Sonargaon University (SU)
Dhaka, Bangladesh

Internship Report

on

Human Resource Management Practices in Bangladesh: A Case Study on Janata Bank Limited

Submitted by:
Md Anik
ID: BBA1902017008
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Semester: Spring -2023

Submitted to:
Department of Business Administration
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Date of Submission
Date: 11-May-2023

Sonargaon University (SU)

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Submitted by:
Md. Rasel Hawlader
Lecturer

Department of Business Administration
Sonargaon University (SU)

Date of Submission
Date: 11-May-2023

Letter of Transmittal

Letter of Transmittal
February 25, 2023

To
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of Internship Report on "Human Resource Management Practices in Bangladesh: A Case Study on Janata Bank Limited"

Dear Sir,
Here is my internship report on "Human Resource Management Practices of Janata Bank Limited"

You assigned me to prepare this report as a part of BBA degree requirement. While writing this report, I have tried to follow the given instruction.

This report will help me to know the present HRM practices of Janata Bank Limited. I have tried to gather accurate information about this topic.

I sincerely hope that this report will meet your approval. I would be glad to furnish you with any clarification if required.

Sincerely Yours,

Md Anik
ID: BBA1902017008
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

This is to certify that the internship report entitled "Human Resource Management Practices of Janata Bank Limited" prepared by Md Anik. ID NO: BBA 1902017008, Batch-18th

A student of department of Business Administration, Faculty of Business, Sonargaon University. He has successfully completed his internship program at Janata Bank Limited (JBL)and he has prepared this internship report under my supervision. I am pleased to state that he worked hard in preparing this report. The data and findings presented in the report seem to be authentic.

To the best of my knowledge, he bears a good moral character and pleasing personality.

I wish him every success in life).

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

Student's Declaration

I, Md Anik, hereby declare that the internship report of entitled **"Human Resource Management Practices in Bangladesh: A Case Study on Janata Bank Limited"** is uniquely prepared by me after the completion of three (03) months' work at Janata Bank Limited.

I confirm that, the report is only prepared for my academic requirement not for otherwise purpose. It might be with the interest of opposite party of the corporation. I also assure that this report is not submitted anywhere of Bangladesh before me.

Sincerely Yours,

Md Anik
ID: BBA 1902017008
Major: HRM
Semester: Spring-2023
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

First of all, my gratefulness goes to the Almighty Allah for giving me many opportunities in my life to develop myself as a rationale and sensible human being.

I am grateful to many individuals for the completion of the report successfully. They are from Janata Bank Limited and Sonargaon University who provided me with guidance and information for this study.

I would like to take opportunity to express my sincere feelings and gratitude to my internship supervisor Md Rasel Hawlader, Lecturer, Department of Business administration, Faculty of Business, Sonargaon University, whose expert supervision, continuous guidance and instructions have contributed greatly in the preparation of this report.

I am also very grateful to my Manager Mr. Hannan Mollah, Manager of Janata Bank Limited; Pagla Bazer branch, Taltola, Narayanganj, under his supervision I could know many things which had helped me a lot.

Finally, a special acknowledgement is gratefully and lovingly offered to my friends and family who had been always with me and offered selfless support to me.

Md Anik
ID: BBA 1902017008
Major: HRM
Semester: Spring-2023
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EXECUTIVE SUMMARY

Commercial Banks are one of the key contributors to the economy of Bangladesh. As a commercial bank, how much Janata Bank Limited contributing the people of Bangladesh in case of forming capital, lending funds, collecting remittances from aboard, controlling default loan and banking services encourages us to study its financial activities and performance. It is the largest commercial bank which was established in 1972 with the vision to stand out as a pioneer banking institution in Bangladesh and contribute significantly to the national economy. The authorized capital of the Bank is Tk. Taka 2000.00 core. Its paid-up capital Taka 1125.00 core as on June 31, 2013. The bank had 21,839 staff of whom June 31, 2013. They provide different kind of product and services. Janata Bank Limited believes in sound and effective governance as a preferred priority. The Board of Directors is the body responsible for corporate governance, devising policies, determining objectives for stewardship of Bank's resources. The pace of development of a financial institution is primarily based upon its ability to develop and utilize the innate capacities of its employees. The bank has completed 38th year of banking operations with a network 1201 branches recording significant growth in business and profitability. As an Intern, I had the opportunity to do the different types of tasks under Janata Bank Limited. During the internship period, I have used my observations and gained experiences about various banking functions and day-today operations. I segmented my report into six chapters. First covers the introduction of the report, second chapter covers Research Methodology. Third chapter is Organization Profile. Fourth chapter is Findings & Analysis; Fifth chapter is the Proposed Organ gram. This report will provide a view regarding the products and performance of the Janata Bank Limited.

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Chapter – 01
Introduction

1.1 Introduction

Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges facing banks. How you manage the people and how you manage the risks determines your success in the banking business. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a "People Business". Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. Banks must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Banks must articulate and emphasize the core values to attract and retain certain customer segments. Values such as "sound", "reliable", "innovative", "international", "close", "socially responsible", etc. need to be emphasized through concrete actions on the ground and it would be the bank's human resource that would deliver this.

Janata Bank Limited is the largest banking institution in Bangladesh, dynamic in actions, honest in dealings, just in judgment, fair in approaches and devoted to high quality service to customers and thereby contribute to the growth of GDP of the country throughout stimulating trade and commerce, boosting up export, poverty alleviation, raising living standard of limited income group and overall sustainable socio-economic development in the country.

To achieve the aforesaid objectives of the Bank, different banking activities must play an active role to provide the financial assistance to the customer who also helps them by providing them with management assistance when needed. Janata Bank Limited has played this role with their experiences in the banking sector where the others are not merely performed. The internship report comprises a brief study on HRM practices of the Janata Bank Limited during three months' internship. The report is distributed in many parts according to nature and requirement of organization and according to the instructions of supervisor of report.

1.2 Objectives of the Study

The study has conducted with the following objectives:

i) To investigate the human resource management practices in Janata Bank Limited
ii) To explore the human resource management practices in Janata Bank Limited
iii) To analyze the human resource management practices in Janata Bank Limited
iv) To find out the problems of human resource management practices in Janata Bank Limited
v) To recommend some suggestions to overcome the identified problems.

1.3 Methodology of the Study

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

i. Data Sources

a) Primary sources

b) Secondary sources

ii. Data Collection Methods

The primary data has been collected through face to face interview and informal discussion from the managers and employees of Janata Bank Limited. The secondary data has been collected from the following sources:

a) Annual Report of Janata Bank Limited

b) Different published books, journals, articles, magazines etc.

c) Website of Janata Bank Limited

iii) Data Analysis and Presentation Style

In the study, the data has been analyzed through Microsoft office, package. The data has been presented in the form of tables, graphs, charts, etc. in this study.

1.4 Limitations of Study

Like any other articles and other theories, this study is not free from limitation. It requires long time experience to find out constrains of proper Human Resource Management practices. I have tried my best level to overcome these limitations through extensive study, hard and sincere devotion to the assigned duty. The major limitations are given below:

- Time constraint was a major drawback in the study.
- Lack of published relevant documents
- Lack of website information to reach on any nice ending.
- Another limitation of this report is the banking policy is not disclosing any information earlier,
- which will be published in future.
- Large-scale research is not possible due to access constraints.
- Relevant data and document collection was difficult to the organization confidentiality.

Chapter – 02

Profile of the Organization

2.1 Profile of Janata Bank Limited

Janata Bank, one of the largest commercial bank in the country, was established under Bangladesh Bank(Nationalization) Order 1972 (Presidency Order of 1972). By taking over branches of former United Bank Limited and Union Bank Limited, were two private banks performing class banking over the country. After the birth of Bangladesh on 16th December 1971, newly formed Janata Bank for mass banking got special facilities from the government to work as nationalized commercial bank all over the country. With the increase of responsibility and by virtue of performance within a few years, it becomes the largest commercial bank of the country with 906 branches including 4 overseas branches at United Arab Emirates. It is linked with 1239 foreign correspondents all over the world. Total employees of JBL are more than 14 thousand (14,244). Its head office located at Janata Bhaban at Motijheel C/A, the heart of the capital city, Dhaka.

Corporatization

In 15 November, 2007 Janata Bank got registered with the Joint Stock of Registrars and restructured it as a public limited company with the name Janata Bank Limited.

Local Office	1
Corporate-1 Branch	15
Corporate-2 Branch	61
Overseas Branch	04
Grade-1 Branch	290
Grade-2 Branch	209
Grade-3 Branch	294
Grade-4 Branch	107
Total Branches :	**906**

Figure: 1. JBL Branches'

2.2 Board of Directors

Board of Directors, constituted by 13 (Thirteen) members, has authority to organize, operate and manage its affairs on commercial consideration within the Board Policy of government. The Directors are representatives from both public and private sectors. Members of the Board including M.D are government appointed out of that at least three have the experience in the field of Finance, Banking, Trade, Commerce, Industry and Agriculture. The managing director is the chief Executive of Bank. The Board of Directors is composed of 13 (Thirteen) members headed by a Chairman. The name and position of directors are as under.

