of the lower-middle-income countries (LMICs), which is 2.8 percent, or the average in the South Asian region, which is 2.1 percent. In addition to being one of the lowest public expenditure on health, there is a disparity in geographical,

3.9 List of hospital in Bangladesh

Hospitals in Bangladesh are various types of institutions. The main central office in Bangladesh is located in Dhaka, Bangladesh, which is controlled by the hospital center in Dhaka

L 1	Ser-e-Banglanagar, Collegegate	9122560-78	
2	Ad-Din Hospital	Moghbazar, Dhaka	9353391-3
3	Al-jami medical center	Bijoy nogar dhaka	01914088629
4	Aichi Hospital	House # 13, Eshakha Avenue Sector # 6, utttara Dhaka	8916290,8920165
5	Al Anaiet Adhunik Hospital	House # 36, Road # 3, Dhanmondi	8631619
6	Al- Helal Speacialist Hospital	150,Rokeya Sarani Senpara ParbataMirpur-10, Dhaka	9006820,9008181
7	Al Jebel-E-Nur Heart Ltd	House # 21, Road # 9/A (New),Dhanmondi	8117031
8	Al- Rajhi Hospital	12, Farmgate-1215, Dhaka	8119229,8121172,9117775
9	Al-Ahsraf General Hospital	House # 12 Road # 21,Sector # 4,Uttara Dhaka	8952851-2
10	Al-Biruni Hospital	23/1, Khilzee Road, Shyamoli	8118905, 9115953
11	Al-Fateh Medical Sevices (Pvt) Ltd	11, Farmgate over Bridge East Side	9120615
12	Al-Madina General Hospital (Pvt.) Ltd	2/A, Golden Street, Ring Road, Shamoli, Dhaka	8118709
13	Al-Manar Hospital	5/4, Block-F, Lalmatia Dhaka - 1207	9121387, 9121588
14	Al-Markazul Islami Hospital	21/17, Babar Road, Mohammadpur	8114980, 9129426
15	Al-Mohite General Hospital & Diagnostic Centre	House # 11, Road # 2, Shamoli	9113831, 9114220 Ext 238
16	Amri Hospitals	Kolkata Bangladesh Information Center: C/O R R Trading & Co. Erectors House (10 th Flr.)	
17	Kemal Ataturk Avenue	Banani C/A, Dhaka - 1213	9893528-9
18	Anjuman-E-Mofidul Islam	Dhaka	9336611
19	Appolo Hospital	20/5, Babar Road, (Ground Floor), Block # B, Mohammadpur	8152549
20	Arimo General Hospital	Matuil, Deamra Road	
21	Arogya Niketan Hospital Ltd	242-243, New Circular Road, Malibagh	9333730
22	Aysha Memorial Specialized Hospital	74/G, Arjatpara, Mohakhali, Dhaka	9122689, 9122690
23	B.D.F. Hospital	5/7, Humayaun Road, Block # D, Mohammadpur	8123730, 8116637
24	Bangabandhu Shiekh Mujib Medical University	Shabagh, Dhaka	8614001-9, 8614545
25	Bangal Nursing Home Ltd	Lake Circus, Kalabagan, Dhaka	9114824
26	Bangkok Hospital	Office, Bangladesh Lion Complex (4th Floor), 73, New Airport Road,	9139777, 9134982, 9113864

		Tejgaon	
27	Bangladesh Association For The Aged & Institute Of Gerecitric Medicine	Agargaon, Sher-e-Bangla Nagar	9129814
28	Bangladesh Heart & Chest Hospital	Road # 27 (Old), 16 (New), House # 47, Dhanmondi	9114266, 8123977
29	Bangladesh Medical College	House # 35, Road # 14/A, Dhanmondi	9118202, 8115843
30	Bangladesh Telemedicine Services Ltd	Comfort Tower, 167/B, Green Road, Dhanmondi	8124990 Ext 660, 284
31	Bari-Llizarov Orthopedic	(Bio) Centre House # 77 (New) 831 (Old), Road # 9/A (New) 19 (Old), Dhanmondi R/A	9120309, 8117876
32	Bari-Llizarov Orthopedic	Centre House # 831, Road # 19 (Old), Dhanmondi R/A	9120309, 8117876
33	Bdm Hospital	5/17, Humaund Road, Block # B, Mohammedpur	8113481
34	Bengal Nursing Home (Pvt.) Ltd	70/C, Clke Circus kalabagan	8116007
35	Birdem	Shahbagh, Dhaka	8616641-50
36	Bnsb Dhaka	Eye Hospital Mirpur-1, Dhaka	8014476
37	Brain & Maind Hospital Ltd	149/A, Airport Road, Farmgate, Baityl Shoraf Mosque Complex	8120710
38	Brighton Hospital Ltd	163, Sonargaon Road Hitirpool, Dhaka - 1205	8626901,9671186
39	Brighton Hospital Ltd	169, Sonargaon road, Hatirpool	8626901-3
40	Bumrungrad Hospital	House- 154, Road- 11, Block- E, Banani, Dhaka	8855254
41	Cancer Home Cancer & Breast Clinic	GP-Cha, 149/1, Mohakhali	8815244
42	Care Madical Center Ltd	41, Chamelibagh, Shantinagar	8318827, 9351190
43	Central Hospital Ltd	House # 2, Road # 5, Green Road, Dhanmondi	9660015-19
44	Centre For Health And Development Medical Complex	(Chd Medical Comple) House # 16, Road # 16, Sector # 4, Uttara Model Town	8920670
45	Centre For The Rehabilitation Of The Paralysed (Crp)	Post CRP Chapin, Savar	7710464-5, 7711766
46	Chandshi Medical Centre	House # 9, Road # 27, Block # K, Banani	8821875, 9554571
47	China-Bangla Hospital (Jv) Ltd	Plot # 1, Road # 7, Sector # 1, Uttara	8913674, 8913606
48	Cholera Hospital (Icddrb)	Dhaka, Mohkhali	871751-60,600171-8
49	Christian Medical Hospital	6/3, Nadda, Baridhara (North)	9886298, 8813375
50	City Hospital (Pvt) Ltd	69/1/1, Panthapath	8617852, 8623205
51	City Hospital Ltd	69/1/1, Panthpath Dhaka	
52	CMH (Dhaka Cantonment)	Dhaka	
53	Community Eye Hospital	40, New Elephant Road (1st floor), Dhaka	
54	Community Hospital	190/1, Wireless Rail Gate, Baramaghbazar, Dhaka	
55	City Hospital (Pvt) Ltd	69/1/1, Panthapath	
56	Community Maternity Hospital	22, Bijay Nagar	
57	Control Of Diarrhoeal Disease Programme	1/13, Humayun Road, Block # B, Mohammadpur	
58	Crescent Gastroliver & General Hospital Ltd	House- 60, Road- 8/A, Dhanmondi R/A, Dhaka	
59	Crescent Hospital & Diagnostic	22/2, Babor Road, Mohammadpur	

	Complex Ltd		
60	Crescent Hospital & Diagnostic	22/2, Babar Road, Mohammadpur, Dhaka	
61	Crescent Gestolever & General Hospital	House # 60, Road # 8/A, Dhanmondi R/A	
62	Delta Medical Centre Ltd	House # 20, Raod # 4, Dhanmondi R/A	
63	Dhaka Community Hospital		

Chapter four

Human Resource Management Practices at Al-jami medical center

4. Human Resource Division at Al-Jami Medical Center.

Human Resource Division of Al-Jami medical center exists to help employees and organization to reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic and international environments are the particularly turbulent because of the growing challenges also result from ever changing laws, especially laws that address the need for equal employment opportunity. Within these constraints, the Human Resource Division of Al-Jami medical center must contribute to the organization in ways that are both ethical and socially responsible.

