Thesis Report
On
Human Resource Management Practices in Banking Industry of Bangladesh: A Study on National Bank Limited.

Submitted by:

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Date of Submission: May 10, 2023

Thesis Report

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Human Resource Management Practices in Banking Industry of Bangladesh: A Study on National Bank Limited

Supervised by

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Assistant Professor
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Letter of Transmittal

March 28, 2022

Md. Masud Rana
Assistant Professor,
Department of Business
Sonargaon University (SU)

Subject: Submission of Thesis Report.

Dear Sir,

With due respect, I would like to notify you that, in accordance with your instructions, I have submitted my Thesis Report on "**Human Resource Management Practices in Banking Industry of Bangladesh – A Study on National Bank Limited**" as per the requirement for the degree fulfillment of Masters of Business Administration at Sonargaon University.

This material has come to me from a number of sources, including websites and official conversations with colleagues and supervisors at National Bank Limited, among others.

For your aid and collaboration with me, I would like to convey my appreciation, and I am glad for the opportunity you have provided me by assigning to work on this study.

Sincerely,

MD. RIAJUL ISLAM SAJAL
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Program: EMBA
Major: HRM
Semester: Spring-2023
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Declaration of the Student

A greeting, my name is Saima Afrine, and I am a Bachelor of Business Administration student at Sonargaon University, major in Human Resource Management. I do hereby declare that the project report on "**Human Resource Management Practices in Banking Industry of Bangladesh – A Study on National Bank Limited**" is a presentation of my original work.

This study incorporates contributions from a variety of individuals who were involved in providing appropriate references for the literature review, conducting formal and informal interviews for the goal of assessing the subjects and conversations, and analyzing the data obtained as a whole.

And this report has been prepared under the supervision of **Md. Masud Rana,** Assistant Professor, Department of Business, Sonargaon University.

The report was written exclusively for the purpose of academic study, and I now certify that I have not participated in any unethical practices while preparing the report.

MD. RIAJUL ISLAM SAJAL
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Acknowledgement

At first I would thank to Allah for providing me with the strength to perform my internship report obligations and responsibilities as well as to complete the study and report within the time frame.

After that, I would like to convey my heartfelt appreciation to my course supervisor, **Md. Masud Rana,** Assistant Professor, Department of Business, Sonargaon University for his constructive guidance and valuable support. It's true that without his invaluable guidance, assistance, and participation throughout the process, I wouldnot have been able to complete the report on time and accurately. I'm thrilled to be workingon my internship report under his guidance, and I'm grateful for the chance.

All employees of National Bank Limited (Kolabagan Branch) who participated and gave their time to complete the interview sessions have been acknowledged and appreciated.

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Executive Summary

We may define a bank as a place where individuals get together to agree to accept financial deposits from the general public and to create a credit for the purpose of lending money to others. This can be done directly or through the capital markets. Typically, the economic health of a country is a factor in the regulation of banks. Due to Bangladesh's economic regulation and advancement of the economy, the banking sector is undergoing a significant reform. We can see that our banking sector is now undergoing a massive consolidation as a result of the entry of several new institutions and the rapid growth spurred by advances in technology, good credit management, and high levels of consumer satisfaction. This Report has been prepared based on "Human Resource Management Practices in National Bank Limited" who has the most significant impact on the organization and the business as a whole. The relevance of a management system in the human resources of the banking industry has grown quickly throughout the globe as a result. One of the most important ways to boost the value of a firm's profits is to use human resources. As a consequence, the Bank's HR operations account for a significant portion of its overall budget. There is great rivalry at every stage in life in today's competitive business environment. Currently, all organizations are focused on attracting, keeping, and sustaining the best personnel, rather than on maximizing profits via increased productivity. Only with a comprehensive company vision can effective human resource management be achieved.

Keywords: National Bank Limited**,** Human Resource Management, Recruitment &Selection, Training & Development, Performance Evaluation, Compensation, HR Policies.

CHAPTER 01

INTRODUCTION

1.1 Introduction of the Report

Human resource management (HRM) is an organizational function that focuses on recruiting, managing, and directing employees. The line manager may also do human resource management.

It is impossible to operate a business without the help of its employees, and human resource management revolves on helping employees reach new heights of competence, creativity, and personal fulfillment. Keeping workers on track to become better, more responsible members of society is at the heart of the company's mission. It is predicated on the premise that people's talents and prospects will be enhanced in a direct manner.