Chairman of the Board of Directors

Luna Shamsuddoha

Members of the Board of Directors

Mr. Manik Chandra Dey

Khondker Sabera Islam

Mr.Md. Mofazzal Husain

Mr. Masih Malik Chowdhury

Mr. A.K Fazlul Ahad

Mrs.Selima Ahmed

Mr. Mohammad Abul Kashem

Mr. MD. Abdul Haque

Mr. Md. Abdus Salam Azad, CEO & Managing Director

2.3 Vision of Janata Bank Ltd.

To become the effective largest commercial bank in Bangladesh to support socio-economic development of the country and to be a leading bank in South Asia.

2.4 Mission of Janata Bank Ltd.

Janata Bank Limited will be an effective commercial bank by maintaining a stable growth strategy, delivering high quality financial products, providing excellent customer service through an experienced management team and ensuring good corporate governance in every step of banking network.

Corporate Governance of Janata Bank Ltd. Is defined as the framework by which the bank is directed and controlled and the relationships between the management, the Board of Directors, Shareholders and other stakeholders such as employees, clients and lenders. The aim of the Corporate Governance framework is to ensure disclosure and transparency, to define the responsibilities of the board and the management, to define the rights and role of shareholders and stakeholders, to ensure the equitable treatment and to avoid conflicts of interests. It is the behalf of the management and the Board that banks lend money that is in effect borrowed from depositors and the failure of banks could result in a monetary loss for the depositors. The interest of depositors should be protected and for this reason amongst others, the importance of corporate governance of banks differs from that of other companies and needs special attention. The bank adopted the following strategies and techniques to ensure the application of corporate governance in attaining its objectives with efficiency and transparency. The following are in place in order to ensure corporate good governance of Janata Bank.

2.5 History of the Bank

Janata Bank Limited, one of the state owned commercial banks in Bangladesh, has an authorized capital of Tk. 800 crore (approx. US$ 116.79 million), paid up capital of Tk. 259.39 crore (approx. US$ 37.87 million) and reserve of Tk.292.67 crore (approx. US$ 42.73 million). The Bank has a total asset of Tk. 24406.11 crore (approx. US$ 3562.94 million) as on 31st December 2008. Immediately after the emergence of Bangladesh in 1971, the erstwhile United Bank Limited and Union Bank Limited were nationalized and renamed as Janata Bank Limited.

Janata Bank Limited operates through 848 branches including 4 overseas branches at United Arab Emirates. It is linked with 1198 foreign correspondents all over the world.

The Bank employs more than 13(Thirteen) thousand persons.

The mission of the bank is to actively participate in the socio- economic development of the nation by operating a commercially sound banking organization, providing credit to viable borrowers, efficiently delivered and competitively priced, simultaneously protecting depositor's funds and providing a satisfactory return on equity to the owners.

The Board of Directors is composed of 11 (eleven) members headed by a Chairman. The Directors are representatives from both public and private sectors.

The Bank is headed by the Chief Executive Officer & Managing Director, who is a reputed banker.

The corporate head office is located at Dhaka with 35 (thirty-five) Divisions.

2.6 Functions of Janata Bank Ltd

Janata Bank provides complete range of services to its customers both domestic and foreign. Rendering of General Banking Facilities & Utility Services, Deposit Mobilization, providing various Credit Facilities including Working Capital to Industries, Investment, Outward & Inward Remittances, Financing Import & Export etc. are the major functions performed by Janata Bank

2.7 SWOT Analysis

SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.

"S" = Strengths – Attributes helpful for achieving the objective.

"W" = Weaknesses – Attributes harmful for achieving the objective.

"O" = Opportunities – External conditions that are helpful for achieving the objective.

"T" = Threats – External conditions that may harm the business's performance.

The SWOT Analysis of Janata Bank is presented in a table below:

2.8 Strengths

- Name recognition within the community
- Large customer base
- Community involvement/increasing presence in the market
- Management knowledge of industry
- Financial condition: Strong capital and asset quality
- Regulatory performance is strong and positive
- Fine environment in side of the branch
- Co-ordination and co-operation among the staff
- Attractive Location
- Old Bank so greater reliance to customer

2.9 Weaknesses

- Lack of technological resources as well as Internet banking
- Lack of knowledge of customer profile
- Insufficient focus on quality customer service and mortgage banking
- Overall market share needs to grow Opportunities:
- Cross-selling existing customers
- Growth in commercial business
- Increase market share through growth of loan portfolio
- Increased presence by means of additional ATMs
- Niche markets (under-served ethnic markets, bank at work, etc.)
- Enhanced business development in all product areas and promotion of those products
- Strategic marketing towards customers of large merging banks
- Attracting candidates for acquisition over the next few years
- Potential market for internet banking
- Insurance products
- Initiation of concept of Firs Generation Banking.

2.10 Opportunities

- More Experienced & Managerial know-how
- Opportunity to expand geographically within Bangladesh.
- Customers are looking for good quality and have the willingness to bank with Janata Bank

2.11 Threats

- Strong community bank competition Non-bank competition
- Inefficiencies within the operations of the bank
- Possibilities of more stringent regulations
- Lack of appeal to younger, Student, affluent potential customers
- Political instability of the country
- Lack of Flexibility to adopt to any change
- The continuing increase in non-bank competitors offering similar services.
- Continued deregulation and globalization of services.
- Increased technological innovation and technology costs in order to compete effectively.
- Consistent risk pricing and Basle Committee capital requirements for credit risk.

2.12 VALUE CHAIN ACTIVITIES

This system is used for internal analysis. Human Resource is the internal asset of the organization. So, I have chosen this system for analysis. The system is given below according to Janata Bank Limited.

❖ **Primary Activities**

(a) Research and Development

Janata Bank has no any Research and Development department. So, this value creating level activities are not effective for the organization.

(b) Production

- Inbound Logistics.

Though the Bank is a big organization and it has own cash 800 core BDT. From product side it has got the competitive advantage. According to the view point of HRM it has less efficient system, because of organized HR model.

- Operations.

In this section the Janata Bank follow traditional style.

- Outbound Logistics.

Here the organization follows the government rules and regulation.

(c) Marketing and Sales

In true customer orientated fashion, at this stage the organization prepares the offering to meet the needs of targeted customers. This area focuses strongly upon marketing communications and the promotions mix. But this organization is not practicing as need as much.

(d) Customer Service

This includes all areas of service such as installation, after-sales service, complaints handling, training and so on. From the point of view, the organization can not satisfy their customers and also the internal customer cannot be satisfied.

❖ Support Activities

(a) Procurement

This function is responsible for all purchasing of goods, services and materials. The aim is to secure the lowest possible price for purchases of the highest possible quality. They will be responsible for outsourcing (components or operations that would normally be done in-house are done by other organizations), and E-Purchasing (using IT and web-based technologies to achieve procurement aims). Janata Bank Limited is trying but lack of participate management the organization can meet with that.

(b) Technology Development

Technology is an important source of competitive advantage. Companies need to innovate to reduce costs and to protect and sustain competitive advantage. This could include production technology, Internet marketing activities, lean manufacturing, Customer Relationship Management (CRM), and many other technological developments. They are much updated from technical as needed.