4.1 Functions Performed by HR Division at Al-Jami Medical Center.

Al-Jami medical center. has a fully functional Human Resource Division (HRD) supported by manpower. The HRD of the Al-Jami medical center. performs the following functions-

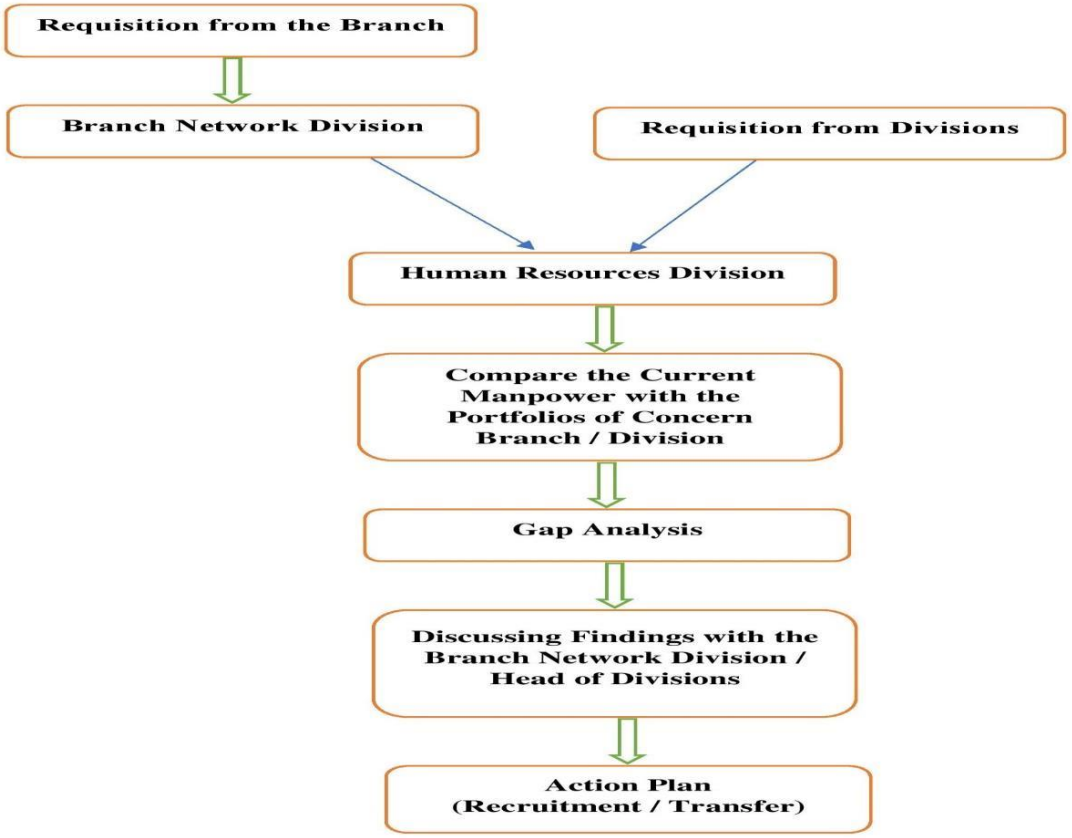
- HR Planning
- Recruitment
- Selection
- Training and Development of Employees
- Performance appraisal of employees
- Compensation and Benefits Planning
- Promotion & Up gradation Planning
- Reward and Recognition
- Leave management
- Transfer & Posting
- Separation & Resignation

4.2 HR Planning at Al-Jami Medical Center.

Al-Jami medical center performs the HR Planning in order to identify current and future human resource need to achieve its goals. Human resource planning should serve as a link between human resources management and the overall strategic plan of an organization. In order to evaluate the requisition from branch or divisions with their job load they maintain a proper human resource planning. The HR division must have to give report about the current manpower to the top management in every month. It is a continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees.

4.2.1 HR Planning Process Followed by Al-Jami Medical Center.

Al-jami medical center performs their HR Planning task by the following way-



4.2.2 Job Analysis of Al-Jami Medical Center.

Al-Jami medical center performs the job analysis in order to identify and determine in detail about the particular job duties and requirements and the relative importance of these duties for a given job. This is done by three functions-

- Job Description
- Job Specification
- Job Evaluation

Job Description: Al-Jami medical center clearly states the essential job requirements, job duties, job responsibilities of a particular job. Job description provides the clear idea about the portfolio of an employee and his/her specific responsibility. Al-jami medical center has used a written and specific job description for their each and every circular. In circular they try to clarify the following things like what would be-

- Job Title
- Job location
- Job Summary
- Reporting to
- Working Conditions
- Job Duties

Job Specification: Al-Jami medical center defines the job specification to hire the right employee for the right position. In order to accomplish this task Al-jami medical center. basically focus on educational qualifications, specific qualities, level of experience, physical, technical and communication skills required to perform a job.

It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity etc. The experience required for the employee may vary from position to position.

Job Evaluation: Al-jami medical center practices the job evaluation for determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure.

4.3 Recruitment Practice at Al-Jami Medical Center.

The recruitment goals of Al-jami medical center are to attract and retain highly qualified human resources who will perform best in their respective areas. The bank not only tries to attract well-qualified candidates but also tries to identify and recruit people who are really interested to work in the medical for an acceptable period of time.

• PBL usually promotes from within the organizations, but when the need arises, the medical also hires from outsides for vacancies at all levels.

• PBL always emphasizes on hiring for a long period of time. The medical tries to attract and select those candidates who will move through the organizational hierarchy to the senior level positions in the future.

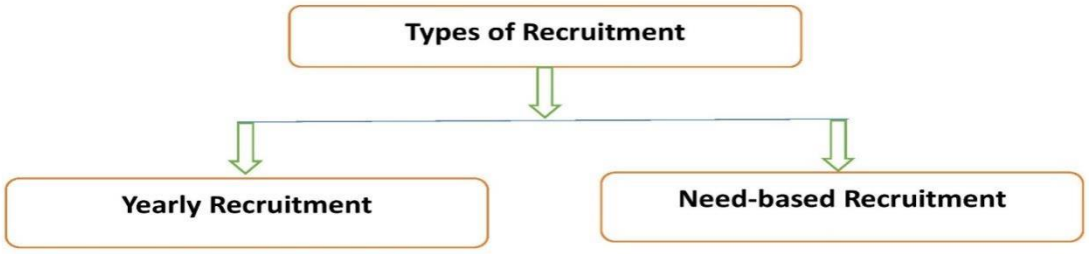
• PBL has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the medical. Together, they form a family and all associates are the members of the families.

4.3.1 Types of Recruitment

Al-jami medical center Practices two types of recruitment. These are-

• Yearly recruitment: This is done each year, according to the HR planning.

• Need-based recruitment: This is done when there is a sudden vacancy.



4.3.2 Points of Recruitment

1. Hiring for Management Cadre (Entry level/ Fresh)

✞ Management Trainee (MT)

2. Hiring of Non-Management Cadre (Entry level/ Fresh)

❖ Trainee Assistant (Front Office)

❖ Sales, Recovery & Support (SRS)

3. Hiring Lateral Entrants for Regular Permanent Positions (Experienced)

❖ Experienced Banking Professionals

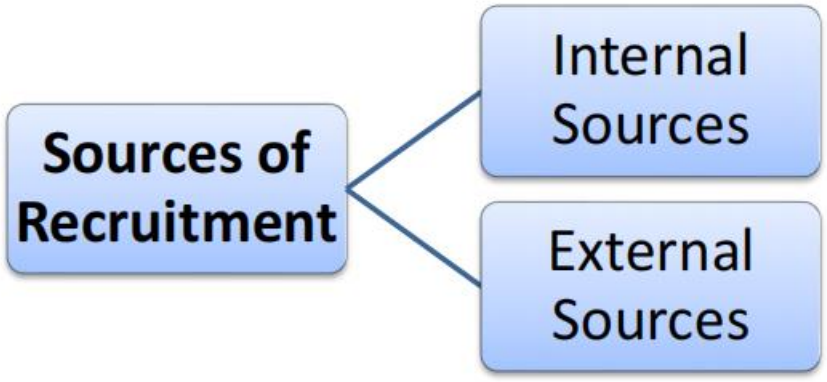
❖ Sales, Recovery & Support (SRS)

❖ Miscellaneous positions specialists

4. Hiring Fixed Term Employees

❖ Experienced medical Background Professionals
❖ Experienced Candidates with Technical Background
❖ Miscellaneous positions specialists

4.3.3 Sources of Recruitment



4.3.3.1 Internal Sources

Where appropriate, at the request of the hiring division, the Medical will advertise vacancies internally as per criteria and other terms and conditions set by Management including but not limited to the following:

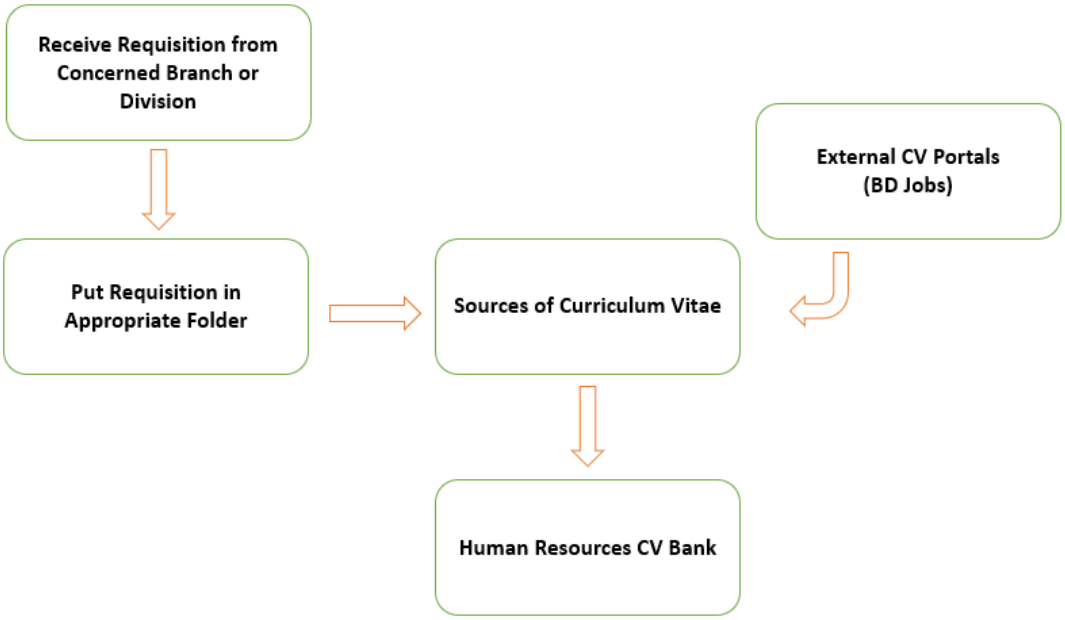
• As per the location requirement of the position, transfer and posting will be executed considering the recommendation of the respective division/department/branch.
• Employees cannot use the internal job vacancy to change their current stream (e.g. shift from Front Office or SRS Stream to Core medical Stream) and location. Job stream change must follow board approved policy.
• Up gradation, promotion and compensation would be as per broad banding Pay Structure policy.

4.3.3.2 External Sources

External sources are used both for fresher and lateral employees. The channels that may be used to source external candidates depends upon the time, job designation and cost of sourcing. Al-Jami medical provides circular to many sources. These are given
below-

• Online job advertisement
• Job portal
•Al-jami medical center website
• Social Media/Network
• Print Media
• Executive search or recruitment agency
• Referrals (both internal & external)
• Campus recruitment
• BD jobs

4.3.4 Recruitment Process of Al-Jami Medical Center



4.3.5 General Rules followed by Al-Jami Medical Center for Recruitment

• Every recruitment should be as per manpower planning approved by the MD/DMD/ Functional Heads.

• Employees who have been dismissed by any previous organizations on disciplinary grounds and/or have any pending charges or who are dismissed/ terminated will not be considered for hiring.

• No person shall be appointed to any post in the services of the medical unless he/she is a citizen of Bangladesh/or has valid work permit.

• At the time of joining, every incumbent must complete the necessary forms and documents and sign the declaration of fidelity and secrecy as part of joining formality as prescribed by the medical.

• In case of fresh entrants, candidates must not be over 30 years of age on the date of application closing for press advertisement or on the date of Written Test for direct recruitment. In case of Lateral Entrants (other than Fixed Term 43employees), age limitation is not applicable but no full-time employee aged more than 57 years or have at least 3 years of service length before retirement shall be employed by the Bank on regular service.

• No incumbent shall be appointed in the services of the Medical unless he/she undergoes Medical prescribed pre-employment medical tests from enlisted Diagnostic Centers and is declared physically fit by a certified Medical Practitioner.

• Employees must submit a formal Release Order/ Acceptance or received copy of Resignation from the immediate past employer before accepting the Appointment Letter from Al-jami medical center. If any certificate or supporting document submitted by the candidate as evidence in support of his/her candidature as mentioned in his/her CV is found fake/false/fabricated/forged,
may necessitate disciplinary action or the employment contract of that employee shall stand cancelled and may lead to termination of contract.

• Candidates who have been convicted of any criminal or anti-social activity will not be considered for hiring.

 Internal source, where appropriate and if required, the Bank will advertise vacancies internally

 Upon receiving approval for the vacant position, Human Resources Division may advertise the available position internally.

All internal applicants should forward an "Application for Internal Vacancy" to the Head of HR for acknowledgement, consideration and processing.

• The service under the Medical shall commence from the day on which an employee reports for joining at the HRD and time intimated to him/her by the competent authority if he/she reports before noon (12 PM).

• There should not be any conflict of interest in the recruitment of an employee. An employee must declare prior to joining the bank if they have any blood or any relation in the Medical and they cannot be placed in the same division/department/branch.

• The Bank reserves the right to amend or cancel any appointment letter issued to an employee at any time without stating any reason.

• Any Appointment letter is conditional upon background verification. Any adverse report against the employee may cancel his/her employment with the Medical.

 Documentation requirements: Candidates are required to submit the following documents/papers and certificates in original photocopies duly attested by any First Class Gazetted Officer/ Bank Executive (AVP and above) at the time of joining the Bank (Originals will be returned after verification). However, Management has the discretion to change/modify the requirement of documents as and when necessary:

❖ All academic certificates.

❖ Training certificates (if any)

❖ National Identity card/ Passport/ Nationality certificate from Union Parishad / Ward/ City Corporation.

❖ Release Order/Experience certificate/acceptance or received copy of Resignation from present employer along with Experience Certificate and Last Salary Certificate (all in original) (if applicable).

❖ Copy of latest tax return (if any) / TIN certificate.

❖ 1 copy passport size photograph of nominee for Provident Fund, Welfare Fund and Gratuity benefits duly attested by themselves.

❖ A Medical Certificate from a well reputed registered Medical Practitioner relating to physical and mental fitness along the test reports as per the following list.

 Obligations of Trainee Assistant (Front Office): Every Trainee Assistant (Front Office) will be required to sign an undertaking on non-judicial stamp to the effect that he/she would serve the Medical for a minimum period of 03 (three) years including 01 (one) year traineeship period. Additionally, candidates who join as Trainee Assistant (Front Office) will also be required to submit a Surety Bond for Tk.40,000/- (Forty thousand taka) on non-judicial stamp from a respectable person acceptable to the Medical.

4.4 Selection Practice at Al-Jami Medical Center.

Managing human resource is one of the priorities of Al-jami medical center in which '**Selection**' receives critical attention. The success of business depends mostly on the quality of services rendered to the customers both internal and external. Quality depends on competency of the employees recruited and retained. So, Al-jami medical centercommitment is to handle all selection with fairness and objectivity. Al-jami medical center ensures objectivity, transparency, diversity and also accountability in the selection and appointment process of all employees in the Medical.

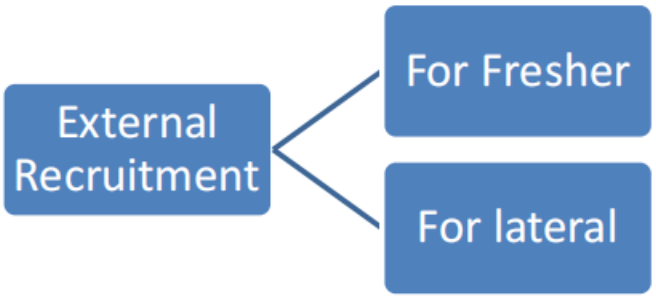
4.4.1 Selection process of Internal Recruitment

The selection process of internal recruitment starts with job analysis. The duties and responsibilities of particular post are identified by job analysis. They mostly select the experience employees. At first the recruitment team sorts out the database and summarized the curriculum vitae. Then they call those employees for interviews and

select them who passed the interview session. As the internal recruitment medical does not take any written test for the proposed post. After selecting the employees, the medical places the employees to the proposed post. Sometimes job rotation takes place to fulfill the particular branch/division need.

