Internship Report
On
Human Resource Management Practices of
Sonali Bank Limited

Submitted To

Department of Business Administration
Faculty of Business
Sonargaon University (SU)
Dhaka-1215

Submitted By

Md. Imon Mridha
ID: BBA1901016084
Program: BBA (Major in HRM)
Semester: Spring 2023

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Dhaka-1215

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

SONARGAON UNIVERSITY (SU)

Date of Submission: 11th May, 2023

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On
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Submitted To

Asik das
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Letter of Transmission

May 11,2023

To,

Asik Das

Lecturer

Department of Business Administration Sonargaon University.

Subject: Submission of Internship report on Human Resource Management Practices at Sonali Bank Limited.

Dear Sir,

I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by officials at Sonali Bank for providing utmost supervision during my period of internship in the organization.

To prepare this report I have collected what I believe to be the most relevant information to make my report as reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The knowledge and practical expertise I have acquired during my internship period will help me in my future professional career.

Thank you again for your support and patience.

Sincerely yours,

Md. Imon Mridha

ID: BBA1901016084

Declaration

I, **Md. Imon Mridha** a student of BBA, Department of Business Administration,
Sonargaon University, do hereby declare that the internship report titled **“”** is the outcome of three months practical work on the topic mentioned above under the supervision of **Asik das,** Assistant Professor, Department of Business Administration, Sonargaon University, Bangladesh.

I also declare that this report is an original work and no part of this report has been copied from elsewhere. In addition I would also like to mention that this report has not been published or submitted for being published or submitted for awarding any degree, diploma or recognition.

Sincerely Yours

MD. Imon Mridha
BBA1901016084
Department of Business Administration
Sonargaon University

Letter of Acceptance

This is to certify that **Imon Mridha ,**ID No:BBA1901016084 , Department of

Business Administration , has completed his internship report titled on **"HRM Practices of Sonali Bank Limited"** under my supervision as a part of partial requirement for obtaining Bacholer of Business Administration (BBA) degree in HRM Major. This report can be accepted for evaluation.

Asik das
Lecturer
Dept. of Business Administration
Sonargaon University

Acknowledgement

At the very outset, I am very much thankful to almighty God for giving me strength, courage and ability to accomplish the internship report in a scheduled time in spite of various complications. I would like to evolve my implicit gratitude to all those who have been instrumental in the preparation of this internship report. I wish to place on records, my profound devoir for the support, supervision, and direction in every aspect from, ―Sonali Bank‖ officials, my faculty, and friends.

I would also like to express my deepest sense of thankfulness to my organizational supervisor of this Internship Program at Sonali Bank Limited HR Division. To get accustomed with the nature of a corporate culture was quite a challenge for me; without his guidance, it would not have been possible for me to continue a successful internship.

I would also like to show my utmost gratefulness to all the officials of Sonali Bank Limited especially the separation team that I have worked in and all the others teams. I would like to mention the HR Associates for facilitating me with all the internal information that helped me to prepare the company overview. Finally, and most importantly, I would like to concede the guidance of my supervisor for the helpful support throughout the whole period to complete the report successfully at a proper manner.

Last but not least, I am fortunate to have had the guidance of all the faculties and mentors throughout my 4 years Bachelors of Business Administration program at Department of Management Studies, which helped me to shape my perception and understanding for facing the real-world career challenges. It also helped me to prepare a fruitful report.

Executive Summary

Now-a-days banking industry is going through an intense competition. In order to gain competitive advantage bank must have to focus on customer satisfaction as well employee satisfaction. Because employees are the direct service provider to the customers. So, the success of any bank largely depends upon the service of employees. It is a great challenge for any organization how efficiently they manage their human resource. This report has emphasized the human resource management practices at Sonali bank limited. Sonali Bank Limited performs several tasks in order to properly manage its employees. They start their HRM practices with HR planning by which they define their current manpower and future need of manpower. They select employees both from internal sources and external sources. Most of the cases they prefer to recruit lateral employees. Sonali Bank Limited has its own HR training and development center to train up the employees. Sometime they hire trainer from BIBM, Bangladesh Bank and other training institutions. In the case of foreign training they maintain training bond. Sonali Bank Limited follows 360-degree performance appraisal method which is based on ratings system. They use the appraisal result for promotion, incentives, and punishment. They score the appraisal on 300 marks. Sonali Bank Limited follows two promotion and up-gradation system. These are done on the basis of performance appraisal. Sonali Bank follows data base leave management system. They have their own policies regarding transfer and posting. In the cases of resignation, the employee must have to resign with 01-month notice. Along with the highly attractive compensation package Sonali bank provides some other benefits like, provident fund, gratuity, death benefit, retirement benefit and so on. By properly performing these tasks HR division of Sonali bank limited plays a vital role on the progress of bank

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List of Abbreviation

HRM	Human Resource Management
SBL	Sonali Bank Limited
HRD	Human Resource Division
SOCBs	State Owned Commercial Bank
SDBs	Specialized Banks
PCBs	Private Commercial Bank
FCBs	Foreign Commercial Bank
CAMELS	Capital adequacy, Quality of assets, Quality of management, Earnings, Liquidity, and Sensitivity to market risk.
BIBM	Bangladesh Institute of Bank Management
BB	Bangladesh Bank
SEVP	Senior Executive Vice President
EVP	Executive Vice president
VP	Vice President
AVP	Assistant Vice president
FAVP	First Assistant Vice President
SEO	Senior Executive Officer
EO	Executive Officer

Chapter One

Introduction

1.1 Introduction

Human Resource Management (HRM) is vital part of any organization. HRM is the strategic and coherent approach to the management of an organization‘s most valued assets. Globalization has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. With the increase in the size and complexity of business organization, man has become the most important factor in business. Organizations need people to make them operated. An organization is nothing without human resource. Of all the resources, the most important one is human resource, because human beings play a dual role- as resource, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling.

Employees are the core resources of any organization, without them, one cannot run their organization. Human resource is conducted with the growth of development of people toward higher level of competency, creativity and fulfillment. It keeps employees become more responsible person and then it tries to create a climate in which they contribute to the limits of their improved abilities. It assumes that expanded capabilities and opportunities for people leads directly to the improvement of operating effectiveness.

Sonali Bank Limited always determines what jobs need to be done. It determines how many and types of workers will be required. So, establishing the structure of the bank assists in determining the skills, knowledge and abilities of job holders. To ensure appropriate personnel are available to meet the requirements, SBL sets a strategic planning process. Because this bank believes that the quality work comes from quality workers who are well motivated and ready to take challenges to provide better service.

1.2 Origin of the Report

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

1.3 Objective of the Report

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

- **General Objective**

The main objective is to compare the theoretical knowledge with the practical aspects of HRM practices.

- **Specific Objectives**

- To know the HRM practices at SBL.
- To know about banking system of SBL.
- To get idea about the banking scenario of Bangladesh.
- Find out the acceptability of SBL to the employees.
- Find out the existing problem of SBL related to human resource management.
- To gain the experience of corporate life.

1.4 Scope of the Report

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

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

1.5 Methodology

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

Source of Data Collection

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

1.5.1 Primary Sources

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

1.5.2 Secondary Sources

- Annual report of Sonali Bank Limited.
- HR policy of Sonali Bank Limited.
- Related articles about Sonali Bank Limited.
- Some hard copy of report.
- Publications obtained from the internet and from the website of Sonali Bank Limited.
- Office circulars and other published paper, documents and reports.

1.6 Limitation of the Study

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

- The main obstacle while preparing this report was time. As the tenure of the internship program was only three months, it was not possible to highlight everything deeply.
- As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collected information.
- Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics.
- Preparing this report required lots of work. After doing fulltime office, it was tough to do the report. That was another limitation of the report.

Chapter Two

Industry Overview

2.1 Meaning of Bank

Bank is the financial institution that deals with money and money worth instruments. A bank is a financial instrument which uses money deposited by customer for investment, pays it out when required, and makes loans at interest. It is an establishment which makes to individuals such advances of money as may be required and safely made, and to which individuals entrust money when not required by them for use.

Banks are among the most important sources of short-term working capital for business and have become increasingly active in recent years in making long-term business loans. The main functions of a commercial bank are to mobilize deposits and to provide loans to people and organizations to finance their consumption and business activities. Thus, banks encourage the flow of money to productive use and investment which accelerates the flow of economic growth. The economy of Bangladesh has growing gradually and as such it needs the support of a financial structure. Based on the time of inception all the commercial banks have been divided into three generations. Banks of all the three generations are introducing new and new products to meet the dimensional demands of the customers.

2.2 History of Banking in Bangladesh

Bangladesh is a developing country with an impoverished banking system, particularly in terms of the services and customer care provided by the government run banks. In recent times, private banks are trying to imitate the banking structure of the more developed countries, but this attempt is often foiled by inexpert or politically motivated government policies executed by the central bank of Bangladesh, Bangladesh Bank. The outcome is a banking system fostering corruption and illegal monetary activities/laundering etc. by the politically powerful and criminals, while at the same time making the attainment of services or the performance of international transactions difficult for the ordinary citizens, students studying abroad or through distance learning, general customers etc.

2.2.1 Before Independence

The first modern bank in Bengal was Bank of Hindustan, established in 1770 in Kolkata.
It was an offshoot of trading company Messrs. Alexander and Co., and operated until 1832 when the trading company failed. The circulation of its notes was limited to Kolkata and its immediate environs. A number of Kolkata-based banks followed, none which survived beyond the middle of the 19th century: General Bank of Bengal and Bihar (1733–75); Bengal Bank (1784–91); The Commercial Bank (1819–33); The Kolkata Bank (1824–29); Union Bank (1829–48); Government Savings Bank (1833–unknown); and The Bank of Mirzapore (1835 – 1837). The Bank of Kolkata,

established in 1806, is the oldest still in existence in some form. It was renamed Bank of Bengal in 1809, was merged into the Imperial Bank of India in 1921, and became the State Bank of India in 1955. In 1959, Eastern Mercantile Bank Limited was established. Consequently, in 1965 Eastern Banking Corporation was established. These two banks were established with the initiation of some renowned Bengali businessmen for providing credit to the local entrepreneurs who had limited access to the credit in those days from other financial institutions of West Pakistan.