National Bank Limited constantly decides what tasks to undertake and how many people are needed. Establishing the bank's structure helps determine employees' skills, knowledge, and talents. Ensure suitable staff is available to satisfy strategic planning needs. This bank thinks quality people produce great work.

1.2 Origin of the Report

The Sonargaon University in Bangladesh is a well-known university in the country. In today's highly competitive economy, every professional degree program demands not just academic knowledge but also hands-on experience. Additionally, I must do an internship as part of my BBA degree requirements. This internship will help me develop my professional skills and get valuable real-world experience. To fulfill the criteria of the internship program given by Sonargaon University's School of Business, I prepared thisreport. The internship was overseen by **Md. Masud Rana**, department of Business, Sonargaon University, and required me to prepare a report on a specific topic that was related to my theoretical knowledge within a three-month working period. The topic was provided by the respective faculty.

1.3 Objectives of the Report

These are the study's objectives in their entirety, as listed below:

1.3.1 Broad Objective

- To analyze the overall HRM practices at National Bank Limited.

1.3.2 Specific Objectives

The following are some of the objectives of this report, which are listed below:

- To know the Human Resource Planning of National Bank Ltd.
- To analyze the recruitment and selection process of National Bank Ltd.
- To find the different training and development programs of National Bank Ltd.
- To analyze the performance appraisal management methods of National Bank Ltd.
- To review their compensation and benefits system of National Bank Ltd.
- To find out the problems related to the objectives.
- To make some recommendations to solve the problems.

1.4 Scope of the Report

This report's focus is on National Bank Limited. This report emphasizes practical observation. Interviews and secondary data from NBL and other banks were used. The report was restricted to bank branches and field operations exclusively. Because I was interning at National Bank Limited's Head Office, Human Resource Division, the research was limited tothat division.

When I first began making reports, I concentrated on a few key topics, which are as follows:

- Acquirement of employee or employer
- Development of employee or employer
- Facilities, benefits and compensation

1.5 Methodology of the Report

In its entirety, the study is based on direct conversation and observation with the members and employees of National Bank Limited (Shimanto Square Branch). For the purpose of this report, both informal and formal interviews were conducted.

1.5.1 Primary Data

Directly from employees of the company, I have acquired data for this report by interviewing them, and the major data for this report has been gathered by following the approach outlined below:

- A face to face conversation about a relevant subject,
- Interviewing employees from National Bank Limited (Dilkhusha branch),
- Direct observation of the existing state of human resource practices and operations in the Bangladeshi banking industry.

1.5.2 Secondary Data

- Official Website of National Bank Limited
- Newspapers, journals, annual reports and articles, which are related to the topic of the study.

1.6 Limitation of the Report

The outbreak has spread around the globe. In terms of difficulty, the biggest issue is Covid-19. The bank's working environment was dangerous for me to successfully finish my internship because of the vast number of workers impacted by Covid-19. Thus, during the last month of my internship, I worked both from home and at the office throughout that time. As a result, I had a tough time gathering relevant data for the research.

In addition, there are a few limitations:

- Because of the need to maintain client confidentiality and adhere to other financial commitments, certain data must stay confidential.
- The Human Resources Department of National Bank Limited had not allotted as much time to my interview sessions as I would have expected.

CHAPTER 02

LITERATURE REVIEW

LITERATURE REVIEW PART

Prior research on the subject matter of this study was reviewed in this chapter. In accordance with the study's goals, the following parts have been divided into sub-sections: the concept of human resource management, objectives of HRM and the role of HRM.

2.1 Human Resource Management

In order to achieve the main goal, businesses need both competent employees and skilled armed forces members, and HRM's basic function is to generate skilled manpower. Human Resource Management (HRM) is the practice of identifying, attracting, selecting, developing, and retaining employees who are capable of achieving the objectives of a company. Human resources and the cycle of a manufacturing company are only two of the issues addressed by this management approach. Employee recruitment, qualification selection, training, development, and wage setting are all responsibilities of the Human Resources department.

According to (**Daud, 2006**), Human Resource Management is focused with the human aspect of management. Human resource management is the process of acquiring, developing, motivating, and retaining employees.