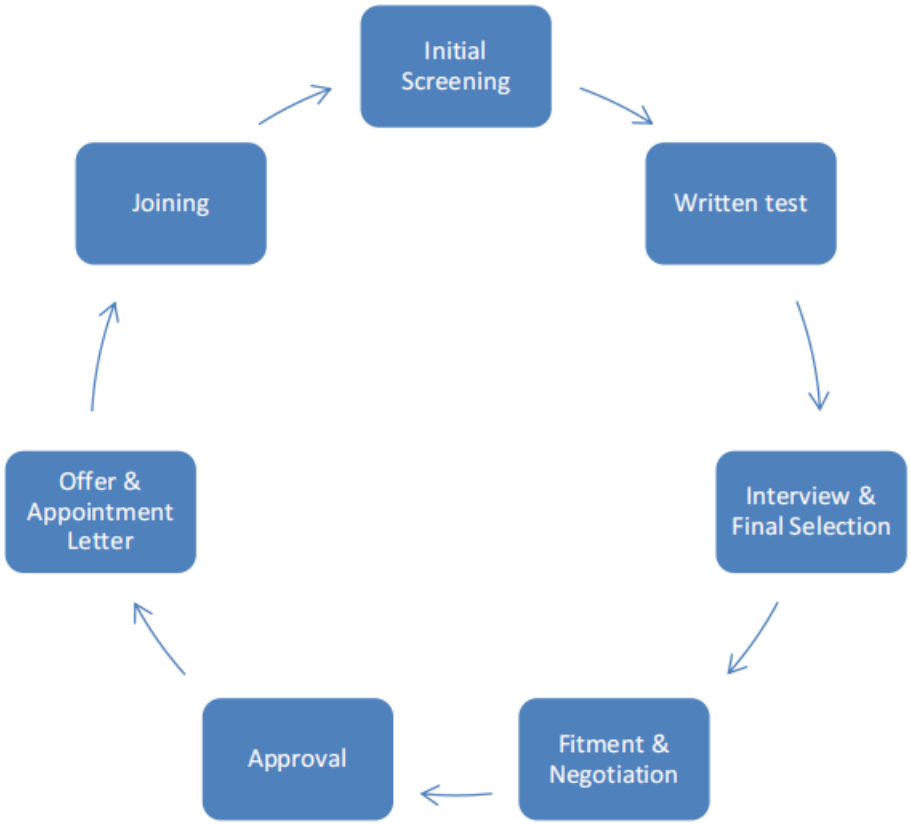
4.4.2 Selection process of External Recruitment

The Selection Process of external recruitment consists of two types. They are
A. For Fresher
B. For lateral



4.4.2.1 For Fresher

Prime Bank Limited has standard process for selecting fresher for the post. Mainly they follow this process for the Management Trainee Officer (MTO).



Initial Screening: After collecting CVs from the applicants, they start sorting them. The screening process is mainly based on some criteria like educational background, skills, extra curriculum activities, age and so on. For example, For the MTO age limit is thirty years and the candidate should complete his/her graduation from a reputed university.

Written test: After screening CVs, they take written test of the applicants who survive through screening test. Based on the result of screening test they sort out few applicants and processed for taking interview.

Interview & Final Selection: Those who passed the written test are called for interview. Interview will be conducted by the Management Selection Committee. They take face to face interview of the applicants and the interview play crucial part as it helps the bank to know about the applicants. The personnel are selected based on the outcome of face to face interview.

Fitment & Negotiation: The appointed personnel have to submit medical report to the Al-jami medical center. The Medical assesses the medical report of personnel. Depending on the volume recruitment around 7 days' time is required for fitment and negotiation process of the candidates.

Approval: Upon completion of fitment, negotiation process if recommended by the management selection committee MD / Board approval is taken.

Offer & Appointment Letter: Offer letter, pre-employment, medical test, background test and finally appoint letter is issued.

Joining: The personnel join the Al-jami medical center based on the appointment letter's mention date and branch. As a fresher join to the medical, they have to pass probation period to recruit as a permanent employee of Al-jami medical center.

4.4.2.2 For Lateral

Al-Jami medical center select experienced employee for specific purpose. In case of lateral entrants, the hospital follows some steps, these are: inviting application, CV screening, face to face interview, selection and offer letter, medical examination and joining. The medical assesses the CV from the internal and external sources and direct call interview. As lateral entrants, the medical does not take any written test for the proposed post. Sometimes job rotation take place to fulfill the particular branch/division need where few employees perform the banking operations from where abound of employee available in the branch.

4.4.3 The Selection / Interview Committee of Al-Jami Medical Center.

Grade	Selection/Interview Committee	Approved by
DMD to MD	Board of Directors	Board of Directors
EVP-SEVP	MD, DMD or their nominated representative (Line Manager/Business Head), and Head of HR or nominated representative.	SEVP by BOD EVP by MD
JO to SVP	DMD or their nominated representative (Line Manager/Business Head), Cross functional representative and Head of HR or nominated representative.	MD
MT	DMD or their nominated representative (Line Manager/Business Head) and Head of HR or nominated representative	MD
TA (Front Office) /SRS	DMD (optional) or their nominated representative (Line Manager/ Business Head) and Head of HR or nominated representative	MD

4.5 Training and Development at Al-Jami Medical Center.

Al-jami medical center upholds a learning environment and prepares the employee as future business leaders. In line with this, the Medical shall develop required knowledge and skill-set of the employees by identifying the learning needs, providing the required learning interventions and assessing training effectiveness through standard process to perform their roles effectively and efficiently. Al-jami medical center provides a basic training to all of their employees in the following areas-

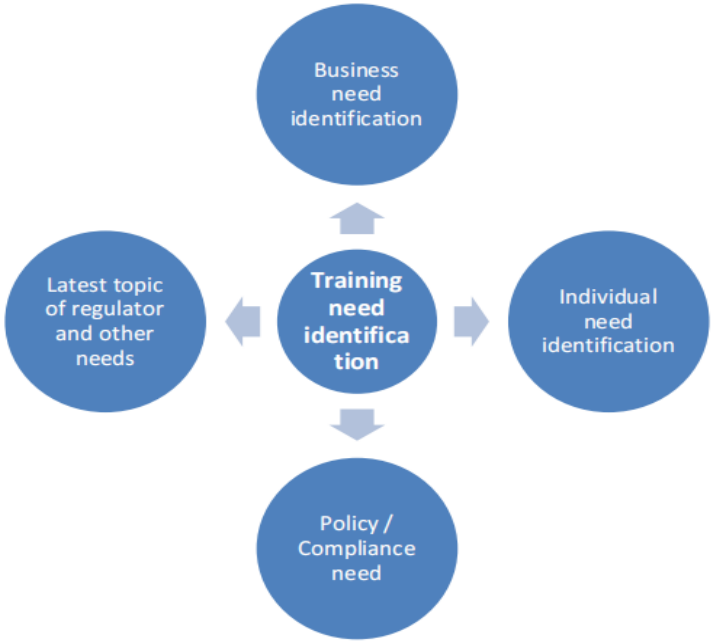
- General Banking
- Credit Management
- Foreign Exchange

4.5.1 Training Need Identification

All permanent employees of Al-jami medical center are eligible to undertake any functional, general, soft skill and any other training initiative provided he/she has the own division's approval. There are four types of training need identification.

These are-

1. Business need identification
2. Individual need identification
3. Policy or compliance need
4. Latest topic of regulator or other need



Business Need Identification: The key development areas (General, Functional and soft-skill) of employees are being identified through the recommendations of the division / department (for some special cases), Branch heads/ Supervisors as per approved business strategy. Divisional head shall submit a 'Divisional Development Plan' / filled up training need requirement form to HR training and Development team by the described deadline each year.

Individual Need Identification: The identification of individual training need occurs through the annual performance process. The individual's need is identified in the line with the performance gap in the current role and future career aspirations. It is the primary responsibility of the line managers to identify individual training needs for their employees with the agreement of the employees and the divisional head.

Policy / Compliance Need: Policy related training needs are identified according to assessment of different compliance issues or as per different regulatory body of the Medical.

Latest Topic of Regulator and Other Needs: HR Training and Development arranges workshops on the latest Medical topics recommended by the regulator with the guidance of head of HR, MD and CEO as well as senior management.

4.5.2 Types of Training

In-house: The medical may initiate, Manage and provide training to the employees by using knowledge and skills of the employees of the medical or external resource personnel at HR Training and Development premises or any other venue of Dhaka city.

Outreach: Outreach training indicates that the medical may arrange training for the employees outside Dhaka region at any branch premises/ regional office/ external venue.

Other Institute: Any learning initiatives conducted by other organization/ other training institute inside Bangladesh will be known as "Other Institute Training". Employees may be sent for different learning initiatives conducted by other organizations or other institutes based on the need of the Stakeholders. Al-Jami medical center train up their employees from Bangladesh Medical, and others institute.

E- Learning: E-Learning is utilizing electronic technologies to access learning curriculum outside of a traditional classroom. It refers to a course, program or degree delivered completely online. It includes the delivery of content via internet, intranet /extranet, audio visual or more.
E- Learning can be arranged in two ways

In- House: For any in- house E- Learning course, HR training and development team will design, manage and provide training to employees. However, concerned departments shall provide contents of those courses for development purpose.

External: Employees can apply for E- Learning Courses from listed vendors through proper channel.

4.5.3 Training Planning, Designing and Implementation Process

Training Calendar and Budget preparation: Once training need identification is completed, HR training and development team then compile and prepare a yearly training calendar along with the budget and submit to the management for approval. If any change required to the training calendar, it requires to be done during approval.