2.2.2 After Independence

The banking system at independence (1971) consisted of two branch offices of the former State Bank of Pakistan and seventeen large commercial banks. There were fourteen smaller commercial banks. Virtually all banking services were concentrated in urban areas. The newly independent government immediately designated the Dhaka branch of the State Bank of Pakistan as the central bank and renamed it the Bangladesh Bank. The Bangladesh government initially nationalized the entire domestic banking system and proceeded to reorganize and rename the various banks. Foreign-owned banks were permitted to continue doing business in Bangladesh. The insurance business was also nationalized and became a source of potential investment funds. Cooperative credit systems and postal savings offices handled service to small individual and rural accounts. The new banking system succeeded in establishing reasonably efficient procedures for managing credit and foreign exchange. The primary function of the credit system throughout the 1970s was to finance trade and the public sector, which together absorbed 75 percent of total advances.

2.3 List of Banks in Bangladesh

The banking sector in Bangladesh consists of several types of institutions. Bangladesh Bank is the central bank of Bangladesh and the chief regulatory authority in the banking sector. Pursuant to Bangladesh Bank Order, 1972 the Government of Bangladesh reorganized the Dhaka Branch of the State Bank of Pakistan as the central bank of the country, and named it Bangladesh Bank with retrospective effect from 16 December 1971. Other than the Central Bank itself, banks in Bangladesh are primarily categorized into 2 types. They are Scheduled Banks and Non-Scheduled Banks.

2.3.1 Scheduled Banks

Scheduled banks are licensed under the Bank Company Act, 1991 (Amended up to 2013). Currently, there are 59 scheduled banks in Bangladesh.

State Owned Commercial Banks (SOCBs)

There are 4 state owned commercial banks which are fully or majorly owned by the Government of Bangladesh.

- ✞ Sonali Bank Limited
- ✞ Janata Bank Limited
- ✞ Agrani Bank Limited
- ✞ Rupali Bank Limited

Specialized Banks (SDBs)

4 specialized banks are now operating which were established for specific objectives like agricultural or industrial development. These banks are also fully or majorly owned by the Government of Bangladesh.

- Bangladesh Krishi Bank
- Rajshahi Krishi Unnayan Bank
- Probashi Kallyan Bank
- Karmasangsthan Bank

Private Commercial Banks (PCBs)

There is a total of 41 PCBs are in operation right now. They are majorly owned by private entities and classified into two types.

Conventional PCBs

In total 33 conventional PCBs are now operating in the industry. They perform the banking functions in conventional fashion i.e. interest based operations.

- AB Bank Limited
- Bangladesh Commerce Bank Limited
- Bank Asia Limited
- BRAC Bank Limited
- City Bank Limited
- Community Bank Bangladesh Limited
- Dhaka Bank Limited
- Dutch-Bangla Bank Limited
- Eastern Bank Limited
- IFIC Bank Limited
- Jamuna Bank Limited
- Meghna Bank Limited
- Mercantile Bank Limited
- Midland Bank Limited
- Modhumoti Bank Limited
- Mutual Trust Bank Limited
- National Bank Limited
- National Credit & Commerce Bank Limited
- NRB Bank Limited
- NRB Commercial Bank Ltd.
- NRB Global Bank Limited
- One Bank Limited
- Padma Bank Limited
- Premier Bank Limited
- Sonali Bank Limited
- Pubali Bank Limited
- Shimanto Bank Ltd.
- South Bangla Agriculture and Commerce Bank Limited
- Standard Bank Limited
- Trust Bank Limited
- United Commercial Bank Ltd.
- Uttara Bank Limited
- Southeast Bank Ltd.

Islami Shariah Based PCBs

There are 8 Islami Shariah-based PCBs in Bangladesh and they execute banking activities according to Islami Shariah-based principles i.e. Profit-Loss Sharing (PLS) mode.

- ✞ Al-Arafah Islami Bank Limited
- ✞ EXIM Bank Limited
- ✞ First Security Islami Bank Limited
- ✞ ICB Islamic Bank Limited
- ✞ Islami Bank Bangladesh Limited
- ✞ Shahjalal Islami Bank Limited
- ✞ Social Islami Bank Limited
- ✞ Union Bank Limited

Foreign Commercial Banks (FCBs)

In total 9 FCBs are operating in Bangladesh as the branches of the banks which are incorporated in abroad.

- Bank Al-Falah Limited
- Citibank N.A
- Commercial Bank of Ceylon PLC
- Habib Bank Limited
- HSBC
- National Bank of Pakistan
- Standard Chartered Bank
- State Bank of India
- Woori Bank

2.3.2 Non-Scheduled Banks

Non-scheduled banks are licensed only for specific functions and objectives, and do not offer the same range of services as scheduled banks. There are now 5 nonscheduled banks in Bangladesh.

- ✞ Ansar VDP Unnayan Bank
- ✞ Karmashangosthan Bank
- ✞ Grameen Bank
- ✞ Jubilee Bank
- ✞ Bangladesh Samabaya Bank Limited

CHAPTER Three

Company Overview

3.1 Overview of Sonali Bank Limited:

Sonali Bank Limited is the biggest famous State-owned profit oriented bank in Bangladesh. It was founded in surveillance of Bangladesh Banks (Nationalization) Order-1972,

President‘s command No.26, 1972 consisting of National Bank of Pakistan, Bank of Bahawalpur Bank and Premier Bank. Sonali Bank Limited was listed as a Public Limited Company in Companies Act, 1994 on June 03, 2007 with the Joint Stock Companies and

Firms for managerial efficiency and developing bank‘s service. Bangladesh Bank appeared Banking License on June 5, 2007 under the Bank Company Act. 1991. Sonali Bank Limited claimed the business of Sonali Bank on November 15. 2007 with all its properties, liabilities, strengths, rights, potential, competence, borrowing and commitments as a growing agitate under a Vendors Agreement manifested between the Government of the People‘s Republic of Bangladesh and the Sonali Bank Limited.

3.2 Mission of SBL:

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

3.3Vision of SBL:

The target of this bank is to take the country in to a new level of excellence. To ended up the successful commercial bank in Bangladesh to back the socio-economic improvement of the nation and tend to be driving in South Asia.

3.4 Slogan of SBL:

Your trusted partner in innovative banking.

3.5 Islamic Banking Services:

Sonali Bank Ltd. also provides deposit products- ➢

Al-Waddeah Current Account.

- ➢ Mudaraba Savings Account.
- ➢ Mudaraba Special Notice Deposit Account and Mudaraba Term Deposit Account.

3.6 Corporate Profile:

Company name	: **Sonali Bank Limited**
Chairman name	: Mr. Md. Ashraful Moqbul
CEO & Managing Director	: Mr. Md. Obayed Ullah Al Masud
Company Secretary	: Mr. Md. Ataur Rahman

Legal Status	: Public Limited Company
Genesis	: Emerged as Nationalized Commercial Bank in 1972, following the Bangladesh Bank (Nationalization) Order No. 1972 (PO No.26 of 1972)
Date of Intergradations	: 03 June, 2007
Date of Vendor's Accord	: 15 November, 2007
Registered Office	: 35-42, 44 Motijheel Commercial Area, Dhaka, Bangladesh
Authorized Capital	: Taka 6000.00 Crore
Paid-up Capital	: Taka 4130.00 Crore
Number of Employee	: 18,167
Number of Branches	: 1213
Phone-PABX	: 9550426-31, 33, 34, 9552924
FAX	: 88-02-9561410, 9552007
SWIFT	: BSONBDDH

www.sonalibank.com.bd

Products and services

Core products are given below of this bank:

Corporate Banking

Project Finance

SME Finance

Remittance

Lease Finance

- Consumer Credit Trade Finance
- Loan Syndication
- Foreign Exchange Dealing
- International Trade
- NGO-Linkage Loan
- Consumer Creed
- Investment
- Government Treasury Function
- Money Market Operation
- Rural and Micro credit
- Capital Market Operation
- Special Small Loan

Other Business/Services:

- Government Treasury Bonds
- Locker Service
- A.T.M. Card

- Utility Bills Collection
- Ancillary Services
- Merchant Banking

Islamic Banking Services: Deposit Products:

- Al-Wadeeah Current Account(AWCA)
- Mudaraba Savings Account(MSA)
- Mudaraba Special Notice Deposit
- Account(MSNDA)
- Mudaraba Term Deposit Account (MTDA)
- Mudaraba Hajj Saving Account(MHSA)

Investment Products:

- Bai-Murabaha
- Bai-Muajjal
- Bai-Salam
- Shirkatul Melk(HPSM)

Chapter Four

Literature Review

4.1 Human Resource Management

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

Parameswari & Yugandhar (2015) defined, ―Human Resource Management can be defined as a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization‘s key resource – the people who work in and for it.‖ DeCenzo & Robbins (2004) defined, ―Human Resource Management is concerned with the people dimension.‖ Flippo (1980) defined, (planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.‖ Graham (1978) defined, ―The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work.‖ Mathis
& Jackson (2011) defined, ―Human Resource Management as the design of formal system in an organization to ensure the effective and efficient use of human talent to accomplish organizational goal.‖ Dessler (2005) defined, ―Human resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.‖ Jucious (1959) stated that, ―The field of HRM involves planning, organization, directing and controlling functions of procuring, developing, maintaining and utilizing a labor force.‖ Yoder (1944) defined, ―HRM is the provision of leadership and direction of people in their working or employment relationship.‖ Griffin & Fleet (2013) defined, ―Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce.‖ Milkovich & Boudreau (1994) defined, ―Human Resource Management is a series of decision that affect the relationship between employee and employer: it

affects many constituencies and is intended to influences the effectiveness of employee and employer.‖

4.2 Major Functions of Human Resource Management

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are- (1) staffing, (2) Training and Development, (3) Motivation, and (4) Maintainance. Flippo (1980) defined that, the function of Human Resource Management is divided into two part. These are- (1) Managerial functions, and (2) operative functions. The managerial functions are: (a) Planning, (b) Organizing, (c) staffing, (d) Directin, and (e) Controlling. The operative functions are: (a) Procurement, (b) Development, (c) Compensation, (d) Maintenance, (e) Motivation, and (f) Integration. Dessler (2005) pointed out the major functions of Human Resource Management are- (1) Job analysis (2) Personal planning and Recruiting, (3) Employee testing and Selection, (4) Training and Development, (5) Performance management, and (6) Compensation.