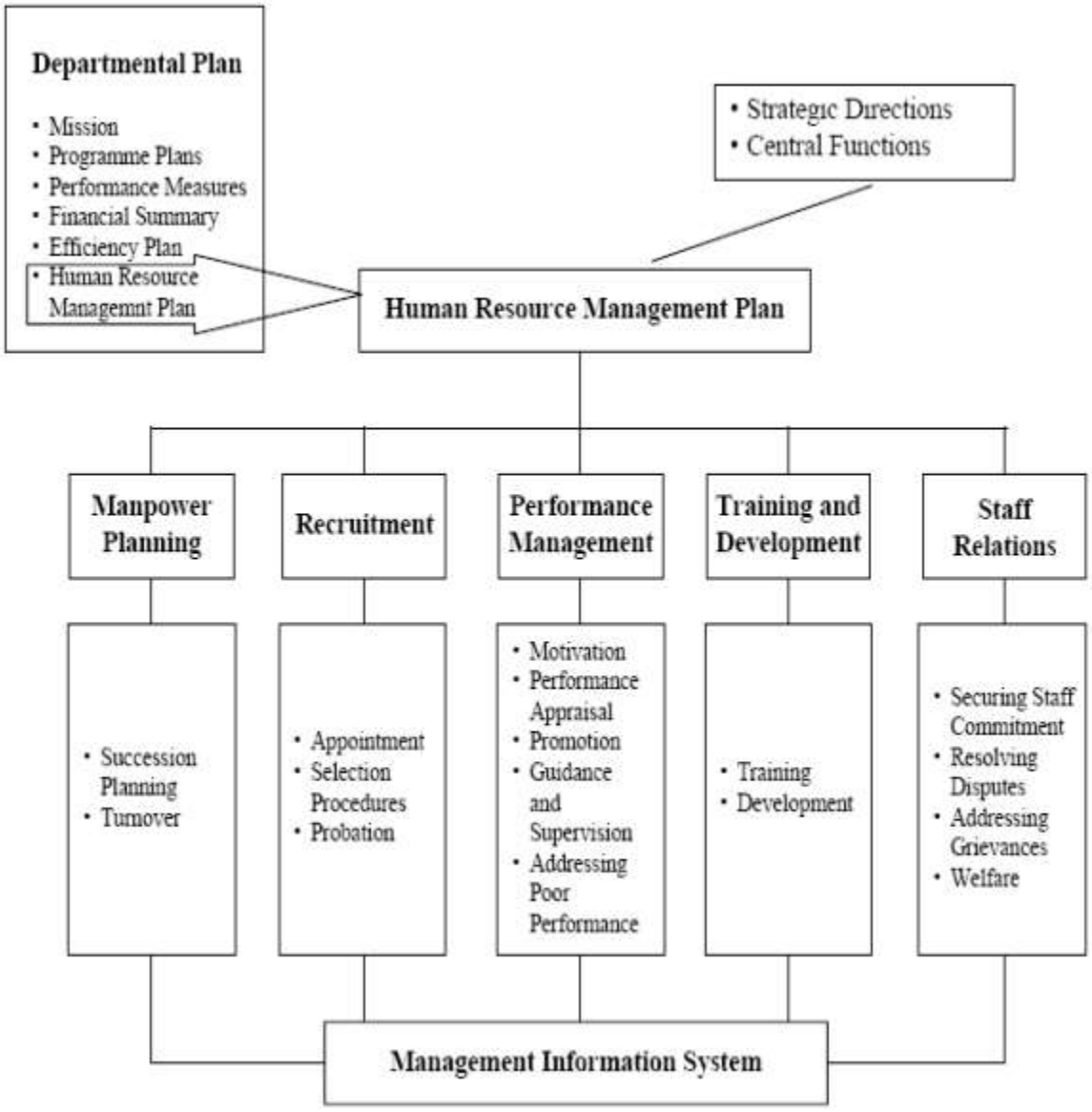
(c) Human Resource Management (HRM)

Employees are an expensive and vital resource. An organization would manage recruitment and selection, training and development, and rewards and remuneration. The mission and objectives of the organization would be driving force behind the HRM strategy. From point of view the organization have the more efficiency from other organization. But they are not practicing as better as need.

(d) Firm Infrastructure

This activity includes and is driven by corporate or strategic planning. It includes the Management Information System (MIS) and other mechanisms for planning and control such as the accounting department. This department is basically very new in the organization. So, they cannot find out any situation. From the value chain activities, the organization is not in the competitiveness advantage. The real scenarios are not creating the value chain for the organization.

2.13 Departmental Human Resource Management Plans.



This diagram shows that the HRM plan must have the combination with strategic view and also match with all factors of the organization. Human Resource Management will be organized and managed in the department. Due to the importance of the subject, an officer at the directorate

level should normally be assigned the responsibility for Human Resource Management in the department. An officer at this level should have the broad understanding of the department's mission, values and objectives. It needs to be considered what the relationship should be between managers and administration staff, and/or officers charged with specific human resource management responsibilities, e.g. training officers.

The plan needs only be as detailed as the department determines is appropriate, and may not necessarily show specific activities in all areas of Human Resource Management. However, the component areas are:

- **Manpower Planning**

Manpower planning enables a department to project its short to long term needs on the basis of its departmental plans so that it can adjust its manpower requirements to meet changing priorities. The more changing the environment the department is in, the more the department
needs manpower planning to show:

- The number of recruits required in a specified timeframe and the availability of talent.
- Early indications of potential recruitment or retention difficulties.
- Surpluses or deficiencies in certain ranks or grades.
- Availability of suitable qualified and experienced successors**.**

- **Recruitment**

Before a department takes steps to employ staff, it should work out the type of staff it needs in terms of grade and rank, and the time scale in which the staff are required. The general principles
underpinning recruitment within the civil service are that recruitment should:

- Use procedures which are clearly understood by candidates and which are open to public
- scrutiny.
- Be fair, giving candidates who meet the stipulated minimum requirements equal
- opportunity for selection.
- Select candidates on the basis of merit and ability.

❖ Performance Management

Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential. Performance management is concerned with:

- Improving individual and collective performance
- Communicating management's expectations to supervisors and staff.
- Improving communication between senior management, supervisors and staff.
- Assisting staff to enhance their career prospects through recognizing and rewarding
- effective performance.
- Identifying and resolving cases of underperformance.
- Providing important links to other Human Resource Management functions, such as
- training.

❖ Training and Development

The objective of training and development is to enable civil servants to acquire the knowledge, skills, abilities and attitudes necessary to enable them to improve their performance. Staff training and development should focus on the department's objectives and goals and staff's competencies in achieving them. A strategic approach has the following characteristics:

- Commitment to training and developing people.
- Regular analysis of operational requirements and staff competencies.
- Linking training and development to departmental goals and objectives.
- Skilled training personnel.
- Regular evaluation.
- A continuous learning culture.
- Joint responsibility between managers and staff for identifying and meeting training
- needs.
- A variety of training and development methods for different circumstances and learning
- styles.

❖ **Staff Relations**

The purpose of staff relations is to ensure effective communication between management and staffs, to secure maximum cooperation from staff, and to motivate staff to give their best by ensuring that they feel fairly treated, understand the overall direction and values of the Civil Service and those of their departments, and how decisions that affect them have been reached. The principles that govern staff relations are that, where possible:

- Management should communicate regularly and openly with staff.
- Staff should be consulted on matters that affect them.
- Problems and disputes should be resolved through discussion and consultation.
- The Government should uphold the resolutions of the International Labour Organization
- conventions.
- Management should devise and encourage activities that contribute to staff's wellbeing.

❖ **Management Information Systems**

An effective management information system enables various levels of information to be systematically collected about human resource matters so that departments, policy branches and Civil Service Branch can monitor and predict the effectiveness of Human Resource Management practices. Accurate management information enables forward looking Human Resource Management by providing the means to:

- Monitor and improve on-going Human Resource Management performance.
- Provide up-to-date information on which to base policy development.
- Verify and demonstrate departmental effectiveness in Human Resource Management.
- Create service-wide checks and balances to safeguard delegation and provide true
- accountability for Human Resource Management

If the Janata Bank Limited practices this model, the organization can get easily competitiveness advantage from the HRM view. It is cost effective for the organization and also the knowledge every employee through management information system.

2.14 From Overall Hrm View

They are practicing traditional HRM strategy. They do not want to change the strategy. They never meet their strategically thinking. The employees are practicing their job and task illegally. There has no motivation in the organization. The working environment also does not match with organization. There has no a research and development for the specific survey. For this reason, there also create problem to find new thing. The compensation strategy is good but sometimes the employees can not motivated be that the management of organization practice less performance appraisal and motivation system. As a result, sometimes employees are become discourage. Overall the organization is playing good HRM practice and in a word there is only traditional management system.

Chapter – 03

Theoretical Discussion

3.1 Concept of HRM

Human resource management (HRM or Simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, and assessment and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employee's representative.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce.as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers. HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Management-Hellriegel/Slocum: The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting, screening, training, and appraising.

"Human resource Management-Gray Dressler: The administrative discipline of hiring and developing employees so that they become more valuable to the organization.

Human Resource Management Includes
(1) Conducting job analyses,
(2) Planning personnel needs, and recruitment,
(3) Selecting the right people for the job,
(4) Orienting and training,
(5) Determining and managing wages and salaries,
(6) Providing benefits and incentives,

(7) Appraising performance,
(8) Resolving disputes,
(9) Communicating with all employees at all levels.