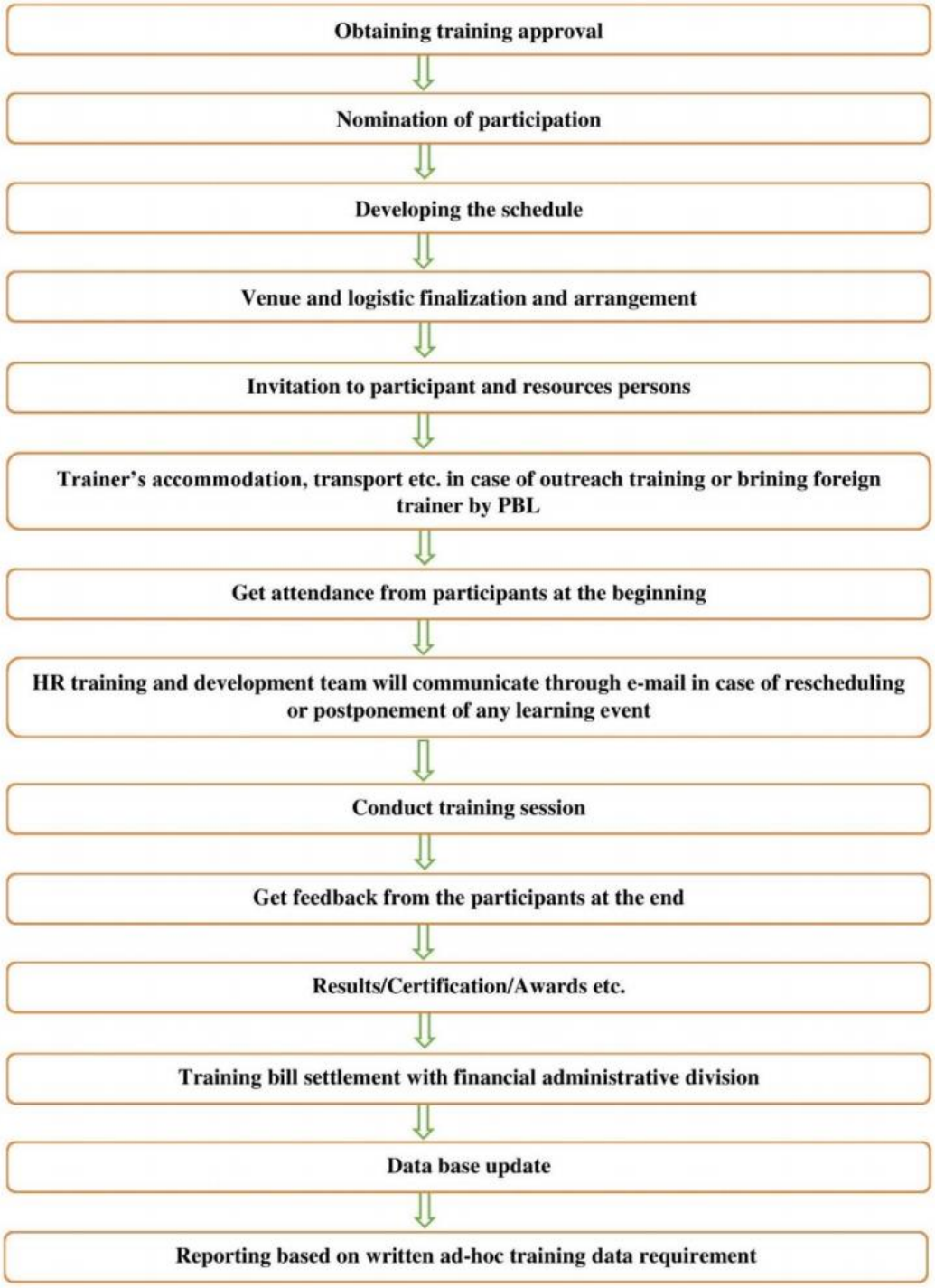
Circulate Training Calendar: After management approval, training calendar will be circulated by HR training and development within the prescribed schedule.

Training Coordination Process: Once the training is designed and developed, the next stage will include coordinating other operational activities, executing the training and collecting feedback.

Training Implementation Process: Al-jami medical center executes their training program by three ways. They take decision about the training process on the basis of training need identification. The training process are-

- In-House training process
- Other institute training process
- Foreign training process