According to (**Ricky W. Griffin & Angelo S. Denisi, 2005**), Human resource management is the practice of recruiting, developing, and maintaining a workforce that is focused on the company's goals.

2.2 Objectives of Human Resource Management

According to (**Sampras, 2019**), The purpose of human resource management is to enable workers of a company to function strategically, morally, and socially while also creating productive contributions from those people.

The word "machinery" is a better fit for firms where employees are undervalued and undervalued. In every firm, human resources management is critical. When it comes to an organization's day-to-day operations, Human Resource Management plays a critical role such as,

a) Productivity can be improved
b) In order to keep the manufacturing line moving,
c) Achieving an organization's goals
d) Utilization of modern technology
e) Lowering labor and manufacturing costs

f) Product quality ought to be improved.
g) Developing the connection between labor and management
h) Increase the number of productive employees
i) Human resource planning and implementation
j) Ensure that employees are motivated.
k) Taking steps to improve job satisfaction
l) Employee morale ought to be raised.

2.3 The Role of Human Resource Management

Keep in mind that many of the activities of human resource management are also responsibilities performed by other department managers, which is why this knowledge is crucial regardless of the career route chosen. The majority of experts think that human resource management performs ten major functions in any organizations (**Adeniji, 2012**). These are discussed in further detail in the following sections.

a) **HR Planning:** We're all familiar with the idea that part of good planning involves making choices in advance. Human resource management is no different. The first stage is to establish the number of employees needed in each area of the organization. Recruitment and selection of qualified workers are considered to be a sine qua non of the project's success.
b) **Recruitment:** Staffing is one of its primary tasks. Management of human resources is to identify and attract competent and qualified individuals as the demands of the company dictate. Because the corporation depends significantly on skilled workers to achieve its goals.
c) **Employee Selection** is the third phase in the human resource management process. At this point, job searchers are selected from a pool of applicants using the proper method. Because not all recruiters are chosen at this level, it is a negative connection process.
d) **Orientation:** The purpose of this orientation is to familiarize new hires with the organization's work environment, equipment, coworkers, and higher-ups. As a result, this is known as socialization. Educating workers about the organization's leadership is important, but it shouldn't interfere with their job.
e) **Training and Development:** In addition to a solid education, he'll need to be on the lookout and committed as well. This is a must-do assignment. This job must be

completed. It is impossible to overestimate the significance of training and development in fostering harmony. There were a number of training and development programs sponsored by Human Resource Management. To increase the productivityof the organization's employees, high-quality training must be provided. Craftsmen's abilities and knowledge grow as a result of training.

f) **Performance Appraisal:** Performance appraisals are used to determine whether or not an organization needs to make changes to its workforce. Its purpose is to identify and reward employees who are capable and productive, in order to increase their value.

g) **Career Development:** As a part of human resources management, career development is an important step. Developing an employee's professional skills is known as career advancement.

h) **Compensation and other benefits packages:** In order to address their issues, employees work in groups in order to secure suitable or fair compensation. It is the responsibility of human resource management to ensure that workers are paid enough so that they can devote their time and effort to their work with passion. The problem is that they don't seem to care about how bad their job is. It is the responsibility of human resource management to see to it that injured employees get the compensation and other benefits due to them in the case of an injury. A few examples are production incentives, meals and travel allowances, and retirement benefits.

i) **Discipline, security, and health:** In order to ensure the safety and well-being of everyone who works here, all required steps are taken.

j) **Good labor-management relations**: A poor labor-management relationship will have a negative impact on the workplace, regardless of the resources and policies in place.

CHAPTER 03

ORGANIZATION PROFILE

3.1 Banking Sector in Bangladesh

There are four types of scheduled banks in Bangladesh, each with a different ownership structure:

a) State-owned commercial banks (SCBs),
b) State-owned development financial institutions (SBs),
c) Private commercial banks (PCBs), and
d) Foreign commercial banks (FCBs).

In 2020, a total of 61 planned banks were expected to be operational. An entirely new bank (Bengal Commercial Bank) has been granted a license and has begun operations.