3.2 Objectives of HRM

Whilst the precise HR objectives will vary from business to business and industry to industry, the following are commonly seen as important HR objectives:

Objective	HR Actions
Ensure human resources are employed cost-effectively	Pay rates should be competitive but not excessive Achieve acceptable staff utilization Minimize staff turnover Measure returns on investment in training
Make effective use of work force potential	Ensure jobs have suitable, achievable workloads Avoid too many under-utilized or over-stretched staff Make best use of employee's skills
Match the workforce to the business needs	Workforce planning to ensure business has the right number of staff in the right locations with the right skills Effective recruitment to match workforce needs Training programs to cover skills gaps or respond to changes in technology, processes & market Consider outsourcing activities that can be done better and more cost effectively by external suppliers Get the right number and mix of staff at each location where the business operates in multiple sites and countries.
Maintain good employer/ employee relations	Avoid unnecessary and costly industrial disputes Timely and honest communication with employees and their representatives Sensitive handling or potential problems with employees (e.g., dismissal, redundancy, major changes in the business) Comply with all relevant employment legislation

3.3 Selection of HRM

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions:

Employee selection is a process of putting a right applicant on a right job. Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization. Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization. Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals. A good selection process will ensure that the organization gets the right set of employees with the right attitude.

3.3.1 Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected, and the cost incurred for replacing that bad resource will be high. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job. The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important, and the process should be perfect for the betterment of the organization.

3.3.2 Advantages of Selection

A good selection process offers the following advantages:

- ➢ It is cost-effective and reduces a lot of time and effort.
- ➢ It helps avoid any biasing while recruiting the right candidate.
- ➢ It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.

➢ It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
➢ It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant position in an organization.

3.3.3 Selection Process and Steps

As we have discussed that selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect.
A good selection process should comprise the following steps:
Employment Interview − Employment interview is a process in which one-on-one session conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.
Checking References − Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.
Medical Examination − Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.
Final Selection − The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.
A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.

3.4 Recruitment of HRM

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Depending on the size of an organization; recruitment is the responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single recruiter. In small outfits, the hiring manager may be responsible for recruiting. In addition,

many organizations outsource recruiting to outside firms. Companies almost always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies utilize recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment typically works in conjunction with, or as a part of Human Resources.

3.4.1 Recruitment Involve

While the recruitment process is unique to each organization, there are 15 essential steps of the hiring process. They have listed them here, but for a detailed exploration of these steps, check out the page on Hiring Process Steps:

➢ Identify the hiring need
➢ Devise a recruitment plan
➢ Write a job description
➢ Advertise the position
➢ Recruit the position
➢ Review applications
➢ Phone Interview/Initial Screening
➢ Interviews
➢ Applicant Assessment
➢ Background Check
➢ Decision
➢ Reference Check
➢ Job offers
➢ Hiring
➢ On boarding

3.4.2 Types of Recruiting

There are several types of recruiting. Here's an overview:
Internal Recruiting: Internal recruiting involves filling vacancies with existing employees from within an organization.

Retained Recruiting: When organization hires a recruiting firm, there are several ways to do so; retained recruiting is a common one. When an organization retains a recruiting firm to fill a vacancy, they pay an upfront fee to fill the position. The firm is responsible for finding candidates until the position is filled. The organization also agrees to work exclusively with the firm. Companies cannot, in other words, hire multiple recruiting firms to fill the same position.

Contingency Recruiting: Like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

Staffing Recruiting: Staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on shortterm or temporary employment positions.

Outplacement Recruiting: Outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

Reverse Recruiting: Refers to the process whereby an employee is encouraged to seek employment with a different organization that offers a better fit for their skill set. They offer Reverse Recruiting Days to help workers with this process. At the Reverse Recruiting Days, they review resumes, conduct mock interviews, and offer deep dives into specific job roles. Click here for more information. Tips for effective recruiting. Recruitment are a nuanced process that requires extensive research, thorough procedures, and finesse in order to produce high-quality hires with regularity.

Look internally before externally: There's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position. Reach out to "passive" candidates: there is a good chance your ideal candidate is not actively looking for a new job and will not respond to your job board ad. Why? Because they're likely already employed elsewhere. After all, why wouldn't your competitors also want to employ your ideal candidate? Therefore, effective recruiting requires you to look outside of your applicant pool for top talent. Encouraging your staff to attend industry conferences and participate in professional organizations; developing relationships with local university business schools; searching social media sites (i.e. LinkedIn) for strong resumes from candidates who might not be actively looking for a new job; and encouraging your employees to refer people they know or are connected to are all important mechanisms through which to expand your recruitment network.

3.5 Training and Development of HRM

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organization which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training & Development

➢ Training and development
➢ Employee Training Introduction
➢ Need and benefit of Training
➢ Advantages of Training Programmer
➢ Training Process
➢ On-the-job Methods
➢ Off-the-job Methods
➢ Sensitivity Training
➢ Management Development
➢ On the Job Methods [MD]
➢ Off the Job Methods [MD]
➢ Executive Development

As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage a greater number of people which is a real manager capability but coming to technical jobs cannot be done by one or with minimum available skilled labor if there is need for high or large production. ultimately development of employees is by way of learning by way of observations to develop knowledge. In fact, training is also provided for management level personnel to understand technicalities involved and nature of work done by the staff working under them, ultimately to manage them.

3.5.1 Traditional Approach

Most of the organizations before never used to believe in training. They were holding the traditional view to be changing that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems.

3.5.2 Modern Approach

Modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yieldthe best results. The HR Training and Development Manager is responsible for the organization's staff training requirements, programs, and career development needs. They supervise training staff, plan and administer training seminars, and manage conflict resolution, team building, and employee skill evaluations. The HR Training and Development Specialist plans, produces and administers staff and management training programs. They conduct programs to develop employee skills in accordance with organization practices and policies. Additionally, they research and evaluate training resources, as well as suggest new topics and methods.

The Chief Learning Officer (CLO) is a relatively new executive level position. The CLO is in charge of employee training, education, and learning structures across the enterprise, as well as providing the expertise to ensure everyone has access to the intellectual tools, information and data they need. The
primary success factor of the CLO is to translate learning into a strategic business asset. “The way to activate the seeds of your creation is by making choices about the results you want to create. When
you make a choice, you activate vast human energies and resources, which otherwise go untapped."
-Robert Fritz.

3.5.3 Training and Development Objectives

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

Individual Objectives: Help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

Organizational Objectives: Assist the organization with its primary objective by bringing individual
effectiveness.

Functional Objectives: Maintain at the departments of the contribution at a level suitable to the organization’s needs.

Societal Objectives: Ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

3.6 Strategic Importance of HRM

In today's businesses, the right approach and management of the company's employees can greatly affect the company's overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is key in developing not only the employees, but the whole organization itself.

Human Resources encompass a broad scope in management. An expanding company dependenton its current success can maintain and further develop its business starting with the right staffing. As demands for the product or services increase, additional manpower is needed to comply with them. The current manpower should be checked but not simply if they can comply with the demands, but it has to ensure that it can still keep its quality and standards. Mass production or bulk orders should not be an excuse in decreasing quality, hence, increased customer dissatisfaction and decreased sales. For a company that is already recognized in the industry and is eyeing on expansion, their status and reliability should be maintained.

The leaders of the company can now focus on the products itself and expansion and let the HR Department handle the development of the organization. Keeping an eye on the company's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the company.HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front-line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture.

Due to its size of, communication between all employees is not complicated. And alongside this communication, the trust and organizational goals are easily shared and understood by everyone. And in its growth, it is important that this culture is maintained and adjust to changes accordingly. HR professionals can work both with management and employees in doing this. However, Human Resources Management can amend this and become a bridge in establishing what the management wants from employees and vice-versa. In its continuous development Management should be equipped with the right skills in planning, leading, organizing and establishing standards. As they are the ones who will eventually be focused in developing the company instead of the operations and technical aspects, a higher understanding of this responsibility is essential, and this also plays a significant part once competition is put into the picture. Companies fail because number reasons, and mismanagement can be one of them.

3.7 Roles & Functions of HRM

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff; this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire company and plans for future ventures and objectives involving people in the Company. (Handy, 1999).

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organizations value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Departments main objective is to bring out the best in their employees and thus contribute to the success of the company. These roles come with certain positive and negative aspects. However, the negative aspects can be minimized by improvements to their roles and functions. These issues shall be examined in detail in the subsequent sections of the essay with reference to case examples of businesses in current operation.

3.7.1 Positive Aspects of Roles and Functions of the HR

Recruitment of Employees

This is one of the most fundamental roles of the HR department. This is because this function ensures that the company under consideration selects the most skillful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. This role falls under the staffing role of management. If this function is performed well, then the organization will increase value consequently, being on the right pathway to achieve its organizational and departmental goals and objectives. (Hyde, 2004)

Effective recruitment can be done through a number of ways. First, the company can conduct educational and psychological measurements. This task will involve assessment of abilities, skills, and character evaluation of applicants. method companies use to recruit members of staff is through interviews. The department can also employ the use of written interviews where applicants answer questions addressing key issues in the organization. Through these channels, the department contributes towards organizational performance

Improvement of Compensation.