4.3 Importance of Human Resource Management

Parameswari & Yugandhar (2015) stated that, the need for Human Resource Management are- (a) To provide, create, utilize and motivate employees to accomplish organizational goals. (b) To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organization by training and development, compensation etc. (c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively. (d) To create a sense and feeling of belongingness team-spirit and encourage suggestions from employees. (e) To help maintain ethical policies and behavior inside and outside the organization. (f) To maintain high moral and good human relation within the organization. (g) To secure integration of individual and groups in securing organizational effectiveness. (h) To manage change to the mutual advantage of individuals, groups, the organization and the society. (i) To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and employee contribution, and condition for stability of employment. (j) To increase to the fullest the employee_s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential. They also pointed out 10 reasons for which Human Resource Department is important. These are: (1) Human Capital Value, (2) Conflict Resolution, (3) Budget Control, (4) Training and Development, (5) Employee Satisfaction, (6) Performance Improvement, (7) Cost Savings, (8) Sustaining Business, (9) Corporate Image, and (10) Reliability.

4.4 Human Resource Planning

Dessler & Varkkey (2009) affirmed that, _Personnel planning embrace all future positions and planning flows from the firm‘s strategic plan.‘ Cascio (2003) defined, _Workforce planning as a

process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and source of supply which will be required to meet the demand.‘ Walker (2002) affirmed that, ―Human Resource Planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions.‖ Beach (1980) defined that,

―Human Resource Management is a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.‖ Megginson (1985) defined, ―Human Resource Planning is an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual‘s needs and goals of organizational members.‖ Flippo (1980) defined that, ―Human resource planning involves making an inventory of current human resources in order to determine the human resource status.‘

4.5 Recruitment

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

4.6 Selection

Yoder (1944) defined, ―Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not.‖ Jucious (1959) has defined**,** ―The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job.‖ Koontz,

Donnell, & Weihrich (1980) have defined, ―Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions.‖ Decenzo & Robbins (2004) have defined ―Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision.‖ Flippo (1980) said, ‗The selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.'

4.7 Training & Development

Jucius (1959) defined training as, ―A process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased.‖ Flippo (1980) said, ―Training is the act of increasing the knowledge and skills of an employee for doing a particular job.‖ Beach (1980) referred that, ―Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose.‖ Saiyadain (2009) defined, ―Training is an activity aimed to improve the performance of the existing staff to meet the future needs of the organization.‖ Decenzo & Robbins (2004) stated training as, ―A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job.‖

Graham (1978) has described three elements of training such as purpose, place and time. Mathis & Jackson (2011) stated that, ‗Training is related to improving upon the present job experience.'

Chris (2011) stated that, ―Training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified.‖ Asha (2007) defined that, ―The need for training and development can be emphasized in various work situations, such as in harnessing skills for existing jobs, planning out one's future job profile, elevating employee's performance and so on. The training and development function in an organization has gained a lot of importance due to advancement in technology and changes in market force.‖ Bates & Davis (2010) stated that, ‗Usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.' Graham (1978) described training by graphical representation, training cost and business benefits are drawn on X and Y axis

respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii)Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

4.8 Performance Appraisal

Dessler (2005) defined ―Performance appraisal as means of evaluating an employee‘s current and or past performance relative to his or he performance standards.‖ Weather

& Davis (1989) defined ―Performance appraisal is the process by which organization evaluate individual job performance.‖ Beach (1980) defined, ―Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.‖ Huber & Schuler (1993) stated that, ―Performance appraisal is a formal, structured system of measuring and evaluating an employee job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.‖ Heyel (2012) defined that, ―It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.‖

Yoder (1944) defined, ―Performance appraisal includes all formal procedures used to evaluated personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees.‖ Dessler & Varkkey (2009) pointed out several method of performance appraisals. These are: (a) Graphic rating scale method, (b) Alternation rating method, (c) Paired comparison method, (d) Forced distribution method, (e) Critical incident method, (f) Narrative forms, (g) Behaviorally anchored rating scale, (h) Mixed standard scale, (i) Management by objectives, (j) Computerized and web-based performance appraisal, and (k) Electronic performance monitoring.

Megginson (1985) defined, ―Performance appraisal is the process an employer uses to determine whether an employee is performing the job as intended.‖ Cascio (2003) defined, ―Performance appraisal as the systematic description of an employee‘s job-relevant strengths and weaknesses.‖

4.9 Compensation

Flippo (1980) defines ―The function of compensation is defined as the adequate and equitable remuneration of personnel for their contributions to the organizational objectives.‖ Yoder (1944) defines ―Compensation is paying people for work.‖ Dessler

(2005) defined employee compensation as ―All forms of pay or rewards going to employees and arising from their employment.‖ Decenzo & Robbins (2004) stated, _Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees.‘ Cascio (2003) stated that, _Compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above.‘ Milkovich & Boudreau (1994) stated that, ―Compensation‖ is based on the symbols for logs and water; compensation provides the necessities in life.‖

Chapter Five

Learning from Internship

5.1 My Job at HR Division in Sonali Bank Limited

I have started my internship at HR Division in Sonali Bank Limited, dated on April 15, 2019 and it will continue up to July 14, 2019. I glad to work with HR Division of Sonali Bank Limited, which helps me to get familiar with corporate culture and the HRM Practices. This practical experience helps me to develop and prepare myself for the job market. During my internship I have learned following things:

- ✞ Meaning of responsibility
- ✞ Necessity of commitment
- ✞ Punctuality and regularity
- ✞ Communication with people
- ✞ How to face critical situation
- ✞ How to handle pressure
- ✞ How to follow the chain of command
- ✞ How to adopt with corporate culture

5.2 Responsibility as an Intern

Being assigned for the separation team of Sonali Bank Limited, my core job was to complete the separation process of an employee. I have worked under my supervisor and assisted him to complete the separation process of resigned employee, terminate employee, retired employee and so on. I have tried my level best to assist my supervisor as well as to gather some practical knowledge about the task. Moreover, whenever I have enough time, I am assigned some task from the recruitment team. During this three month I have performed some other clerical work from several teams like promotion and upgradation, disciplinary action, leave management etc. some time I have to communicate with several branches for collecting information regarding particular employees. Moreover, they are cordial to support me at any inquiry. I have tried to accomplish all the tasks with full of responsibility and accountability.

5.3 Task with Separation Team

Basically, I am assigned as an intern for separation team. During this time, I have performed lots of tasks regarding separation process. These are:

- Receiving resignation from the employee
- Receiving approval from MD, Head of HR, Head of concern divisions or Branch Manager.
- Mailing all divisions for audit and liability clearance regarding that particular employee.
- Receiving clearance and input data.
- Issuance of settlement notes
- Preparing release order
- Preparing experience certificate
- Preparing service benefit

- Taking exit interview
- Documentation all the papers
- Preserving photocopy or scan copy of needed document
- Other clerical task
- Proving pay order to the employee

5.4 Task with Recruitment Team

Although I am assigned for separation team whenever I have enough time, I have been assigned some task from the recruitment team. These are-

- Checking CV
- Call for interview
- Call for internship
- Find out needed information from CV
- Preparing short list for interview
- Documentation of needed information

5.5 Observation

I am very glad to work at HR Division in Sonali Bank Limited. The working environment is so friendly and the employees are also cordial. They are always at my sight whenever I face any problem. They always assist me whenever I ask any question regarding my report or other issues. Though all the information is confidential, they support from their level best to fulfil my queries.

During the internship program I have observed some practices that are given below:

- ✞ Accomplished the job on time.
- ✞ All the tasks are done with central operating system and without the bank‘s confirmation nobody can get entered into operating system.
- ✞ All the employees are connected with HR connection system.
- ✞ Information is communicated over e-mail.
- ✞ Every employee is accountable to supervisor for their responsibility.
- ✞ A good performance is always appreciated by other colleagues.

Chapter Six

Human ResourceManagement Practices at Sonali Bank Limited

6. Human Resource Division at Sonali Bank Ltd.

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

6.1 Functions Performed by HR Division at Sonali Bank Ltd.

Sonali Bank Ltd. has a fully functional Human Resource Division (HRD) supported by manpower. The HRD of the Sonali Bank Ltd. performs the following functions-