Bangladesh's commercial banks have had a substantial impact on the country's economic development. Both the public and private sectors benefit from the funding they contribute. Bangladesh is heavily reliant on imported goods. In order for the RMG industry to grow, the country must import raw materials, accessories, and machinery. Payment, financing and risk management services for the industry have been provided by banks. As a result of the COVID-19 epidemic, Bangladesh's financial industry has suffered greatly since March 2020. Financial markets throughout the globe have been severely disrupted owing to an international lockdown designed to prevent a global epidemic from spreading. Additionally, Bangladesh has lost a large amount of export revenue and the pace of its own production has been considerably slowed by the 66 (sixty six) day lockdown. The banking industry is undera great deal of stress as a result of both domestic and international financial market conditions. Despite this, all scheduled banks in the nation remained open throughout the lock down period to serve their clients with normal financial services.

In addition, Bangladesh Bank (BB) has declared a number of policies and prudential measures from the beginning of the pandemic scenario to allow scheduled banks and non- bank financial institutions (NBFIs) survive and continue their contribution to the revival ofthe country's economy.

3.2 Overview of National Bank Limited

As well as its bright present and promising future, National Bank Limited also has several ongoing initiatives and activities that are still in the planning stages. Since its inception as Bangladesh's first private sector bank, NBL has grown into the country's biggest private sector bank, while enduring a series of hardships. The board of directors consists of innovative businesspeople and the country's most prominent entrepreneurs. All of NBL's branches have been networked through computer networks, allowing the financial institution to keep up with the times and to provide all of the latest services in line with national and worldwide economic activity. With the Bank's future in mind, its infrastructure has been restructured. NBL is held to a higher standard by class-conscious businesspeople, entrepreneurs, and members of the general public. The organization now has 219 branches and 14 sub-branch facilities. In addition, their effective and varied strategy to seizing market possibilities is through a continual process of development and expansion to accommodate new consumers via the development and expansion of rural, SME finance, and offshore financial services.

National Bank Limited (NBL)

Established as the first private sector bank

Form of Business	Banking Service
Key Business Segments	Rural, SME Finance, Offshore
Number of Branch	219
Corporate Head Office	48, Dilkusha Commercial Area in Dhaka, Bangladesh
Website	https://www.nblbd.com/

The creation of Bangladesh's first private sector bank, National Bank Limited, was a significant development. It was wise of the government to let the private sector to take control of the economy during a severe recession. A bank with the mission of reviving the country's economy was proposed by a number of forward-thinking businessmen.

3.3 Mission

There is no sign of slowing down in their efforts to expand current banking services by introducing new features. On top of that, they're also making a concerted effort to provide full transparency, accountability, and enhanced customer service, as well as a strong focus on their social responsibility. It is their ultimate objective to win a permanent position in the hearts of the people by continuing to upgrade and diversify their client's services in accordance with national and international criteria so that they can help raise the national economy.

3.4 Vision

At the same time, we want to make a significant contribution to their country's economy and establish them as a top-tier bank both domestically and internationally by using the most cutting-edge information technology.