One of the major functions of the HR department is to motivate employees. This can be done through rewards especially for those who have done well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good performance is the number one incentive for keeping up this trend. These compensation packages can come in the following ways.

- ➢ Holiday Offers
- ➢ End of Year Bonuses
- ➢ Equities
- ➢ Awards
- ➢ Salary Increments
- ➢ Provision of Flexible Working Hours
- ➢ Straight forward Promotion Schemes and Career Developments

If the HR department includes these incentives, then it will ensure that employees are satisfied with the company. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organization. It also makes employees identify with the firm and instills a sense of loyalty. (Handy, 1999).

Planning in the Organization

The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organizations future engagements that will involve people. One important aspect of this is planning for employees in the organization. It is important that the organization ensures that all the employees under its wing are just enough to increase value to the organization. The Department must ensure that staff members are not too many because if they exceed this amount, then the organization stands to lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue. The HR department is also bestowed with the responsibility of planning future organizational goal in relation to people or clarifying these same goals to staff members. This function of the department ensures that people in the organization have a general direction which they are working towards The department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not just done haphazardly. (Hyde, 2004).

3.7.2 Negative Aspects of Functions and Roles of HR

There are several problems that arise as the department goes about its activities:

Problems in Recruitment

The department may sometimes be unable to adequately coordinate and incorporate all the employees needed in the company's operations. One such example is the NHS. In the year 2004, the organization was found to be wanting in its human resource department's functions. The company was recruiting a large proportion of its employees; 40% from Asian and African countries. This means that the organization was draining medical personnel from those needy countries and using them for themselves. (Katherine, 2002), Such a practice showed that the HR department had exercised bad judgment in its staffing function. Instead, it could have used these foreign nurses as temporary measure and put in place a strategy to train local nurses such that it could stop depending on those poor countries for supply of nurses.

Problems in Remuneration

In the process of trying to motivate members of staff to perform better, the Human Resource may make deals that eventually cause problems. A case in point is the Home Depot. This company has an employee compensation policy that requires that one should be rewarded for the time they have served the company.

The Home Depot Company offers an end of year bonus, basic salary, and grant on stock shares as an incentive for some of its employees. The CEO of the company lost his job in the year 2007. This was because the company has experienced a lot of losses under his leadership; its shares fell by eight percent in the stock exchange, and he deserved to leave the company.

However, because the Human Resource Department had put in place a policy that requires all members of staff to be given the incentive mentioned above, he left with a lot of money. It was reported that he had with him about two hundred and ten million dollars. The company had no way out of this payment because HR had already passed that policy and they were bound by the law. This goes to show that sometimes policies made by the HR department do not benefit the company especially if the parties involved are considered as losses to the company. (Michael, 2007).

Problems in Planning

Sometimes the HR department can employ people who may not contribute towards organizational principles. A classic example is the Arthur Andersen company that fell apart in the year 2002. This was an American company that dealt with audits? It was initially very successful in its operations prior to that fateful year. But in the latter years of its operations, the company was involved in two accounting scandals that tarnished its name and subsequently caused failure.
The company failed to plan well for the kind of employees it recruited. This was witnessed when one of its employees in the legal department called Nancy Temple was fined in the court of law for no adherence to accounting laws. This problem could have been prevented if the Department had evaluated this employee before hiring her and evaluation should have been done during her performance. If HR had been extremely critical, then they would have realized that the employee did not adhere to company principles and would therefore have terminated her employment. Beside this, the Arthur Andersen Human Resource department also failed in its communication function to employees. The department should have ensured that they constantly communicate to members of staff about the goals and objectives of the company on a day-to-day basis. This would have made them very clear in the minds of employees and would have prevented the downfall of the company.

3.8 New Trends in HRM

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel.

Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important. Some of the recent trends that are being observed are as follows:

➢ The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

➢ To leapfrog ahead of competition in this world of uncertainty, organizations have introduced six- sigma practices. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

➢ Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread them business to most of the Fortune 500 companies.

With the increase of global job mobility, recruiting competent people is also increasingly becoming difficult, especially in India. Therefore, by creating an enabling culture, organizations are also required to work out a retention strategy for the existing skilled manpower.

3.9 New Trends in International HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

➢ Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

➢ Training and development extend beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

➢To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

➢ Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

➢ In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should do the following things to ensure success

➢ Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.

➢ Employ innovative reward plans that recognize employee contributions and grant enhancements.

➢ Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.

➢ Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g., Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.

➢ Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g., Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.

HR Managers today are focusing attention on the following

Policies-HR policies based on trust, openness, equity, and consensus. Motivation-Create conditions in which people are willing to work with zeal, initiative, and enthusiasm; make people feel like winners. Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations. Change agent- Prepare workers to accept technological changes by clarifying doubts.

3.10 Functions of HRM Practices

The main functions of this department are selection of right person at right position, training & development, wage & salary administration, employee Welch slices, environment, health and safety & disciplining the employees. HRM deals with the following affairs to achieve the objectives of the organization as well as the goal of this department.

➢ Recruitment, selection, and placement of the employees.

➢ Promotion, transfer, demotions & disciplinary action of the employees.

➢ Leave of the employees.

➢ Lunch for the officer and staff.

➢ Maintenance of personnel records.

➢ Procurement, washing & repairing the uniforms.

➢ Arranging medical facilities for the employees.

➢ Induction of newly appointed employees.

➢ Government liaison.

➢ Job design and job analysis.

➢ Employee hiring and selection.

- ➢ Employee training & development.
- ➢ Compensation and benefits.
- ➢ Employee performance management.
- ➢ Managerial relations.
- ➢ Labor relations.
- ➢ Employee engagement and communication.
- ➢ Performance management.
- ➢ Learning & development.
- ➢ Succession planning.
- ➢ Compensation and benefits.
- ➢ Human resources information systems.
- ➢ HR data and analytics

Chapter – 04
Analysis of the Study

4.1 Recruitment of Janata Bank

Recruitment

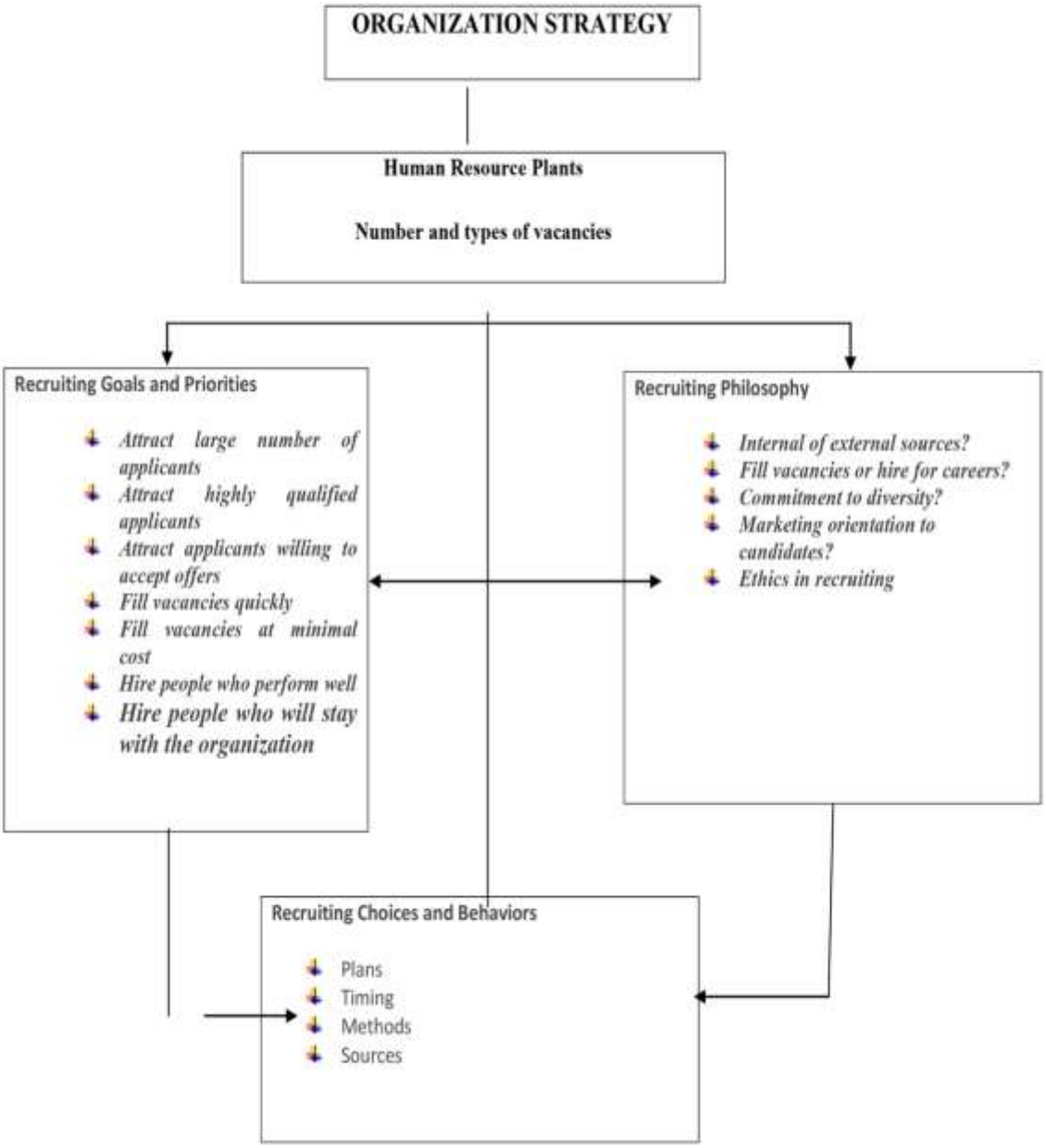
When a vacancy occurs and the recruiters receive authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully.