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

6.2 HR Planning at Sonali Bank Ltd.

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

6.2.1 HR Planning Process Followed by Sonali Bank Ltd.

Sonali Bank Ltd. performs their HR Planning task by the following way-

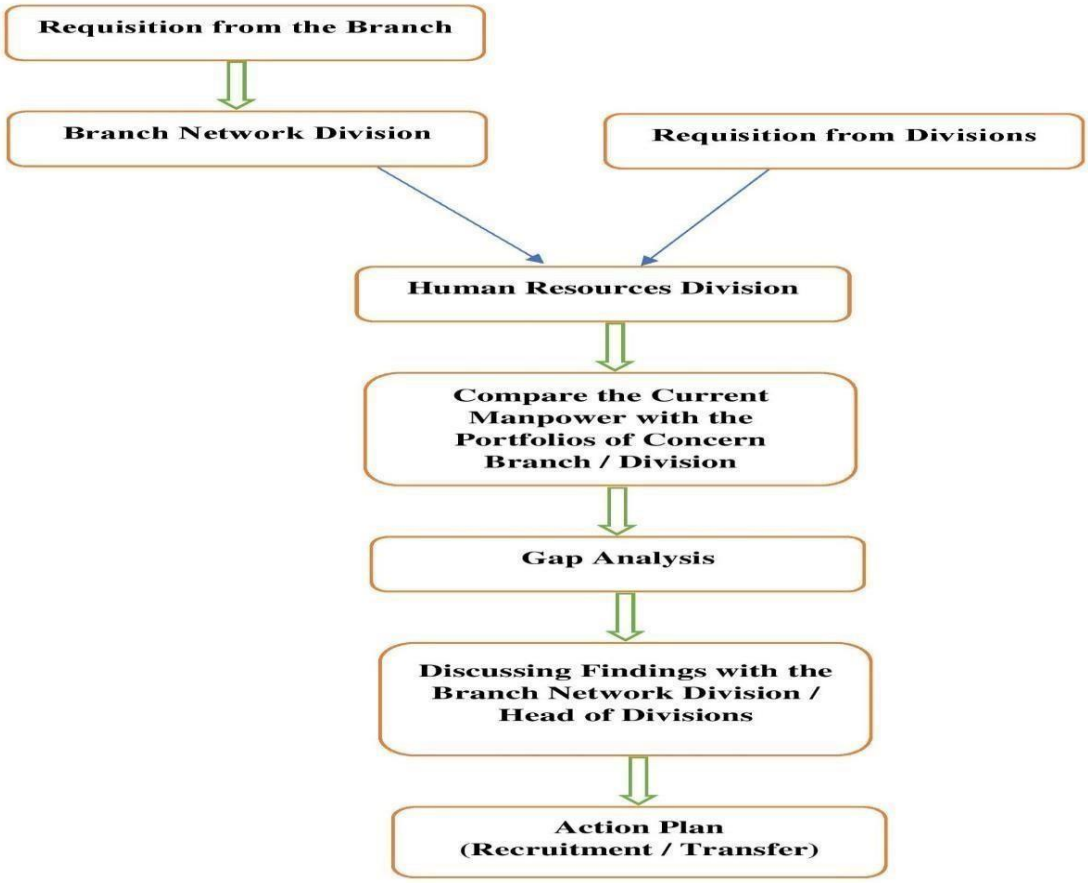


Figure 3: HR Planning Process

6.2.2 Job Analysis of Sonali Bank Ltd.

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

- Job Description
- Job Specification
- Job Evaluation

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

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

Job Specification: Sonali Bank Ltd. defines the job specification to hire the right employee for the right position. In order to accomplish this task Sonali Bank Ltd. basically focus on educational qualifications, specific qualities, level of experience, physical, technical and communication skills required to perform a job. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity etc. The experience required for the employee may vary from position to position.

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

6.3 Recruitment Practice at Sonali Bank Ltd.

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

- SBL usually promotes from within the organizations, but when the need arises, the bank also hires from outsides for vacancies at all levels.
- SBL always emphasizes on hiring for a long period of time. The bank tries to attract and select those candidates who will move through the organizational hierarchy to the senior level positions in the future.
- SBL has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the bank. Together, they form a family and all associates are the members of the families.

6.3.1 Types of Recruitment

Sonali Bank Limited Practices two types of recruitment. These are-

- Yearly recruitment: This is done each year, according to the HR planning.
- Need-based recruitment: This is done when there is a sudden vacancy.

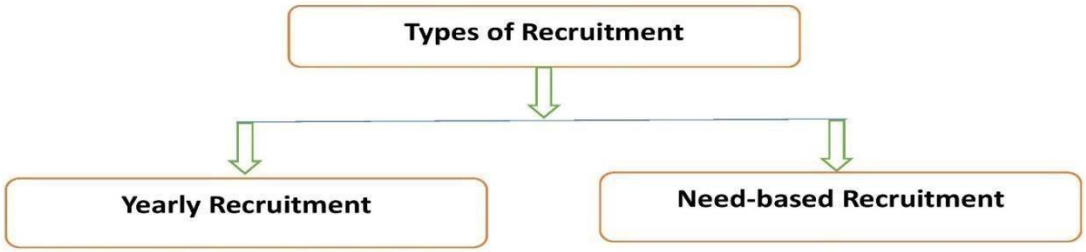


Figure 4: Types of Recruitment

6.3.2 Points of Recruitment

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

❖ Management Trainee (MT)

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

✞ Trainee Assistant (Front Office)

✞ Sales, Recovery & Support (SRS)

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

✞ Experienced Banking Professionals

✞ Experienced candidates with Non-banking/Technical Background

✞ Sales, Recovery & Support (SRS)

✞ Miscellaneous positions specialists

4. Hiring Fixed Term Employees

✞ Experienced Banking Professionals

✞ Experienced Candidates with Non-banking/Technical Background ✞ Miscellaneous positions specialists

6.3.3 Sources of Recruitment

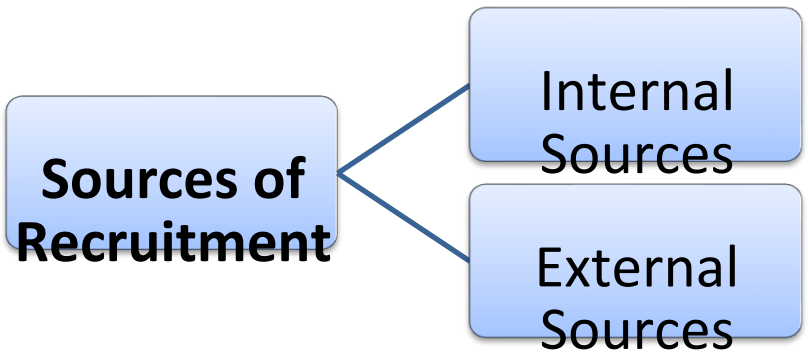


Figure 5: Sources of Recruitment

6.3.3.1 Internal Sources

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

- As per the location requirement of the position, transfer and posting will be executed considering the recommendation of the respective division/department/branch.

- Employees cannot use the internal job vacancy to change their current stream (e.g. shift from Front Office or SRS Stream to Core Banking Stream) and location. Job stream change must follow board approved policy.
- Up gradation, promotion and compensation would be as per broad banding Pay Structure policy.

6.3.3.2 External Sources

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

- Online job advertisement
- Job portal
- Sonali Bank website
- Social Media/Network
- Print Media
- Executive search or recruitment agency
- Referrals (both internal & external)
- Campus recruitment
- BD jobs

6.3.4 Recruitment Process of Sonali Bank Ltd.

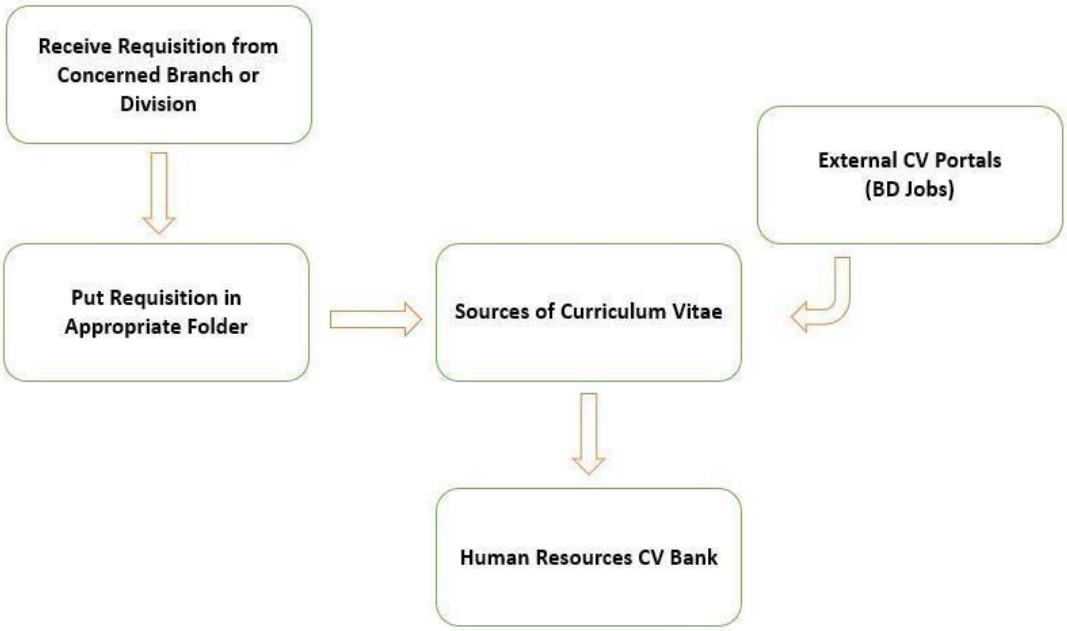


Figure 6: Recruitment Process

6.3.5 General Rules followed by Sonali Bank Ltd. for Recruitment

- Every recruitment should be as per manpower planning approved by the MD/DMD/ Functional Heads.
- Employees who have been dismissed by any previous organizations on disciplinary grounds and/or have any pending charges or who are dismissed/ terminated will not be considered for hiring.
- No person shall be appointed to any post in the services of the Bank unless he/she is a citizen of Bangladesh/or has valid work permit.
- At the time of joining, every incumbent must complete the necessary forms and documents and sign the declaration of fidelity and secrecy as part of joining formality as prescribed by the Bank.
- In case of fresh entrants, candidates must not be over 30 years of age on the date of application closing for press advertisement or on the date of Written Test for direct recruitment. In case of Lateral Entrants (other than Fixed Term employees), age limitation is not applicable but no full-time employee aged more than 57 years or have at least 3 years of service length before retirement shall be employed by the Bank on regular service. • No incumbent shall be appointed in the services of the Bank unless he/she undergoes Bank‘s prescribed pre-employment medical tests from enlisted Diagnostic Centers and is declared physically fit by a certified Medical Practitioner.
- Employees must submit a formal Release Order/ Acceptance or received copy of Resignation from the immediate past employer before accepting the Appointment Letter from Sonali Bank. If any certificate or supporting document submitted by the candidate as evidence in support of his/her candidature as mentioned in his/her CV is found fake/false/fabricated/forged, may necessitate disciplinary action or the employment contract of that employee shall stand cancelled and may lead to termination of contract.
- Candidates who have been convicted of any criminal or anti-social activity will not be considered for hiring.
- Internal source, where appropriate and if required, the Bank will advertise vacancies internally
- Upon receiving approval for the vacant position, Human Resources Division may advertise the available position internally. All internal applicants should forward an ―Application for Internal Vacancy‖ to the Head of HR for acknowledgement, consideration and processing.