3.5 Commitments

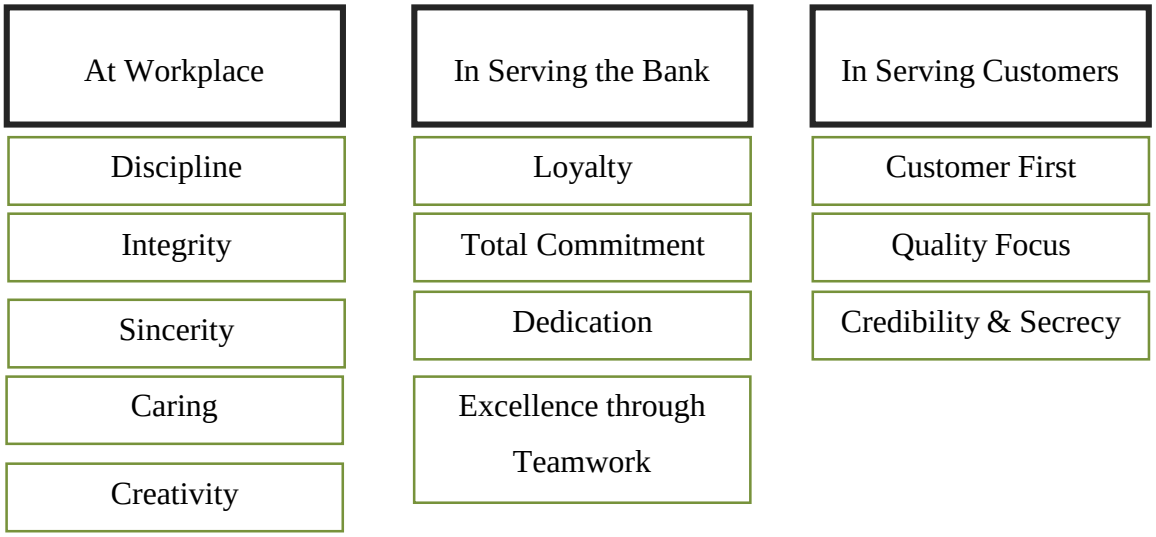


Figure 1.1: Commitments of National Bank Limited

3.6 Core Values

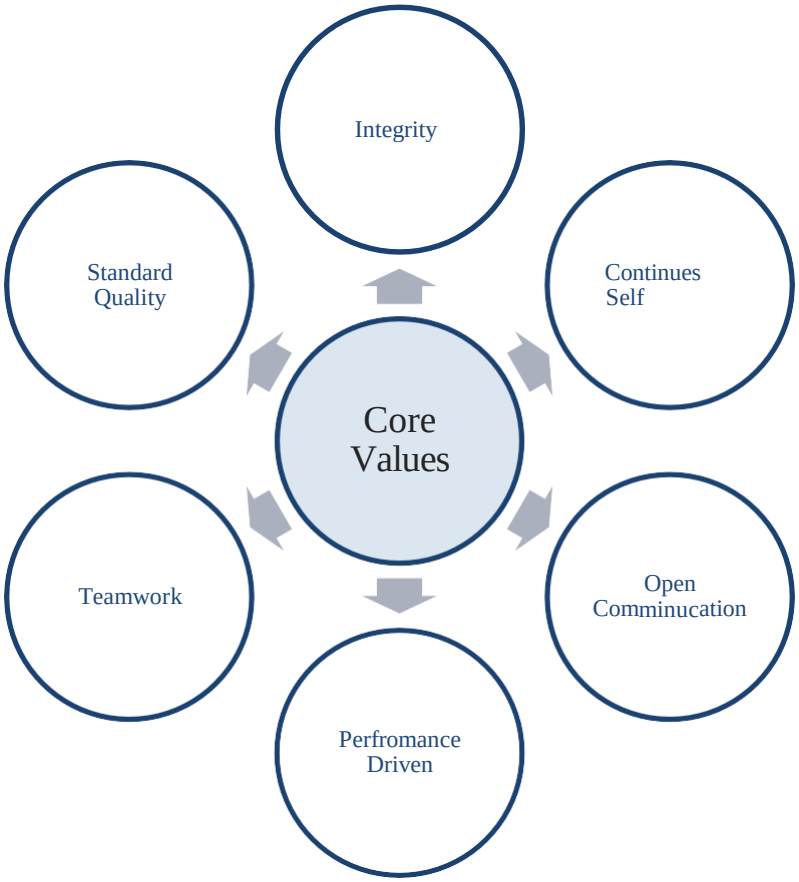


Figure 2.2: Core Values of National Bank Limited

Source: (Annual Report, NBL, 2020)

a) Intergrity

- NBL is committed to protecting and safeguarding all consumer information.
- NBL is committed to treating everyone in a fair and consistent manner.
- NBL offers an atmosphere in which customers may place their faith.

b) Contious Self Improvement

- At NBL, continuous learning, self-challenge, and striving for personal progress provide the road for employees to better themselves.

c) Open Comminucation

- Integrity and respect are the foundations upon which NBL establishes customer relationships.
- NBL provides a comprehensive variety of goods as well as superior customer service.
- NBL is dedicated to the success of its clients and investors.

d) Perfromance Driven

- Customers and personnel at NBL are evaluated on the basis of their success in the company.

e) Teamwork

- A good attitude and the ability to interact with others demonstrate NBL's dedication to a supportive workplace built on cooperation and open communication.

f) Quality

- NBL provides hassle-free and fast service.
- NBL assembles a strong portfolio of high-quality properties.

3.7 Corporate Strategies

The approach of NBL and all of their businesses depend on building strong connections with their customers. Financial and non-financial strategic indicators for the development of customer connections are monitored at a divisional level and commentary is included in the individual divisional comments because of the considerable variances between divisions and companies.