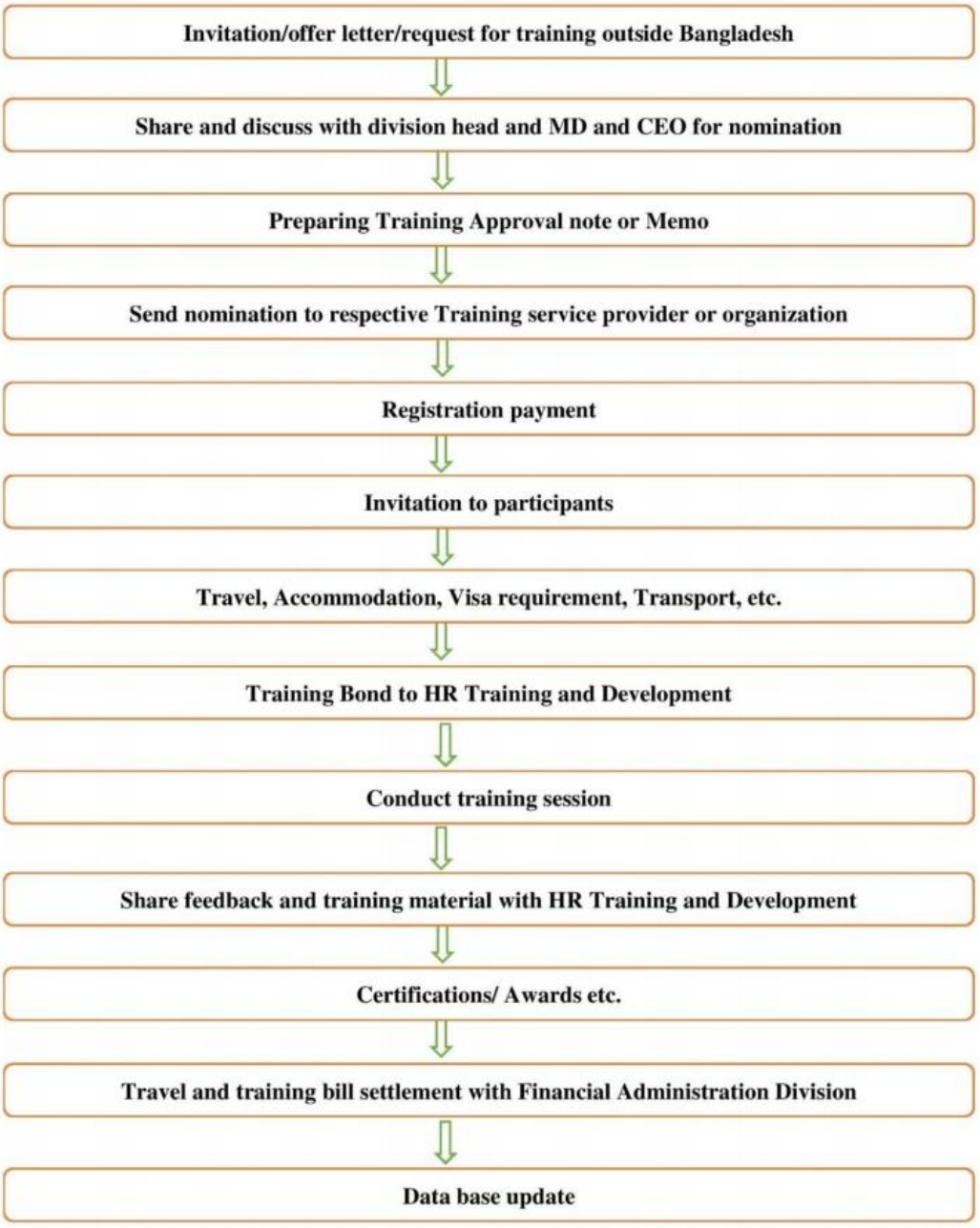
4.5.3.1 In- House Training Process



4.5.3.2 Other Institute Training Process

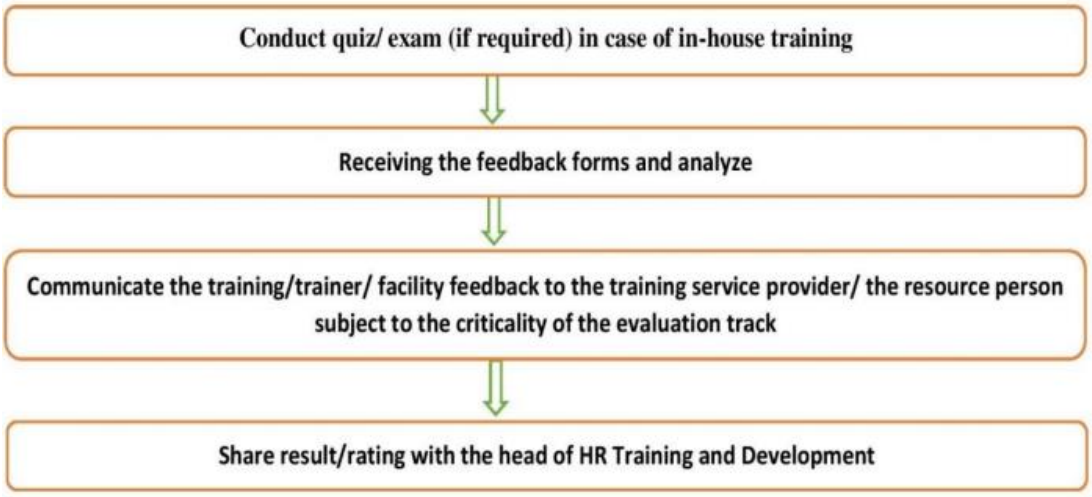


4.5.3.3 Foreign Training Process



4.5.4 Training Evaluation Process

To maintain an effective and competent training process, PBL maintains an evaluation and feedback analysis of all trainings being conducted. This will help constantly improve the quality of training provided and assessing whether the training fulfilled the requirements.



4.5.6 3Es Development Approach

PBL applies 3Es development approach for its employees. Once a skill development need has been identified, a number of options are available to the employee to actualize his/her respective competence development need, depending on the nature of the development initiatives. The 3Es of Development is a practical approach to people development which utilizes diverse initiatives. 3Es stand for: Experienceworking on tasks and problems, increased responsibilities etc.; Exposure- feedback, coaching etc.; and Education- training, conferences, academic courses etc. Following are a few examples of competence development initiative under 3Es Development Approach:

Experience	Exposure	Education
On the job learning	Feedback	External Training
Job rotation	Performance Appraisal Process	Internal Training
Increased Responsibilities	Talent Management Process	Employee Induction
New Position or Role (internal Transfer)	Leadership Profiling	Foundation Training
Acting Assignments	Coaching	Workshop/Conferences/ Seminars
Projects		E-Learning
		Self-Development

4.6 Performance Appraisal at Al-Jami Medical Center.

Al-jami medical center conducts performance appraisal annually. In their performance appraisal they use the 360-degree performance appraisal method which is based on rating system. All the appraisal result is recorded as 'Annual Performance Appraisal Document'. On the whole, their objective is to shape outstanding performance in a competitive way to ensure sustainable profitable growth in business. Therefore, PBL appraisal system takes care of the following-

- Business performance (on the job accomplishment in terms of work plan)
- Depth of skill & knowledge
- Width of behavioral competencies
- Individual personal development plan

4.6.1 Brief Explanation of Rating Standard

Particulars	Explanation
Excellent (EX)	• Knows the job having full & updated knowledge & skills and demonstrates strong behavioral competencies-Leadership, exceeds targets usually and meets job objectives constantly, Multi-skilled, team workers, creative, have passion to win • Helps other within function & cross function, address their concerns, give time to coach & develop people, demonstrates high integrity / honesty, commands respect from others and a person to follow as role model at the given level of job
Very Good (VG)	Definitely superior to the standard expected of a competent, experienced and acceptable employee. Such employee must have at least 75% + of the attributes / quality of a dynamic manager as stated in Excellent grade.
Good (G)	A good all-round employee, well-suited to his/her work and of the standard expected. Potential may be limited, but, capable to move up the ladder of higher responsibilities. Such employee must have at least 65% + of the attitude & quality of a dynamic manager as stated in the excellent grade
Fair (F)	Work is not considered fully satisfactory owing to one or few deficiencies or weakness in the standard of work, but, considered acceptable. Such employee must have at least 50% + of the attitudes & qualities a dynamic manager as stated in the excellent grade
Modest / Poor (P)	Work is purely unsatisfactory far below standard expected, necessary to take a call placement after one or two changes or immediately

4.6.2 Al-Jami Medical Center Performance Bonus policy

Performance bonus for sustainable profitable growth
 Providing TOP level reward to the Top performing team which meets or beats targets/work plan
 Setting SMART targets/objectives (WP) and holding the team leader accountable to deliver through the team
 Strong differentiation in rewards based on individual performance of the team members with a realistic performance appraisal system
 Valuing short- & long-term performance, leadership and team behaviors people's development

4.7 Reward & Recognition Policy of Al-Jami Medical Center.

Al-jami medical center reward and recognition policy sets out the process by which employees are awarded for supporting objectives in the performance of their duties. This policy provides a coherent and practical approach for both current and one-off payment to employee in order that individual contribution may be recognized and equitable way.

Eligibility

All employees employed except Managing Director and Deputy Managing Directors are eligible to be considered for the award one-off payments/award/recognition. The management utilizing the principles applied within this policy will determine the appropriate award of the employee/s. The recognition and award process are accessible to all eligible employee, irrespective of their contractual status or length of service provided that they are in post on the effective date of the award. Rewarding Managing Director and Deputy Managing Directors will be in the discretion of the Board of directors.

4.7.1 Types of Award

SL.	Reward & Recognition Type	Reward Value (Maximum)	Number of persons / Groups to be awarded	Given by	Frequency
1	The Chairman's Award:	500,000	1	Chairman	Once a year
2	The CEO's Award	150,000	3	MD& CEO	Once a year
3	Spot Award	75,000	30	MD & CEO/ DMDs	As often as appropriate
4	Service Excellent award	100,000 (Branch) 10,000 (Individual)	5 Branches 5 Individual	MD & CEO	Once a year

5	Integrity Award	10,000	3	MD & CEO	Once a year
6	Shariah Compliance Award	10,000	3	MD & CEO	Once a year
7	Thank You / Appreciation Letters	N/A	As many as appropriate	Any PBL Officials	As often as appropriate
8	Trainee with outstanding Performance (TOP) award	N/A	15	MD & CEO or Head of HRD	As per requirement
9	Outstanding performance award	100,000	As many as appropriate	MD & CEO	As per requirement

4.8 Promotion and Up-Gradation policy

Promotion / Up-Gradation is the process through which an employee reaches to the next higher grade with additional responsibilities and enhanced competencies. Promotion / Up-Gradation is discretion of the management and not a right; but this can be achieved by performance and capability required for the next level of challenges and business goal.

4.8.1 Types of Promotion / Up- Gradation

- **Regular Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April for all eligible candidates and October for exceptional cases.

- **Accelerated Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April and October. However, based on the scenario it may take place any time during the year.

4.8.2 Regular Promotion / Up-Gradation

 Eligibility Criteria: To be included in the promotion / up-gradation list

I. Tenure:

a) JO to AVP: Minimum 2.5 years

b) SAVP and Above: Minimum 3 years

II. Performance rating: Good or above rating in the previous year

III. Service records: Employees may not be considered for Promotion / Up gradation, if any of the adverse events are reported against him / her
a) Disciplinary issues
b) Service Quality issues
c) AML issues

Scores Distribution for Promotion

Promotion Type	Current Grade	Performance (Last 3 years)	Educational & Professional Qualification	Interview / Presentation / Written Test	Total
Regular	SO-EVP	55%	10%	35%	100%
Regular	JO-OFF	85%	15%	-	100%

Minimum threshold in scores

Eligible candidates are required to fulfill the following percentage on the total marks to qualify for next stage
I. JO to SEO: 70% marks or above
II. FAVP to EVP: 80% marks or above

4.9 Employee Compensation & Benefit at Al-Jami Medical Center.

Al-jami medical center provides highly attractive compensation package to their employee comparative to other organization in that industry. The elements of compensation are given below:

Earnings	Deductions
Basic Salary	Income Tax
House Rent	P.F. (own contribution)
Medical Allowance	Welfare Fund Contribution
Conveyance Allowance	Benevolent Fund Contribution
Leave Fare Assistance	

Moreover, Al-jami medical center provides some other benefits to their employees. These are-

- Provident fund
- Gratuity benefit
- Death benefit
- Disability benefit
- Retirement benefit

4.9.1 Provident Fund

• Each member contributes to the fund a sum equal to 10% of the basic salary payable to him/her per month and such contribution is deducted by the medical from the salary of the employee at the time of payment thereof and is paid by the bank to the trustees account.