- The service under the Bank shall commence from the day on which an employee reports for joining at the HRD and time intimated to him/her by the competent authority if he/she reports before noon (12 PM).
- There should not be any conflict of interest in the recruitment of an employee. An employee must declare prior to joining the bank if they have any blood or any relation in the Bank and they cannot be placed in the same division/department/branch.
- The Bank reserves the right to amend or cancel any appointment letter issued to an employee at any time without stating any reason.
- Any Appointment letter is conditional upon background verification. Any adverse report against the employee may cancel his/her employment with the Bank.

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

✞ All academic certificates.
✞ Training certificates (if any)
✞ National Identity card/ Passport/ Nationality certificate from Union Parisad/ Pourashava/ Ward/ City Corporation.
✞ Release Order/Experience certificate/acceptance or received copy of Resignation from present employer along with Experience Certificate and Last Salary Certificate (all in original) (if applicable).
✞ Copy of latest tax return (if any) / TIN certificate.
✞ 1 copy passport size photograph of nominee for Provident Fund, Welfare Fund and Gratuity benefits duly attested by themselves.
✞ A Medical Certificate from a well reputed registered Medical Practitioner relating to physical and mental fitness along the test reports as per the following list.

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

6.4 Selection Practice at Sonali Bank Ltd.

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

6.4.1 Selection process of Internal Recruitment

The selection process of internal recruitment starts with job analysis. The duties and responsibilities of particular post are identified by job analysis. They mostly select the experience employees. At first the recruitment team sorts out the database and summarized the curriculum vitae. Then they call those employees for interviews and select them who passed the interview session. As the internal recruitment bank does not take any written test for the proposed post. After selecting the employees, the bank places the employees to the proposed post. Sometimes job rotation takes place to fulfill the particular branch/division need.

6.4.2 Selection process of External Recruitment

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

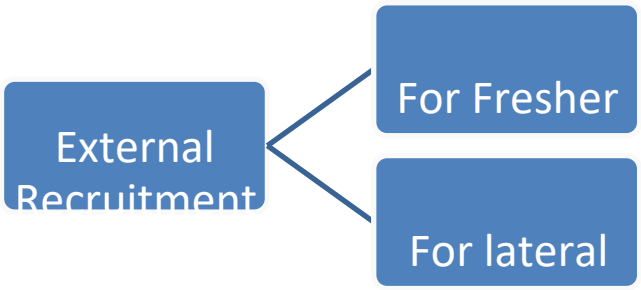


Figure 7: Types of External Recruitment

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

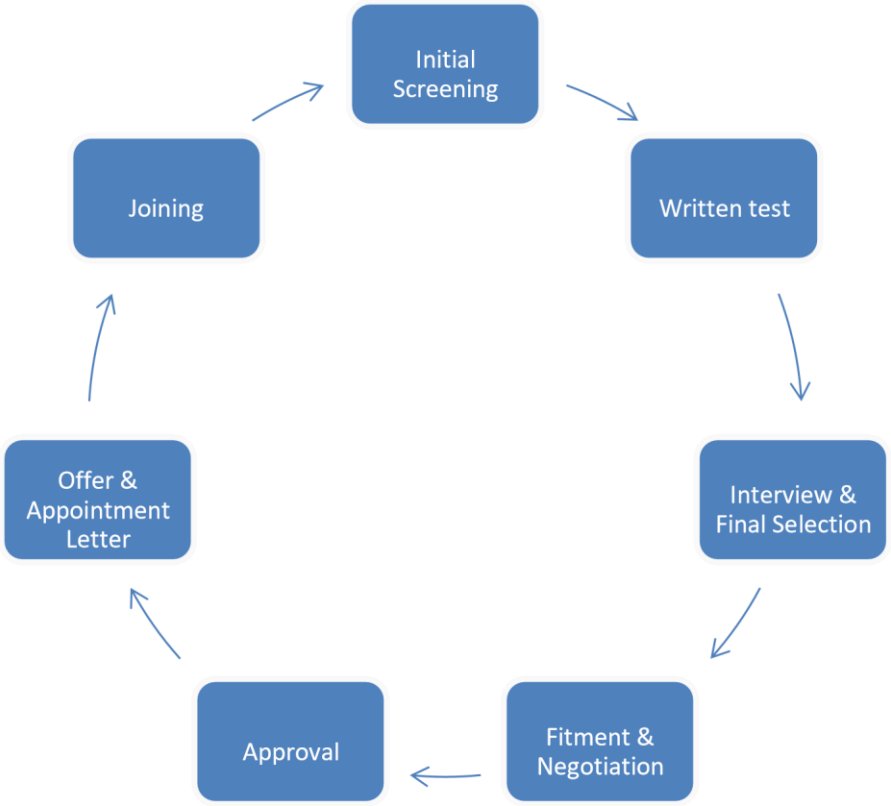


Figure 8: Selection Process of Fresher

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

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

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

4. Fitment & Negotiation: The appointed personnel have to submit medical report to the Sonali Bank Limited. The Bank assesses the medical report of personnel. Depending on the volume recruitment around 7 days‘ time is required for fitment and negotiation process of the candidates.

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

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

7. Joining: The personnel join the Sonali Bank Limited based on the appointment letter's mention date and branch. As a fresher join to the bank, they have to pass probation period to recruit as a permanent employee of Sonali Bank Limited.

6.4.2.2 For Lateral

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

6.4.3 The Selection / Interview Committee of Sonali Bank Ltd.

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

6.5 Training and Development at Sonali Bank Ltd.



Sonali Bank Limited upholds a learning environment and prepares the employee as future business leaders. In line with this, the Bank shall develop required knowledge and skill-set of the employees by identifying the learning needs, providing the required learning interventions and assessing training effectiveness through standard process to perform their roles effectively and efficiently.

Sonali Bank Limited provides a basic training to all of their employees in the following areas-

- General Banking
- Credit Management
- Foreign Exchange

6.5.1 Training Need Identification

All permanent employees of Sonali Bank Limited are eligible to undertake any functional, general, soft skill and any other training initiative provided he/she has the own division‘s approval. There are four types of training need identification. These are-

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

Figure 9: Types of Training Need Identification

Business Need Identification: The key development areas (General, Functional and soft-skill) of employees are being identified through the recommendations of the division / department (for some special cases), Branch heads/ Supervisors as per approved business strategy. Divisional head shall submit a _Divisional Development

Plan‘ / filled up training need requirement form to HR training and Development team by the described deadline each year.

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

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

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

6.5.2 Types of Training

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

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

Other Institute: Any learning initiatives conducted by other organization/ other training institute inside Bangladesh will be known as ―Other Institute Training‖. Employees may be sent for different learning initiatives conducted by other organizations or other institutes based on the need of the Stakeholders. Sonali Bank train up their employees from Bangladesh Bank, BIBM and others institute.

Foreign: Any learning initiatives conducted by the other organization / other training institute outside Bangladesh will be known as ―Foreign Training‖. Foreign Training shall be entirely need based. Foreign Training will be under the delegation of Managing Director and CEO of the Bank.

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

E- Learning can be arranged in two ways-

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

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

6.5.3 Training Planning, Designing and Implementation Process

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

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

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

Training Implementation Process: Sonali Bank Limited executes their training program by three ways. They take decision about the training process on the basis of training need identification. The training process are-