They support the bank's goal of making a substantial contribution to the national economy and establishing ourselves as a leading bank both locally and globally by providing the most comprehensive financial services. With this strategy, the business aims to become a "across the cycle" relationship-based corporation that is more conservative in its approach. Banking services are offered by Bank of America to companies, individuals, and small and medium-sized enterprises around the country (SMBs). Small and medium-sized businesses (SMEs) and agriculture benefit from their strong distribution network, which includes well-known brands and a diverse customer base. With its scale and breadth, they may make further expenditures in products and services, systems, and training, all of which combined will provide their customers with an unparalleled degree of choice and service.

3.8 Strategic Focus

Business Focus	Low Risk, Low Cost, Focus on Customers, SME, Corporate, Agriculture & Retail and Commercial Banking Services.
Aim	Best Bank for Customers, Strong and sustainable share holder returns and Comfortable working place for the employees.
Strategic Priorities	Providing the finest customer experience, Streamlining operations, and ensuring long-term development are the goals.

Table 1.1: Business Strategy of National Bank Limited

3.8.1 Building a High Performance Corporate Culture

- The Bank is focused on enhancing cost efficiency and capital utilization while maintaining a careful risk management approach.
- Improvements in processing efficiency and effectiveness will continue to be a focus for the Bank. Achieving projected synergies from the purchase will be critical.
- Capital allocation throughout their portfolio of companies will be strictly allocated to promote company development.
- The business model's cautious and sensible attitude to risk guarantees they will continue to assist their clients throughout the economic cycle. The applied risk structures and frameworks are the bedrock of successful company management.

3.8.2 Utilization of Human Resources

Effectively executing business approach requires aligning outcomes with their organization objectives and managing their most valuable resource, the people. In order to drive success, they must ensure that humans inspire, manage, and grow their employees while providing a fantastic workplace. Although it will take a long time for the two companies to unite, precise plans are in place and work is being made now. National Bank believes that its concentration on core markets, customer and cost leadership, capital efficiency, and a prudent risk appetite will help it achieve its goal as the leading financial services company.

3.9 Products and Services of NBL

Products			
Deposit	NBL monthly savings scheme	Shadinota Bi- monthly Income Scheme	Higher Education Deposit
	Monthly earning scheme	Century Deposit	NBL Amar Account
	Double Benefit Account	Term Deposit	Luxury Savings Deposit Scheme (LSDS)
	Millionaire Deposit Scheme (MDS)	Savings Deposit	School Banking Account
	Apon Thikana Shanchoy Prakalpa (ATSP)	Sonar Bangla Amanot	Swapno
	Current Deposit	FC Deposit	Probashi Swapno
Credit	Lease Finance	House Building Finance	SME Finance
	Retail Card	Trade Finance	Agricultural Finance
	Working Capital Finance	Work/ Supply Order Finance	Loan Syndication
Services			
Internet Banking and Service Location			

Table 2.2: Products and Services of National Bank Limited

3.10 Boards and Its' Committees

The Bank's Board of Directors met seven times in 2020 and gave precise instructions for the Bank's operations. On the other hand, the Audit Committee and Risk Management Committee of the Board of Directors had three and four meetings during the period under review, respectively, and made important judgments on a variety of subjects **(Annual Report, NBL, 2020**).