 All employees, who have been in the service of the bank for a minimum period of 5 years without medical, are eligible to have the benefits under the gratuity scheme. It is equal to the 1 time of basic pay (drawn in last month) for each year of the service.

 For all employees who have completed more than 5 years of service but less than 10 years in this medical are entitled for 1.5 times of basic pay (drawn in last month) for each year of service.

 For all employees who have completed more than 10 years of service but less than 15 years in this medical are entitled for 2 times of basic pay (drawn in last month) for each year of service.

 For all employees who have completed more than 15 years of service but less than 20 years in this medical are entitled for 2.5 times of basic pay (drawn in last month) for each year of service.

 For all employees who have completed more than 20 years of service in this medical are entitled for 3 times of basic pay (drawn in last month) for each year of service.

4.9.2 Death Benefit

In case of death of an employee while in active service, PBL provides financial benefit to the bereaved family of the deceased. The benefit is paid to the nominee/nominee's subject to the adjustment of other loan in the following manner

Category	Amount (Tk.)
EVP, SEVP, DMD & MD	15,00,000
SAVP, VP & SVP	12,00,000
SEO, FAVP & AVP	10,00,000
SO, PO & EO	8,00,000
TA to MT/Officer	5,00,000
Driver	3,00,000

4.9.3 Disability Benefit

PBL provides financial benefit to the employees in the case of their physical disability during active service because or any accident or otherwise making them incapable of continuing service.

Category	Amount (Tk.)
EVP, SEVP, DMD & MD	8,00,000
SAVP, VP & SVP	7,00,000
SEO, FAVP & AVP	6,00,000
SO, PO & EO	4,00,000
TA to MT/Officer	3,00,000
Driver	2,00,000

4.9.4 Retirement Benefit

Every employee shall retire from the services of the bank at 60 years of age having mental or physical fitness or 35 years after commencement of active service in the bank whichever is earlier. Provided that the period of the service may be extended in the interest of the bank beyond 60 years of age or 35 years of service by the board. PBL provides the retirement benefit to the employees who will retire after normal service.

Category	Maximum Limit (Tk.)
EVP to MD	7,00,000
AVP to SVP	6,00,000
TA to FAVP	3,00,000
Driver	2,00,000

4.10 Leave Management at Al-Jami Medical Center.

Leave policy enables employees of the bank to manage emergency situation in personal life and maintain healthy work balance. In addition, it will provide the employee with an opportunity to regain mental & physical fitness resulting greater productivity while back to the work.

4.10.1 Types of Leave at Al-Jami Medical Center.

SL.	Type	Eligibility
1	Privilege leave/Earned leave	Every eligible employee is entitled to privilege/Earned leave for thirty calendar days per calendar year (January to December) on completion of 01-year continuous service of the bank. An employee who loins the bank during the year will earn such leave at the rate of 2.5 days per completed month of the service.
2	Casual leave	An employee shall be eligible for casual leave since joining the services of the bank.
3	Sick leave	Employees shall be eligible for sick leave on joining.
4	Study leave	An employee is entitled to study leave upon serving the bank for at least 3 years. Study leave shall not be granted to an employee who is due to retire within 05 years of the date on which he/she is likely to return from the study leave.

5	Maternity leave	A regular female employee shall be eligible for maternity leave upon joining the service of the bank. (06 months with pay)
6	Mandatory leave	All employees shall avail this leave each year continuous service in the bank and subsequently every completed year thereafter.
7.	Leave without pay	An employee shall be eligible for leave without pay since joining the service of the bank.

4.10.2 Privilege Leave/ Earned Leave

(**a**) Every employee shall be entitled to privilege leave with full pay at a ratio of 30 days for each calendar year i.e. 2.5 days for every month and shall be credited to leave account on the first day of each calendar year, that is, on the first January every year subsequent to the employee's joining.

(**b**) The maximum period of privilege leave with full pay with can be taken at one time by an employee is 60 days.

(**c**) The unutilized balance of privilege leaves as of 31st December each year shall be carried up to a maximum 15 days to the subsequent year.

(**d**) A maximum of 120 days privilege leave can be accumulated.

4.10.3 Casual Leave

(**a**) Casual leave for not more than 10 days in a calendar year shall be granted to an employee provided that not more than 03 days leave can be taken at a time for this purpose.

(**b**) Casual leave cannot be taken 'in continuation of' or 'in combination with' holidays including weekends and if holidays and weekends intervene two spells of casual leave the entire period (including holidays) shall be reckoned as casual leave and it should not exceed 03 days.

(**c**) The employees who join the services of the bank in the middle of the year, casual leave shall be credited on a pro rata basis.

4.10.4 Sick Leave

(**a**) An employee will be entitled to sick leave with full pay and allowances for a total period of 14 days in a calendar year.

(**b**) The unutilized sick leave will not be carried forward.

(**c**) A maximum of 28 days of sick leave can be granted in an emergency situation as exception supported by a certificate from a certified medical practitioner acceptable to the medical.

(**d**) Sick leave less than or up to 03 days might not require any certificate from medical practitioners.

4.10.5 Study Leave

(a) Study leave may be granted to an employee without pay and allowances for a maximum total period of 02 years in the entire service length of the medical and will not be debit-able to his/her leave account.

(b) Such leave shall not count towards service length of the employee.

(c) The employee eligible to avail this leave has to provide detail document along with letter of enrolment/invitation letter from the pursuing institution abroad & student visa document.

4.10.6 Mandatory leave/HR Compliance Leave

(a) All permanent employees should avail 15 days of leave in a calendar year to ensure compliance with the Bangladesh Bank guideline.

(b) Mandatory leave will be ducted from the privilege leave balance of the employees.

(c) This leave plan should be planned in advance and submitted to HR preferably at the beginning of the year for approval.

4.10.7 Leave Without Pay

(a) In cases of leave without pay no basic pay will be paid but all allowances including utilities, house maintenances, car maintenances, etc. shall be paid in full, provided the leave without pay period does not exceed 60 days in a calendar year.

(b) If the leave without pay exceeds 60 days in 24 months from the first spell of leave taken, no salary & allowances shall be paid for the entire period of leave which was granted as leave without pay.

(c) In case of an employee who has not completed 05 years of continuous service, the duration of leave without pay at any one time shall not exceed 90 days.

4.11 Regulation of Transfer & Posting at Al-Jami Medical Center.

- Regional Manager's, Branch Manager's and Divisional Head's shall be transferred from one place/branch/division to another branch/division at least once in every 04 years.
- All departmental heads shall be transferred once in every 04 years.
- Executives/Officers above the level of Trainee Assistant at the branch shall be transferred in every 05 years.
- The desk of all officers shall be rotated in every 02 years. Branch in-charge, Divisional Heads shall implement the rotation.
- Notwithstanding the above, the management may transfer any Executives/Officers from one place to another place in the greater interest of bank.
- Management may also retain the Executives/Officers in the same place of posting for the interest of the bank.
- Telephone/Telex Operator, Receptionist, Personal Assistant/Secretary shall not be transferred to banking operation until he/she will be promoted to the next higher grade.

4.12 Separation & Resignation

Al-Jami Medical Center always tries to retain its expert employees. But employee separation is an ongoing process at any organization. It may arise from both employee and employer. Al-Jami Medical Center employee separation may happen for four reasons.