Recruitment refers to the overall process attracting, shortlisting, selecting and appointing suitable candidates for jobs within organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles. Managers, human resource generalists and recruitment, but in specialists may be tasked with carrying out recruitment, but in some cases public sector employment agencies, commercial recruitment agencies, specialists search consultancies are used to undertake parts of process

Internal recruitment refers to the process of a candidate being selected from the existing workforce to take up a new job in the same organization, perhaps as a promotion, or to provide career development opportunity, or to meet a specific or urgent organizational need. Advantages include the organization's familiarity with the employee and their competencies insofar as they are revealed in their current job, and their willingness to trust said employee. It can be quicker and have a lower cost to hire someone internally

4.2 Strategic issues in recruiting

The nature of a firm's recruiting activities should be matched to its strategy and values as well as to other important features such as the state of the external labor market and the firm's ability to pay or the wise induce new employees to join.



4.3 Selection

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the jobs given management goals and legal requirements. The selection process is a series of steps through which applicants pass. A typical set of steps is shown in.

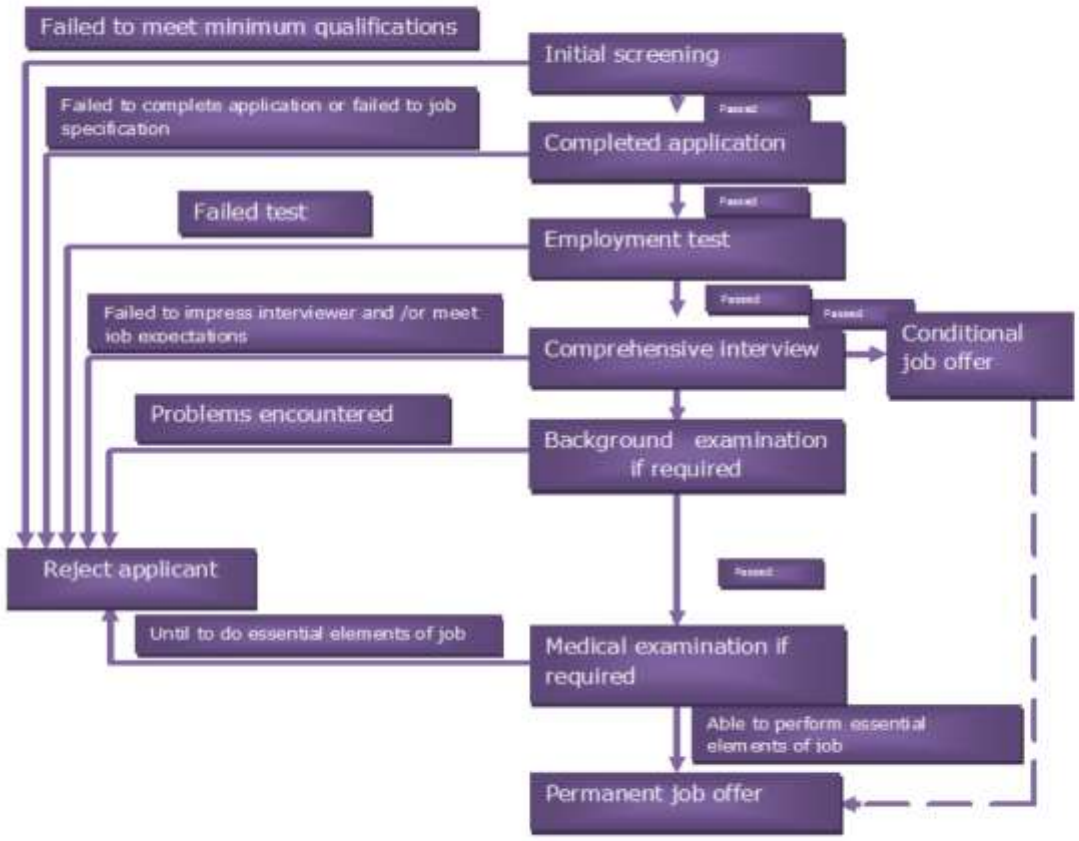


Chart: 3.5: HR Selection Process

From

Fundamentals of HRM DeCenzo and Robbins

Personnel selection is a process of measurement, decision making, and evaluation. The goal of personnel selection system is to bring into an organization individual who will perform well on the job. A good selection system also should be fair to minorities and other protected groups

4.3.1 The Selection Process:



Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

1) Initial screening interview
2) Completing the application form
3) Employment tests
4) Comprehensive interview
5) Background investigation
6) a conditional job offer
7) Medical or physical examination and
8) The permanent job offers.

4.3.2 Practices in the Janata Bank

The set-vise rule of Janata Bank sates the recruitment, the recruitment policy of the bank. In general the board of directors determines the recruitment policy of bank from time to time. The bank advertisement of the daily newspapers to wants their requirements from verities positions. They select the qualified applicants among the candidates. The call for the written test, those candidates who are successfully completion of the written test, they are select for the viva. The minimum entry level qualification for any official position other than supportive management is a bachelor degree. The management prefers a minimum master's degree for the appointment of probationary officers in the executive officer position.

The recruitment for entry level positions begins with a formal written test which is conducted and supervised by the Institute of Business Administration, University of Dhaka. After successful completion of the written test, a personal interview is conduct for the successful candidates by a panel of experts comprising of renowned and prominent bankers of the country.

4.3.3 The Selection process of Janata Bank

The primary purpose of selection activities is to predict which job applicant will be successful if hired. During the selection process, candidates are also informed about the job and organization (David A. DeCenzo & Stephen P. Robbins, 3th edit, pp 170). Janata Bank also selects their employees in a process which are described below:

4.3.3.1 The Discrete Selection process of Janata Bank

After the recruitment Janata Bank goes for selection through the following process. The selection process consists of seven steps among them initial screening, completion of job application form, employment test, comprehensive interview, background investigation, physical examination and Final employment decision. So the selection process of Janata Bank typically follows a standard pattern, beginning with an initial screenings interview and concluding with the final employment decision.

4.3.3.2 Employment Test

The Janata Bank Ltd. has a two-step employment test. First the written test and then the interview. The bank contracts with some other organizations, like IBA, BIBM or any other institute, to conduct the written test for them. The bank sails the boat in that organization, where their cost will be minimal. The selected organization then takes the written test, screens out the answer sheets and sends the number sheet to the bank. The bank has a preset standard score and those who have scored more than or equal to that score are called for the interview. The bank itself conducts the interview. The bank hires reputed banking specialist within the country for conducting the interview. After the interview the total marks of the written test and the interview are added. Those who are at the top of the final list get the opportunity to serve in the organization.

4.3.3.3 Comprehensive Interview

Janata Bank used comprehensive interview to obtain in-depth information about a candidate. The applicant of Janata bank is interviewed by Administration Department interviewers, senior managers, and potential supervisors. For example, if a applicant come to interview for a position in credit

department then the credit department manager and Administration department managers interview that person. Basic focus is to find out applicant's motivation level, and ability to work under pressure and with other people of credit department.

4.3.3.4 Background investigation

Janata Bank used the background investigation which is the process of verifying information job candidates provide. The background checking the employee is done at the interview time and through the bio-data the candidates submit. For example, if any incumbent provide reference of their previous work record and also provide their appraisal then Janata Bank verifying all the information by contracting his/her previous office. By doing so, Janata bank can predict the incumbent past behavior, backgrounds or experiences. In this way they can ensure the incumbent is a skilled and knowledgeable person.

4.3.3.5 Physical examination

After the background investigations Janata Bank taka, the initiative of physically examine the candidate. Physical examination is an examination to determine an applicant's physical fitness for essential job performance. For example, Janata bank send the candidate to the medical for basic medical checkup, like HIV, Cancer and any other serious disease that may not fit for the job.