3.11 Organogram

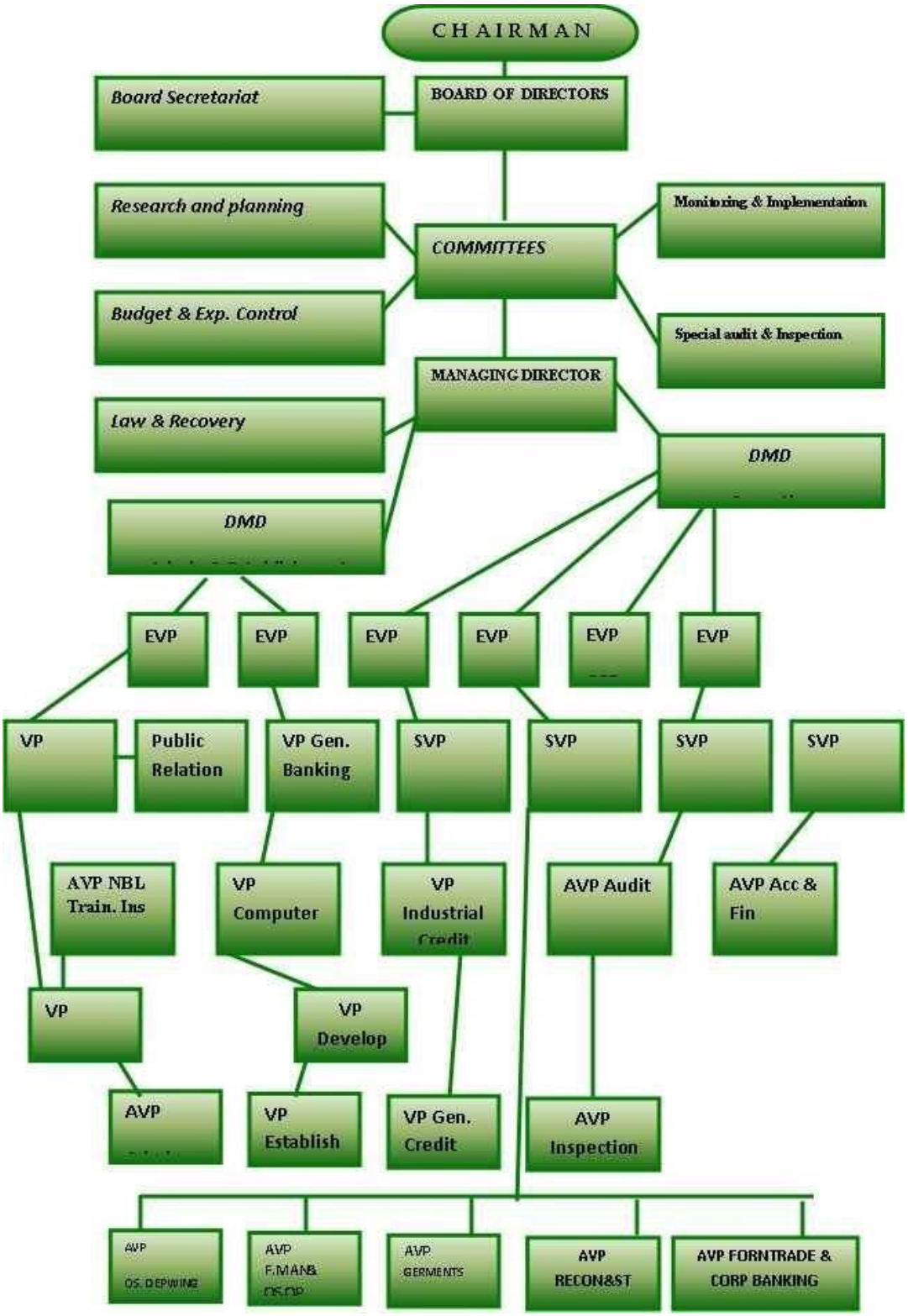


Figure 3.3: Organogram of National Bank Limited

3.12 Human Resource Policy in National Bank Limited

National Bank's human resource policies are adapted to the specific of a corporate environment that is always changing. The alignment of organizational structure to developingecosystems, the re-imagining of processes, the development of capacities, and the promotion of innovation are all central to the Bank's people strategy. In order for the Bank to maintain its ethos, it is necessary to ensure that every employee adheres to the values of being a 'Fair toCustomer, Fair to Bank.'

National Bank Limited places a high value on human resource development since it is the most important factor in accomplishing organizational objectives, both early and long. NBL's branches and headquarters will employ 4,814 hardworking workers by the year 2020. As a truly unique organization, the Bank relishes the opportunity to draw on the experience and aspirations of both seasoned employees and rising stars.

NBL has a programmatic human resources policy and guideline in place to ensure that employees operate in an efficient and successful environment. Additionally, The HRD of NBL is always on the lookout for the top talent in the nation. Through a test performed by theIBA (DU) or the BIBM, fresh graduates are employed as Probationary Officers, Junior Officers (General and Cash), and other positions. The HRD of NBL also hired additional specialists who were subjected to a rigorous screening process. In addition, Human Resourcesdeveloped a variety of basic and professional training programs to increase staff efficiency.