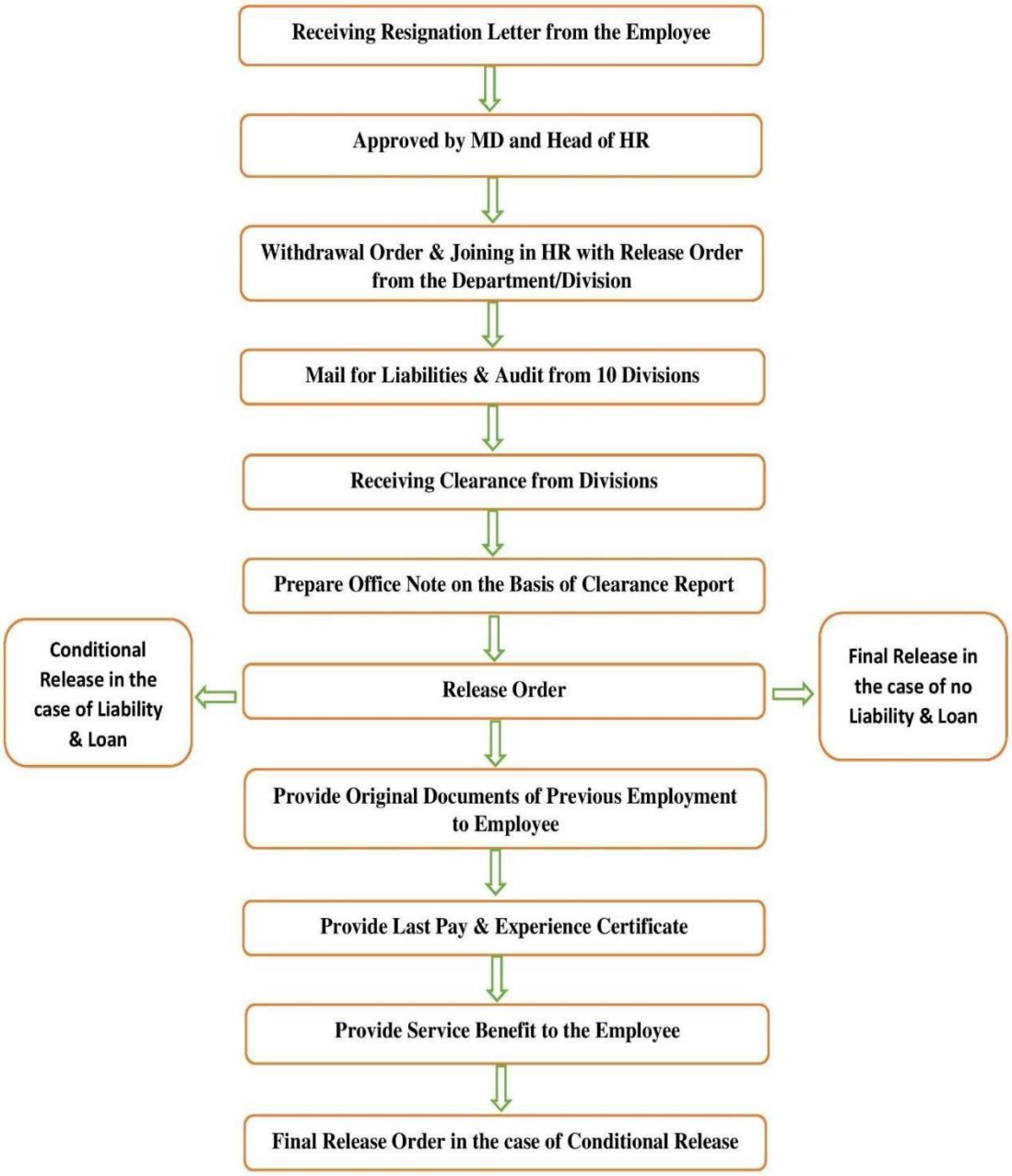
These are-

- Resignation
- Termination
- Retirement
- Death/Disability

In Al-Jami Medical Center most of the cases employee separation may happen due to resignation. Al-Jami Medical Center. follows some regulations regarding resignation. These are-

- Every employee should resign with the notice of 01 month. Otherwise he/she has to compensate for his/ her discontinuation of service an amount equal to his/her basic salary for one month.
- A probationer employee should resign with notice of 02 weeks. Otherwise he/she has to pay an amount equal to the 50% of the pay paid during his/her probation period.
- No Executive/Officer shall be allowed to resign from the bank against whom disciplinary action has been started.
- No Officer/Executive shall be released from the bank until he/she clears all his/her loan, debt, dues, etc. to the medical.
- A resigning Executive/Officer shall vacate the house (if any) given him/her by the medical and return all the vehicles, furniture, books and other properties of the medical. He must have to handover the charge to an officer of the Medical as directed by the Medical.

4.12.1 Employee Separation Process at Al-Jami Medical Center



Chapter Five

Findings

5.1 Findings

HR Planning: Al-Jami Medical Center performs HR planning in order to identify their current manpower number and the need of future manpower. The decision is taken against any requisition by comparing the portfolio and the current manpower of that particular division or branch. The result of analysis is discussed with the head of branch network division for the branch and the head of division for the division.

Recruitment: Al-Jami Medical Center practices two types of recruitment. One is yearly based recruitment and another is need based recruitment. They use both internal sources and external sources for their recruitment. They basically prefer lateral employees for recruitment. However, they recruit MTO as a fresher.

Selection: In the case of lateral employees Al-Jami Medical Center does not take any written test. Employees are selected on the basis of interview / viva.
importance on experience of an employee regarding banking industry. On the other hand, in the case of fresher they take written test as well as viva for selecting the candidates.

Training & Development: Al-Jami Medical Center follows training need identification process in order to identify employees for training. Employees are provided in house, outreach, other institute, foreign and e-learning training. Al-Jami Medical Center has its own HR training & development center at Polton. But the numbers of trainers are not sufficient enough to train up employees.

Performance Appraisal: Al-Jami Medical Center conducts performance appraisal annually. They follow the 360-degree performance appraisal method which is based on rating system. They evaluate employees on the basis of 300 marks which are divided into three segments. They use the outcome of performance appraisal in payment of bonus, promotion & merit incentives and punishment.

Rewards & Recognition: All employees except MD and DMD are eligible for award at Al-Jami Medical Center. The MD and DMD are also awarded with the discretion of board of directors. Medical center provides both financial and non-financial rewards and recognition to the employees on the basis of their performance.
Promotion & Up-gradation: Al-Jami Medical Center follows two types of promotion and up-gradation. These are – regular promotion and accelerated promotion. For regular promotion the employees must have a job experience with Medical center not less than 2.5 years and not less than 3 years .
Compensation & Benefit: Al-Jami Medical Center provides highly attractive compensation package to the employees. They also provide provident fund, gratuity benefit, death benefit, disability benefit and retirement benefit. Al-Jami Medical Center does not provide any provident fund benefit to employees unless his/her tenure of service is 3 years and does not provide any gratuity benefit unless his/her tenure of service is 5 years.
Transfer & Posting: In Al-Jami Medical Center transfer is the condition of employment. Regional manager's, branch manager's, and divisional heads shall be transferred once in every 4 years. Executive and Officers shall be transferred once in every 5 years. The desk of all officers shall be rotated in every 2 years.
Separation & Resignation: Every employee should resign with the notice of 01 month. A probationer employee should resign with the notice of two weeks. Otherwise, he/she has to compensate for his/her discontinuation of service.

Chapter Six

Recommendations and Conclusion

6.1 Recommendations

- Firstly, Al-Jami Medical Center should provide more opportunity for the fresher. Because every year a large number of students complete their graduation and postgraduation. They have no job experience to get entered as a lateral employee.
- Secondly, Al-Jami Medical Center should extend the scope of on the job training so that employee can develop skills from their day to day task. The school should make an arrangement of training session about up-to-date technology andmethods in order to make sure the customer satisfaction with high efficacy.
- Thirdly, Members of training team should be increased so that the employee may take support whenever they required. There should start supervision span under the trainer in order to monitor the progress of employees.
- Fourthly, Training bond options in the case foreign training should make flexible and employee friendly so that employee can easily avail the training opportunity. Because, school must have to ensure employee betterment.
- Fifthly, In the case of promotion of HR Officer, Al-Jami Medical Center should take written exam/interview to justify employee‘s knowledge regarding their job. Because, without proper knowledge employee cannot give better service to the customers.
- Finally, In the case of gratuity benefit and provident fund Bawany School & College should comply with the ―Bangladesh Labour Law, 2006‖. Because, it ensures a better labour practice.

6.2 Conclusion

- Now-a-days, Medical industry has become more competitive. The success of a Medical highly depends upon the patients satisfaction as well as employee’s satisfaction.
- HR division plays a vital role from the very beginning of operation of Al-Jami Medical Center. Human resource division of Al-Jami Medical Center. ensures their best services to all the employees.
- In order to keep pace with the global competitive environment, HR division of Al-Jami Medical Center. takes proper initiatives to make the employees a competitive work force. They believe by making the employees satisfied, it is possible to take the best output from the employee.
- That’s why they are always trying to take initiatives which are beneficial for the employee’s career as well as company. As the Medical industry in our country are highly competitive so it is a great challenging forAl-Jami Medical Center. to retain expert employees.
- HR division of Al-Jami Medical Center is much conscious about that. So, from my opinion HR division of Al-Jami Medical Center plays the vital role in the success ofAl-Jami Medical Center.
- During my internship, I gained a more practical understanding of the human resource management process but I also had some problems in writing my report since some human resource department materials are private and I was not authorized to seek them.
- I believe that it is a once in a lifetime opportunity for me to learn about practical work and the HRM system at an organization. Finally, I want to thank Sonargaon University for the values and knowledge it has given me, as well as for the chance to use my knowledge practically in professional life.

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