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

6.5.3.1 In- House Training Process

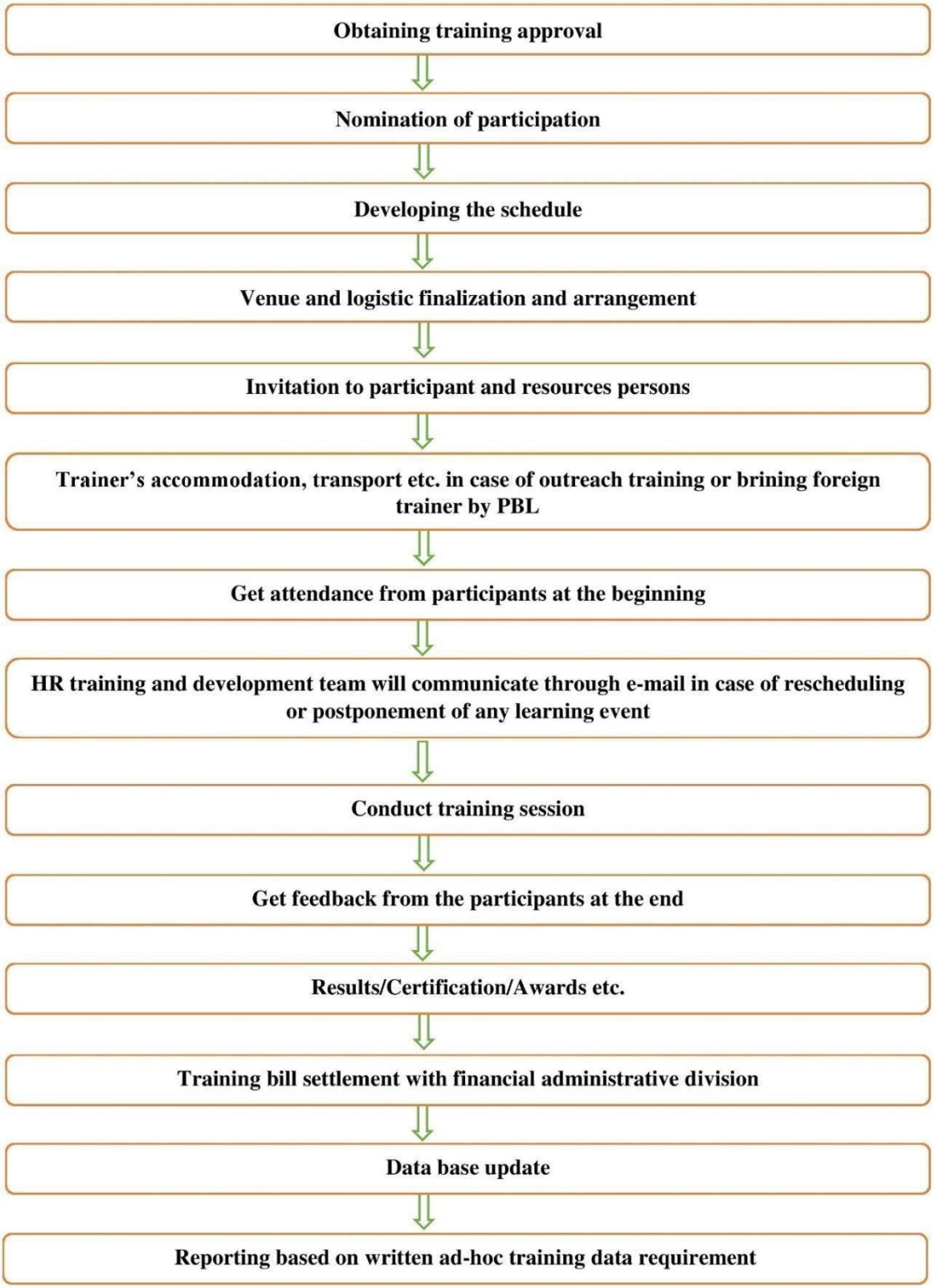


Figure 10: In-House Training Process

6.5.3.2 Other Institute Training Process

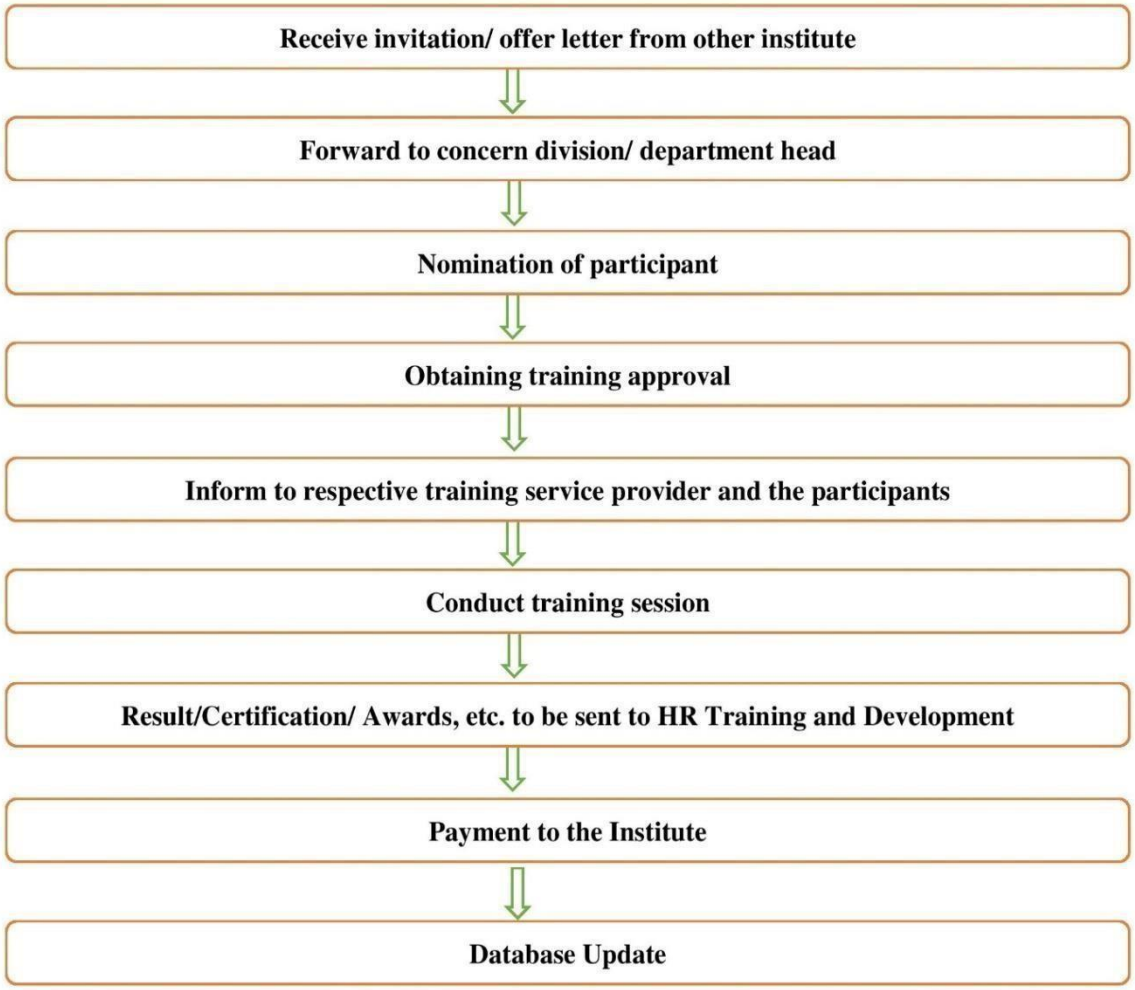


Figure 11: Other Institute Training Process

6.5.3.3 Foreign Training Process

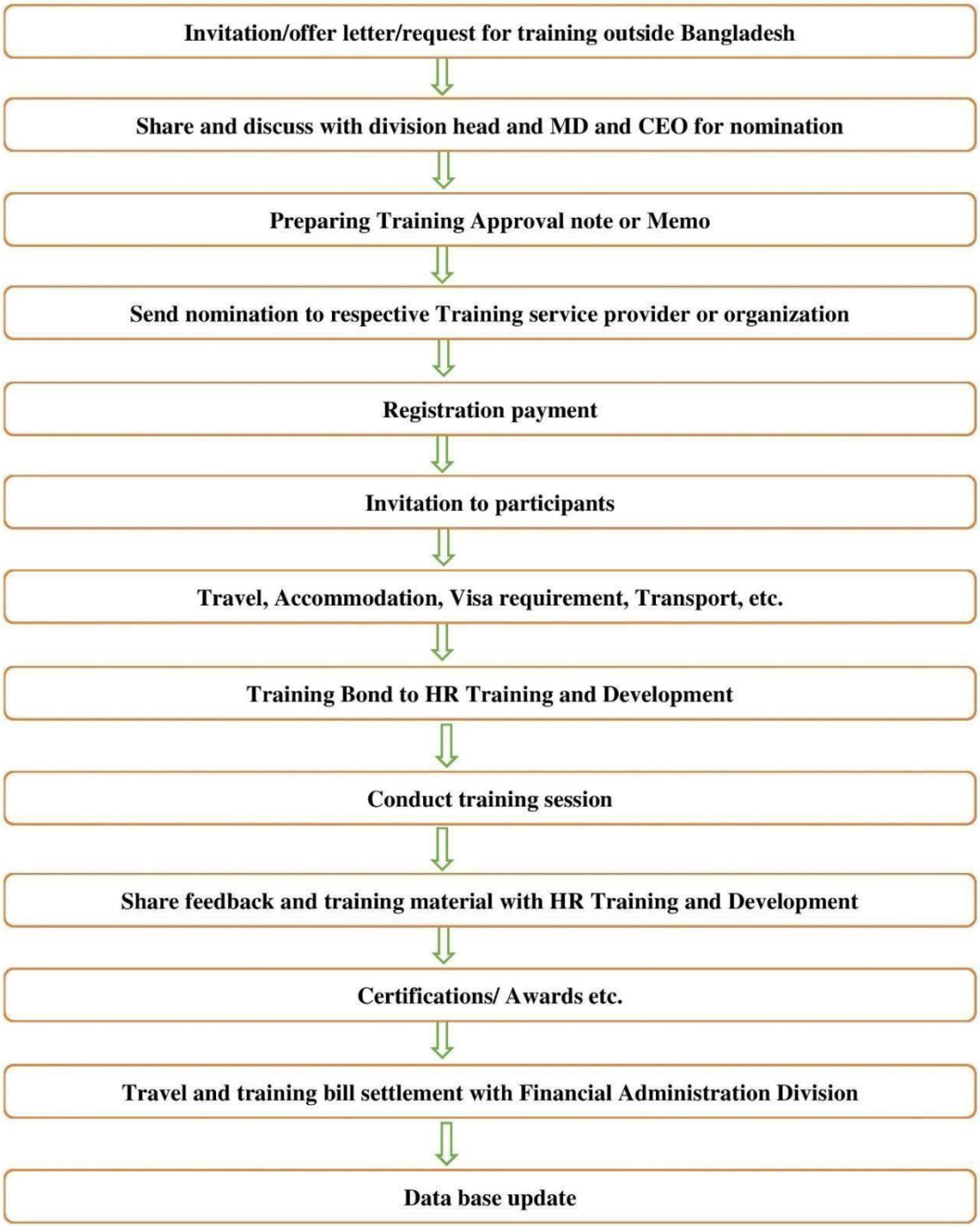


Figure 12: Foreign Training Process

6.5.4 Training Evaluation Process

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

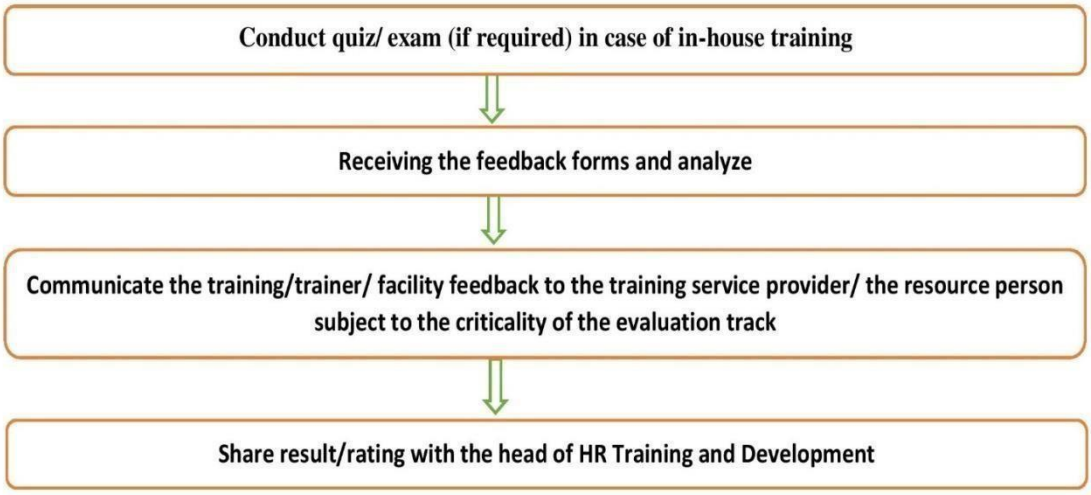


Figure 13: Training Evaluation Process

6.5.5 Training Bond

Option 1: Confirmed executives / Officers sent for training abroad at bank's cost shall submit an undertaking to the bank on non-judicial stamp to the effect that he/she would not discontinue his/her service in the Bank before serving the Bank for a minimum period of 03 years after his/her return from training or he/she will have to pay compensation to the bank in cash equivalent to the amount by the bank for his/her training Plus 50,000/-.