4.3.3.6 Final employment decision

The candidates who pass both the written test and the interview are considered for final appointment. Within those candidates the required number of employees are taken and given the final appointment. These employees have to fill up an appointment form at the time of joining. (The form is attached with the report in the appendix page # I). Those of them, who are currently employed, do not have a previous banking experience have to go serve as a trainee for at least two years. Those who have previous experience not necessarily need to be trained. Sometimes the selected employee has to submit a bond that, she will not leave the organization before certain years of service.

4.4 Training and Development of Janata Bank Ltd.

Training

Training is defined as any attempt to improve employee performance or a currently held job or one related to it. This usually means changes it is specific knowledge, skills, attitudes, or behaviors. To be effective, training should involve a learning experience, be a planned organizational activity, and be designed in response to identified needs. Ideally, training should be designed to meet the goals of the organization while simultaneously meeting the goals of individual employees.

Development

Development refers to leering opportunities designed to help employees grow. Such opportunities do not have to be limited to improving employee's performance on their current jobs. At ford, for example, a new systems analyst is required to take a course on ford standards for user manuals. The content of this training is needed to perform the systems analyst job at ford. The systems analyst, however also may enrolled in a course entitled "self-Awareness" the content of which is not required on the current job.

4.4.1 Methods of Development

Some development of an individual's abilities can take place on the job. We will review several methods, three popular on-the-job techniques

1) job rotation

2) assistant-to position

3) Committee assignments

And three off-the jobs methods

1) Lecturer courses and seminars

2) Simulation exercise

3) Outdoor training.

4.4.2 Training Method used in Janata Bank Limited

There are mainly two different types of methods of training used by different organization. Both of these methods are also used by Janata Bank Limited which is describing below:

On-the-Job Training: The most widely used methods of training take place on the job. Janata Bank used on-the-job training which places the employees in an actual work situation and makes them appear to be immediately productive.

Off-the-Job Training: Off-the-job training covers a number of techniques-among them Bank used some programmed instruction like BIBM, Bangladesh Bank etc.

4.4.3 Management development of Janata Bank

Management development is more future oriented, and more concerned with education, than is employee training, or assisting a person to become a better performer. In Janata Bank the management development focuses more on the employee's personal growth. As the managers are the heart of Janata bank they need to developed day by day. Successful managers of Janata Bank have analytical, human, conceptual and specialized skills. Developing the management of Janata bank begin by looking at the Janata Bank objective which is become a leading bank in the country with best practice and highest social commitment.

4.4.4 Methods used by Janata Bank Limited for developing managers

There are mainly two methods among them on-the-job methods are used by Janata Bank ltd. for developing their managers which are describes below:

4.4.4.1 **On**-the-Job Development

The development of a manager's abilities of Janata Bank can take place on the job. There are different techniques of on-the jobs among them Job rotation are used. Job rotation can be vertical or horizontal. Janata Bank primarily follows the horizontal job transfer where the worker in a particular department like Credit department spends two years and then moved on. Also on the situational basis- that is, by moving the person to another activity when the first is no longer challenging to him or her.

4.4.4.2 Career Development by Janata Bank Limited

A career is a sequence of position occupied by a person during the course of a lifetime (David A. Descanso & Stephen P. Robbins, 3th edit, pp 296). Janata Bank limited continuously developing their Human Resource to focus its strategy of retaining experienced and skilled manpower through offering attractive careers. The bank has given emphasis on the appointment and placement of competent personnel with proven track record.

4.4.4.3 The value of effective Career Development by Janata Bank Limited

The administration department of Janata bank focused the career development programs because it increases the organization's effectiveness in managing its human resources. The AD of Janata bank knows that outstanding employees are always be scarce, and they usually find there is considerable competition to secure their services. That's why Janata Bank gives preference to these employees who exhibit the greater loyalty and commitment to the job.

4.5 Performance appraisal and Compensation

Performance appraisal

Performance appraisal is the process by which organizations evaluate individual job performance. When it is done correctly employees, their HR department, and ultimately the organization benefited by ensuring that individual efforts contributed to the strategic focus of the organization. Performances appraisals are influenced by other activities in the sand in turn affect the organization's success.

4.5.1 Uses of Performance Appraisals

- **Performance improvement. Performance feedback allows the employee, the manager, and personnel specialists to intervene with appropriate actions to improve performance.**

- **Placement decisions. Promotions, transfers, and demotions are usually based on past or anticipated performance. Often promotions are a reward for past performance.**

- **Development needs Training and Poor performance may indicate a need for retraining. Likewise, good performance may indicate untapped potential that should be developed.**

- **Career planning and development. Performance feedback guides career decisions about specific career paths one should investigate.**

- **Staffing process deficiencies. Good or bad performance implies strengths or weaknesses in the personnel department's staffing procedures.**

- **Job-design errors. Poor performance may be a symptom of ill-conceived job designs. Appraisals help diagnose these errors.**

- **Equal employment opportunity. Accurate performance appraisals that actually measure job-related performance ensure that internal placement decisions are not discriminatory.**

- **Feedback to human resources. Good or bad performance throughout the organization indicates how well the human resource function is performing.**

4.5.2 Practices in the Janata Bank

Performance evaluations are an integral part of most organizations. Properly developed and implemented, the performance appraisal process can help an organization achieve its goals by developing productive performance. Janata Bank evaluates their employee's performance properly.

To evaluate employee performance, Janata Bank follows developmental purpose that stimulates growth of the employee's both in their present and their jobs. On the basis of employee performance, the bank arranges the training and development programs, poor performance may indicate a need for retaining, good performance may indicate untapped potential that should developed.

The bank provides promotions, transfer and demotions that are usually based on past or anticipated performance. To motivated employee's performance, the bank gives their employee's increment.

4.5.3 Performance Evaluations of Janata Bank Practices

Unlike the selection, training and motivation process the Janata Bank Ltd. does not have a standard performance appraisal process. Actually the problem is that the bank does not have a standard set of performance standard. The performance evaluation and appraisal is therefore done mostly by the observation on how the employee is doing or dealing with a client. The Janata Bank Ltd. has a special unit, under its Administrative Department, to conduct this performance evaluation and appraisal. This unit keeps its eyes on the performance of all the employees throughout the year and suggests necessary actions (Reward or Punishment) where it is necessary

4.5.4 Rewarding the productive employees of Janata Bank Limited

As the tree, so is the fruit. Because the bank does not have any specific performance evaluation and appraisal system the bank does not provide any standard reward system to reward its employees. If any employee can astonish the authority by his/her extra-ordinary performance she is then rewarded for that performances but this reward is mainly financial reward, which comparatively has a low effect on the employee who is in quite a higher level of the organizational ladder. On the whole, increment is the only reward that the bank uses for motivating or appreciating its employees. Janata Bank emolument for the employees based on market demand, providing performance bonus to the employees and also introduce the Best Manager and Best Employees award would certainly put the Bank on an elevated position in the market.

4.5.5 Definition of compensation

Compensation is the human resource management function that deals with every type of reward individuals receives in exchange for performing organizational tasks. It is the major cost of doing business for many organizations at the start of 21st century. It is the chief reason why most individuals seek employment. It is an exchange relationship. Employees state labor and loyalty for financial and non-financial compensation (pay, benefits, services, recognition, etc.)

4.5.6 Objective of Compensation

The objective of the compensation function is to create a system of rewards that is equitable to the employer and employee alike. The desired outcome is an employee who is attracted to the work and motivated to do a good job for the employer. Patton suggests that in compensation policy there are seven criteria for effectiveness. Compensation should be:

- ***Adequate Minimal Governmental, Union and managerial levels should be met.***
- ***Equitable each person should be paid fairly in lie with his or her effort, abilities, and training.***
- ***Balanced pay, benefits, and other reward should provide a reasonable total reward package.***
- ***Cost – effective pay should not be excessive considering what the organization can afford to pay.***
- ***Secure pay should be enough to help an employee feel secure and aid him or her in satisfying basic needs.***
- ***Incentive – providing pay should motivate effective and productive work.***
- ***Acceptable to the employee should understand the pay system and feel it is a reasonable system for the enterprise and him or herself.***

4.5.7 Manner in the Janata Bank

The Bank provides handsome direct compensation as well as indirect to its staffs. The bank has a job evaluated salary structure, which is most competitive than other banks in the country. It also provides merit pay and inactive pays i.e. Festival Bonus, yearly incentive Bonus, etc.

Under indirect compensation policy the bank also facilitates medical benefits, gratuity such as Casual leave, earned leaves, Sick leaves, Maternity leave, extra ordinary leave, Study leave and pilgrimage leave.