Option 2: Training Bond will apply in case of international training and workshop only. An employee needs to sign a bond as per the following schedule.

Training Cost	Bond Year
100,000-300,000	1 Year
300,000-500,000	1.5 Years
500,000 and above	3 Years

Option 3: No bond will be required as the objective of any learning initiative is to ensure employee readiness for achieving the bank's goal.

6.5.6 3Es Development Approach

SBL applies 3Es development approach for its employees. Once a skill development need has been identified, a number of options are available to the employee to actualize his/her respective competence development need, depending on the nature of the development initiatives. The 3Es of Development is a practical approach to people development which utilizes diverse initiatives. 3Es

stand for: Experience- working on tasks and problems, increased responsibilities etc.; Exposure- feedback, coaching etc.; and Education- training, conferences, academic courses etc.

Following are a few examples of competence development initiative under 3Es Development Approach:

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

Performance Appraisal at Sonali Bank Ltd.

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

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

6.6.1 Key Elements in the Appraisal System

There are three key elements included into the annual performance appraisal system- 1. The individual work plan/Targets = 100 Marks

2. Assessment of competency i.e. behavioral leadership = 100 marks
3. Assessment of Skill & Knowledge level = 100 marks

Particulars	Remarks
Excellent (EX)	255% +
Very Good (VG)	225% +
Good + (G+)	195% +
Good (G)	165% +
Fair (F)	135% +
Modest (M/P)	<135%

Use of Performance Appraisal System-

- Payment of incentive bonus
- Promotion & Merit incentives
- Punishment

.2 Brief Explanation of Rating Standard

Particulars	Explanation
Excellent (EX)	• Knows the job having full & updated knowledge & skills and demonstrates strong behavioral competenciesLeadership, exceeds targets usually and meets job objectives constantly, Multi-skilled, team workers, creative, have passion to win • Helps other within function & cross function, address their concerns, give time to coach & develop people, demonstrates high integrity / honesty, commands respect from others and a person to follow as role model at the given level of job
Very Good (VG)	Definitely superior to the standard expected of a competent, experienced and acceptable employee. Such employee must have at least 75% + of the attributes / quality of a dynamic manager as stated in Excellent grade.

Good (G)	A good all-round employee, well-suited to his/her work and of the standard expected. Potential may be limited, but, capable to move up the ladder of higher responsibilities. Such employee must have at least 65% + of the attitude & quality of a dynamic manager as stated in the excellent grade
Fair (F)	Work is not considered fully satisfactory owing to one or few deficiencies or weakness in the standard of work, but, considered acceptable. Such employee must have at least 50% + of the attitudes & qualities a dynamic manager as stated in the excellent grade
Modest / Poor (P)	Work is purely unsatisfactory far below standard expected, necessary to take a call placement after one or two changes or immediately

.3 Sonali Bank's Performance Bonus policy

Performance bonus for sustainable profitable growth

- Providing TOP level reward to the Top performing team which meets or beats targets/work plan
- Setting SMART targets/objectives (WP) and holding the team leader accountable to deliver through the team
- Strong differentiation in rewards based on individual performance of the team members with a realistic performance appraisal system
- Valuing short- & long-term performance, leadership and team behaviors- people's development
- Aligning (a) employee's (b) customer's and (c) shareholder's interest- all party's interest

6.7 Reward & Recognition Policy of Sonali Bank Ltd.

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

Eligibility

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

6.7.1 Types of Award

SL.	Reward & Recognition Type	Reward Value (Maximum)	Number of persons / Groups to be awarded	Given by	Frequency
1	The Chairman's Award: —Banker of the year‖	500,000	1	Chairman	Once a year
2	The CEO's Award	150,000	3	MD& CEO	Once a year
3	Spot Award	75,000	30	MD & CEO/ DMDs	As often as appropriate
4	Service Excellent award	100,000 (Branch) 10,000 (Individual)	5 Branches 5 Individual	MD & CEO	Once a year
5	Integrity Award	10,000	3	MD & CEO	Once a year
6	Shariah Compliance Award	10,000	3	MD & CEO	Once a year
7	Thank You / Appreciation Letters	N/A	As many as appropriate	Any SBL Officials	As often as appropriate

8	Trainee with outstanding Performance (TOP) award	N/A	15	MD & CEO or Head of HRD	As per requirement
9	Outstanding performance award	100,000	As many as appropriate	MD & CEO	As per requirement

6.8 Promotion and Up-Gradation policy

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

6.8.1 Types of Promotion / Up- Gradation

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

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

6.8.2 Regular Promotion / Up-Gradation

• **Eligibility Criteria**: To be included in the promotion / up-gradation list- I.

Tenure:

a) JO to AVP: Minimum 2.5 years
b) SAVP and Above: Minimum 3 years

II. Performance rating: Good or above rating in the previous year III. Service records: Employees may not be considered for Promotion / Up gradation, if any of the adverse events are reported against him / her-

a) Disciplinary issues
b) Service Quality issues
c) AML issues

• **Scores Distribution for Promotion**

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

• **Minimum threshold in scores**

Eligible candidates are required to fulfill the following percentage on the total marks to qualify for next stage-

I. JO to SEO: 70% marks or above
II. FAVP to EVP: 80% marks or above

6.8.3 Accelerated Promotion / Up-Gradation

I. **Tenure**: Minimum 1 year in current grade
II. **Performance rating**: Very Good (VG) or above in the last year's performance appraisal rating
III. Any of the following reasons may be considered-

a) Any special achievement / obtained any special certification
b) Talent Management
c) Hiring commitment
d) Critical retention

Employee Compensation & Benefit at Sonali Bank Ltd.

Sonali Bank Limited provides highly attractive compensation package to their employee comparative to other organization in that industry. The elements of compensation are given below:

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

Moreover, Sonali Bank provides some other benefits to their employees. These are-

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

6.9.1 Provident Fund

- Each member contributes to the fund a sum equal to 10% of the basic salary payable to him/her per month and such contribution is deducted by the bank from the salary of the employee at the time of payment thereof and is paid by the bank to the trustees account.
- The bank contributes to the fund equal to the contribution of each member and the total amount so contributed is deposited to the P.F. bank account.
- The account of each member is credited with interest every year at such rate as the trustees fix from time to time having regard to the income earned on investments from the fund and the market value of investment and the redemption period of investment and on the interest earned on the money deposited with the bank.

.2 Gratuity Benefit

- All employees, who have been in the service of the bank for a minimum period of 5 years without break, are eligible to have the benefits under the gratuity scheme. It is equal to the 1 time of basic pay (drawn in last month) for each year of the service.
- For all employees who have completed more than 5 years of service but less than 10 years in this bank are entitled for 1.5 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 10 years of service but less than 15 years in this bank are entitled for 2 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 15 years of service but less than 20 years in this bank are entitled for 2.5 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 20 years of service in this bank are entitled for 3 times of basic pay (drawn in last month) for each year of service.

6.9.3 Death Benefit

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

Category	Amount (Tk.)
EVP, SEVP, DMD & MD	15,00,000

SAVP, VP & SVP	12,00,000
SEO, FAVP & AVP	10,00,000
SO, PO & EO	8,00,000
TA to MT/Officer	5,00,000
Driver	3,00,000

.4 Disability Benefit

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

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

6.9.5 Retirement Benefit

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

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

Leave Management at Sonali Bank Ltd.

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

6.10.1 Types of Leave at Sonali Bank Ltd.

SL.	Type	Eligibility
1	Privilege leave/Earned leave	Every eligible employee is entitled to privilege/Earned leave for thirty calendar days per calendar year (January to December) on completion of 01-year continuous service of the bank. An employee who loins the bank during the year will earn such leave at the rate of 2.5 days per completed month of the service.
2	Casual leave	An employee shall be eligible for casual leave since joining the services of the bank.
3	Sick leave	Employees shall be eligible for sick leave on joining.
4	Study leave	An employee is entitled to study leave upon serving the bank for at least 3 years. Study leave shall not be granted to an employee who is due to retire within 05 years of the date on which he/she is likely to return from the study leave.
5	Maternity leave	A regular female employee shall be eligible for maternity leave upon joining the service of the bank. (06 months with pay)
6	Mandatory leave	All employees shall avail this leave each year continuous service in the bank and subsequently every completed year thereafter.
7.	Leave without pay	An employee shall be eligible for leave without pay since joining the service of the bank.