Although the bank provides different types of employee benefits, but they do not give group life insurance coverage which may bring extra job satisfaction.

The bank also grants 42 days' maternity leave for its women employee's while the government, in our country, grants four months. So, the competent authority should extent their mercy up to four months and men are head of single parent households. So, if the bank introduces parental and Family

Leave benefits for its employee's it will be really great example for other banks and organizations in the country**.**

4.5.8 Compensation/benefits of Janata Bank

The goal of compensation administration is to design the lowest-cost pay structure that will attract, motivate and retain competent employees, and that also will be perceives as fair by these employees. Though the Janata Bank Ltd. does not have a satisfactory performance appraisal or reward system, it has a very good benefit package. Firstly, for the staff level workers the bank provides uniform and its maintenance expenditure.

The bank provides a satisfactory annual leave, sick leave and causal leave. Besides these the bank has kept the opportunity for the employees to have extra leave for emergency situation. Female workers get three months long maternity leave for twice in the working life in this organization**.**

Besides this leave package the bank provides an opportunity for the employees to have a provident fund, which the bank and the employee share equally (5% contributed by both the worker and the employer). The bank provides "Fringe Benefits" for its executive level employees.

A clear list of the benefit package of the Janata Bank Ltd. is given in the appendix (Appendix Page III). The bank thinks that its compensation package is very sensitive and confidential and cannot be exposed to the people from outside. Here I am again very grateful for providing me with some portion of this confidential (As the bank authority thinks) information. The bank's pay structure is pretty much dependent on the job evaluation. It means that the bank tries to compensate according to the job difficulty or in other words job hierarchy.

4.5.9 History of Human Resource Management:

Key principles and practices associated with HRM date back to the beginning of mankind. Mechanisms were developed for the selection of tribal leaders, for example, knowledge was recorded and passed on to youth about safety, health, hunting, and gathering. More advanced Refunctions were developed as early as 1000 and 2000 B.C. Employee screening tests have been traced back to 1115 B.C. in China, for instance. And the earliest form of industrial education, the apprentice system, was started in ancient Greek and Babylonian civilizations before gaining prominence during medieval times. Since the inception of modem management theory, the terminology used to describe the role and function of workers has evolved from "personnel" to "industrial relations" to "employee relations" to "human resources." While all of these terms remain in use, "human resources" most accurately represents the view of workers by contemporary management theory: as valuable resources managed in the same manner as other valuable resources, according to the authors of Human Resource Management. Between the 1880s and the 1940s, immigration rose significantly and remained robust until World War II. Advertisements circulated throughout the world depicting the United States as the land of opportunity where good-paying industrial jobs were plentiful. As a result, the country had a steady stream of low-skill, low-cost immigrant workers who occupied manufacturing, construction, and machinery operation positions. Even though these employees performed largely routine tasks, managers faced serious obstacles when trying to manage them since they spoke different languages. While some companies paid attention to the "human" side of employment, however, others did not. Therefore, other factors such as hazardous working conditions and pressure from labor unions also increased the importance of effective management of human resources. Along with the manufacturing efficiencies brought about by industrialization came several shortcomings related to working conditions. These problems included: hazardous tasks, long hours, and unhealthy work environments. The direct cause of employers seeking better HRM programs was not poor working conditions, but rather the protests and pressures generated by workers and organized labor unions. Indeed, labor unions, which had existed as early as 1790 in the United States, became much more powerful during the late 1800s and early 1900s. There were two other particularly important contributing factors to the origination of modem HRM during that period. The first was the industrial welfare movement, which represented a shift in the way that managers viewed employees—from nonhuman resources to human beings. That movement resulted in the creation of medical care and educational facilities. The second factor was Frederick W. Taylor's (1856-1915) Scientific Management, a landmark book that outlined management methods for attaining greater productivity from low-level production workers. During the 1930s and 1940s the general focus of HRM changed from a focus on worker efficiency and skills to employee satisfaction. That shift became especially pronounced after World War II, when a shortage of skilled labor forced companies to pay more attention to workers' needs. Employers, influenced by the famous

Hawthorne productivity studies and similar research, began to emphasize personal development and improved working conditions as a means of motivating employees. In the 1960s and 1970s the federal government furthered the HRM movement with a battery of regulations created to enforce fair treatment of workers, such as the Equal Pay Act of 1963, the Civil Rights Act of 1964, the Employee Retirement Income Security Act of 1974 (ERISA), and the Occupational Safety and Health Act of 1970. Because of these acts, companies began placing greater emphasis on HRM in order to avoid lawsuits for violating this legislation. These regulations created an entirely new legal role for HRM professionals. Furthermore, during the 1970s, HRM gained status as a recognized profession with the advent of human resource programs in colleges. By the end of the 1970s, virtually all medium-sized and large companies and institutions had some type of HRM program in place to handle recruitment, training, regulatory compliance, dismissal, and other related issues. HRM importance continued to grow during the 1980s for several reasons. Changing workforce values, for example, required the skills of HRM professionals to adapt organizational structures to a new generation of workers with different attitudes about authority and conformity. Shifting demographics forced changes in the way workers were hired, fired, and managed. Other factors contributing to the importance of HRM during the 1980s and 1990s were increasing education levels, growth of service and white-collar jobs, corporate restructuring (including reductions in middle management), more women in the workforce, slower domestic market growth, greater international competition, and new federal and state regulations.

Chapter-05
Findings

5.1 Findings

The findings of the study are as follows:

1) Lack of standard Recruitment and selection Policy

The recruitment and selection policy of Janata Bank Limited is so poor. Because too much misuse of reference power. There is no attractive way to recruitment policy such as-internship, over time, job rotation, sub-contracting etc.

2) Lack of effective Training and Development policy

Janata Bank Limited provide classroom lecture training, seminar, audio visual training etc. But this

process does not make an effective result for lacking of proper practicing this policy. Besides that the Training and Development systems are not properly used or maintained.

3) Lack of standard performance appraisal system

Performance appraisal system of janata bank Limited is very poor because it cannot evaluate the employee performance properly on too much misuse of reference power.

4) Lack of Attractive Compensation Policy

Compensation package of **Janata Bank Limited** is not attractive to hold qualified employee. Under the direct and indirect compensation policy they offer low type of new compensation system.

Chapter -06

Recommendations, Conclusion and Reference

6.1 Recommendations

1) To formulate standard recruitment and selection Policy

Different sources of recruitment should be untilized.the recruitment and selection procedure of

Janata Bank Limited should be standard and short.

2) To formulate effective Training and Development Policy

Janata Bank Limited should create an effective training and development policy. They should also provide training to the employees according to the recruitments of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or development specialized skill which in turn, will help them to take up some new roles.

3) To formulate standard performance appraisal system

Performance appraisal system of Janata Bank Limited should be formulated by the properly

Evaluated of the Performance appraisal.

4) To formulate standard Attractive Compensation Policy

Different sources of compensation policy should be formulated.

6.2 Conclusions

Human resource department plays a vital role in operating a company. From the above chapters, we can see the clear picture of Human Resource Practice in the Janata Bank Ltd. We can conclude that; the Janata Bank Ltd. has a formalized procedure of practice in some arena of human resource management but in other arena the practice is very poor. The bank follows the theoretical procedure for recruiting and selecting the employees, but it does not follow the theories like a blind person. They even don't know about some of the other procedures/steps of recruiting or selecting personnel.

The bank has a good record of training its employees from its own training institute or from outside. Though in the training section, data for only one year is provided (Hard copy of records of previous years were not available), according to the administrative officer the bank is increasing the total number of trained employee year by year. But the bank could not take necessary care in other aspects of the Human Resource Management. Though it has a practice of motivating employee through giving increment, it is a poor/weak practice of motivating employees. It tries to full-fill the love and safety needs, but most of the time the bank cannot provide these motivational things because of some internal problems (Central tendency of the Bank).

In performance appraisal and reward system the Janata Bank Ltd. has a great problem. Though it has a performance-evaluating unit, this unit mostly performs the duty of an invigilator rather than a performance evaluator. On the other side, increment cannot be a good reward for all situations, but the bank is providing these types of rewards all the time. The bank is in quite a good condition in maintaining its benefit package. The bank provides enough benefits for its employees and these benefits sometimes work as motivators besides the increment.

As there is not enough data on the compensation packages of the bank, it is very difficult to conclude anything about the compensation system. One thing should be marked that, the bank thinks that the compensation package is satisfactory to the employees without any statistical base. And we can find that the bank does not have any practice of "Human Resource Survey", which is a negative point for the bank's "Administrative Department.

"According to the administrative officer of the Janata Bank Ltd. this problem is because the few specialists in HRM normally stay in the country rather go abroad because of attractive job. For the greater improvement in this area, not only these persons are needed to stay in the country but also more specialists in Human Resource Management are required.

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