.2 Privilege Leave/Earned Leave

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

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

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

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

6.10.3 Casual Leave

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

(b) Casual leave cannot be taken _in continuation of‘ or _in combination with‘ holidays including weekends and if holidays and weekends intervene two spells of casual leave the entire period (including holidays) shall be reckoned as casual leave and it should not exceed 03 days. **(c)** The employees who join the services of the bank in the middle of the year, casual leave shall be credited on a pro rata basis.

6.10.4 Sick Leave

(a) An employee will be entitled to sick leave with full pay and allowances for a total period of 14 days in a calendar year. **(b)** The unutilized sick leave will not be carried forward.

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

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

.5 Study Leave

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

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

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

6.10.6 Maternity leave

(a) Maternity leave for the female regular employees will be for a period of 06 months. **(b)** During the period of maternity leave, an employee will get full salary and other admissible benefits as availed while in service.

(c) Such leave can be availed maximum twice during the entire period of service (only for the first two living children). However, it excludes multiple births from a single pregnancy.

(d) Probation of a female employee (MT/TA) will not be extended due to maternity provided she has fulfilled all the criteria required for confirmation.

6.10.7 Mandatory leave/HR Compliance Leave

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

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

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

6.10.8 Leave Without Pay

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

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

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

6.11 Transfer & Posting

Transfer is a condition of employment. During the course of employment Sonali Bank Ltd. takes the assurance of employees that he/she will be posted at any branches and divisions of head office to gather knowledge about the various working conditions and the necessity of the bank. Sonali Bank Ltd. practices three types of transfer system. These are-

- Transfer at the Bank‘s interest
- At the employee‘s request
- Job rotation

6.11.1 Regulation of Transfer & Posting at Sonali Bank Ltd.

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

6.12 Separation & Resignation

Sonali Bank Limited always tries to retain its expert employees. But employee separation is an ongoing process at any organization. It may arise from both employee and employer. At Sonali Bank Ltd. employee separation may happen for four reasons.

These are-

- Resignation
- Termination
- Retirement
- Death/Disability

In Sonali Bank most of the cases employee separation may happen due to resignation.

Sonali Bank Ltd. follows some regulations regarding resignation. These are-

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

6.12.1 Employee Separation Process at Sonali Bank Ltd.

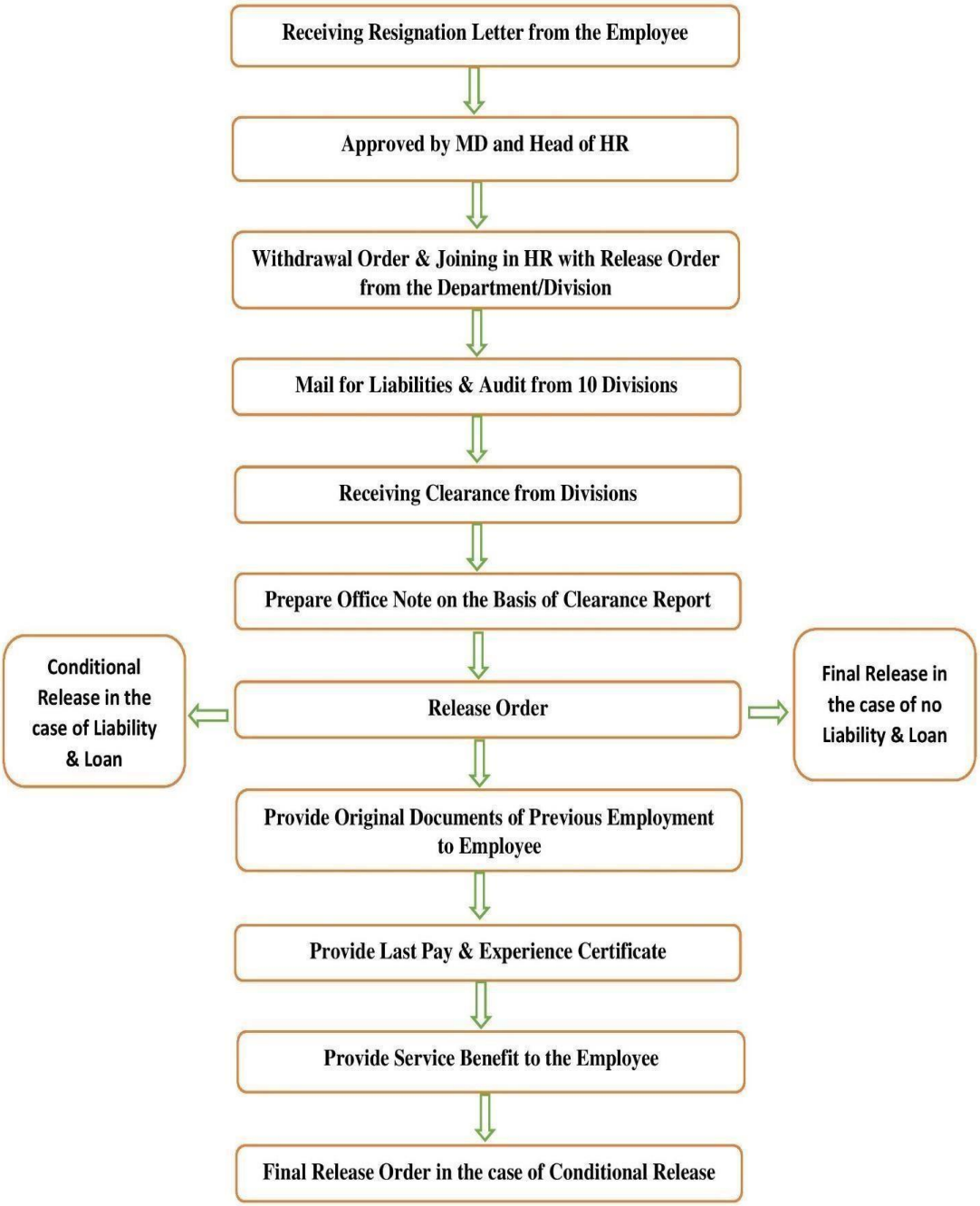


Figure 14: Employee Separation Process

Chapter Seven

Findings, Recommendation and Conclusion

7.1 Findings

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

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

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

Training & Development: Sonali Bank Limited follows training need identification process in order to identify employees for training. Employees are provided inhouse, outreach, other institute, foreign and e-learning training. In the case of foreign training, SBL keeps training bond from the employees. Sonali Bank Limited has its own HR training & development center at Motijheel. But the numbers of trainers are not sufficient enough to train up employees. For that reason, they hire trainer from BIBM, Bangladesh Bank and other institution. Moreover, they follow 3Es development approach for the development of employees.

Performance Appraisal: Sonali Bank Limited conducts performance appraisal annually. They follow the 360-degree performance appraisal method which is based

on rating system. They evaluate employees on the basis of 300 marks which are divided into three segments. They use the outcome of performance appraisal in payment of bonus, promotion & merit incentives and punishment.

Rewards & Recognition: All employees except MD and DMD are eligible for award at Sonali Bank Limited. The MD and DMD are also awarded with the discretion of board of directors. Bank provides both financial and non-financial rewards and recognition to the employees on the basis of their performance.

Promotion & Up-gradation: Sonali Bank Limited follows two types of promotion and upgradation. These are – regular promotion and accelerated promotion. For regular promotion the employees must have a job experience with Sonali bank not less than 2.5 years (for JO to AVP) and not less than 3 years (for SAVP and above).

Compensation & Benefit: Sonali Bank Limited provides highly attractive compensation package to the employees. They also provide provident fund, gratuity benefit, death benefit, disability benefit and retirement benefit. Sonali Bank does not provide any provident fund benefit to employees unless his/her tenure of service is 3 years and does not provide any gratuity benefit unless his/her tenure of service is 5 years.

Transfer & Posting: In Sonali Bank transfer is the condition of employment.
Regional manager‘s, branch manager‘s, and divisional heads shall be transferred once in every 4 years. Executive and Officers shall be transferred once in every 5 years. The desk of all officers shall be rotated in every 2 years.

Separation & Resignation: Every employee should resign with the notice of 01 month.
A probationer employee should resign with the notice of two weeks.
Otherwise, he/she has to compensate for his/her discontinuation of service.

7.2 Recommendation

Firstly, Sonali Bank Ltd. should provide more opportunity for the fresher. Because every year a large number of students complete their graduation and post-graduation.
They have no job experience to get entered as a lateral employee.

Secondly, Sonali Bank Ltd. should extend the scope of on the job training so that employee can develop skills from their day to day task. The bank should make an arrangement of training session about up-to-date technology and methods in order to make sure the customer satisfaction with high efficacy.

Thirdly, Members of training team should be increased so that the employee may take support whenever they required. There should start supervision span under the trainer in order to monitor the progress of employees.

Fourthly, Training bond options in the case foreign training should make flexible and employee friendly so that employee can easily avail the training opportunity. Because, bank must have to ensure employee betterment.

Fifthly, In the case of promotion of JO to Officer, Sonali Bank Ltd. should take written exam/interview to justify employee‘s knowledge regarding their job. Because, without proper knowledge employee cannot give better service to the customers.

Finally, In the case of gratuity benefit and provident fund Sonali Bank Ltd. should comply with the ―Bangladesh Labour Law, 2006‖. Because, it ensures a better labour practice.

7.3 Conclusion

Now-a-days, Banking industry has become more competitive. The success of a bank highly depends upon the customer‘s satisfaction as well as employee‘s satisfaction. HR division plays a vital role from the very beginning of operation of Sonali Bank Ltd. Human resource division of Sonali Bank Ltd. ensures their best services to all the employees. In order to keep pace with the global competitive environment, HR division of Sonali Bank Ltd. takes proper initiatives to make the employees a competitive work force. They believe by making the employees satisfied, it is possible to take the best output from the employee. That‘s why they are always trying to take initiatives which are beneficial for the employee‘s career as well as bank. As the banking industry in our country are highly competitive so it is a great challenging for Sonali Bank Ltd. to retain expert employees. HR division of Sonali Bank Ltd. is much conscious about that. So, from my opinion HR division of Sonali Bank Ltd. plays the vital role in the success of Sonali Bank Ltd.

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