Bangladesh's first private bank training institute, National Bank Training Institute (NBTI), was established in 1987 with the goal of boosting employee enthusiasm and making them more confident to take on future challenges, as well as ensuring that the bank's current employees are constantly improving their skills, knowledge and productivity. In 2010, it moved into new digs in Dhaka's New Eskaton neighborhood, complete with high-tech amenities.

In order to keep their skills and expertise up to date, NBTI hosts a variety of trainings, workshops, seminars, and symposiums. Additionally, frequent training sessions in-country and abroad are offered to enhance the effectiveness and productivity of the company's employees.

CHAPTER 04: ANALYSIS PART

Human Resource Management Practices at National Bank Limited

4.1 Human Resource Planning in National Bank Limited (NBL)

By using human resource planning, NBL's human resource managers are able to predict the future and provide competent and qualified people. For this, it's also known as "workforce planning." For example, NBL may use this method to analyze and address the needs of their workforce in order to aid in preparing for the future. NBL's HRP is adequately flexible and adaptive to meet the problems of short-term personnel in order to respond to changes in the long-term business environment. First, NBL's Human Resource Planning team assesses and rates the existing state of its workforce, determining if there is an excess or a scarcity of qualified employees. Another difficulty in HRP is dealing with employees who are absent due to sickness or a change in status. Personnel shortages and surpluses may be avoided due to Human Resource Planning, which provides the best possible fit between job requirements and available workers. In order to achieve the aims of NBL, HRD intends the following methods:

- Identify and recruit the potential candidates.
- Effective recruitment, training and rewards may be given to the top performers.
- The management of absenteeism and conflicts may be simple and effective.
- Employees are promoted or terminated.

One of the most key decisions an organization may make is the evaluation of HRP. Businesses, after all, are the only ones capable of doing so. If personnel are hired and best practices are followed, the differences between product lenses and goods will have a positive impact.

4.2 Recruitment and Selection Process in NBL

4.2.1 Recruitment Approach

In order to be successful, a company or institution must provide excellent service to its customers and clients. In terms of customer service, it's even more critical for the bank. As a result, in order to provide valuable service to customers, the bank constantly seeks for and hires officers with a wide range of skills and experience. NBL's philosophy is to get the most out of its employees by offering them a competitive wage and benefits. As a consequence, thebank's board of directors must be vigilant while selecting the correct candidate for the role.No sanctions or hiring may take place if the position isn't given the highest priority.

The board of directors is responsible for determining the number of staff officers, executives, and officers in each category of the organization each year. If the bank requests a temporary or permanent position for the benefit of the organization, the board of directors agrees to the obligations and funds for 30 years. National Bank Limited is unable to afford to employ more staff. For the purpose of employing new employees, NBL must understand the significance of accurate manpower estimates and provide a chart to illustrate this fact. In order to develop the company, it is necessary to examine and amend this policy from time to time.

As long as there are open positions in the authorized chart or organogram, experts will fill them. They may take charge of the post's reasoning by reworking the chart. It is necessary to update the organogram from time to time.

4.2.2 Recruitment through Advertising

When a bank advertises for new employees in the media, this is also known as a component of the recruiting process. Talent is the primary goal of the recruiting strategy. Print and web ads are constantly followed by NBL. The department is responsible for recruiting and selecting new employees.

The following are the criteria that have been established for the appointment of Probationary Officers:

a) He/she must be a citizen of the Republic of Bangladesh.
b) Candidates must be Masters/BBA graduates from a well-regarded university with three first divisions/classes or a cumulative grade point average (CGPA) of 3.00 outof 4.00 or a grade point average (GPA) of 3.25 out of 5.00 (no third division/class is permissible).
c) Those with MBA/BBA degrees in accounting, finance & banking, marketing, management, and other business-related disciplines, as well as Masters degrees with honors in economics, English, statistics, mathematics, and other business-related areas, will be given first consideration for employment.
d) His or her age must be at least 30 years old. These restrictions may be relaxed in exceptional circumstances, which must be documented in writing.
e) He or she must be in good physical condition.
f) The new hire will be forced to undergo a thorough physical checkup by a doctor who has been appointed by the bank. The Candidate is responsible for the payment of the

Doctor's fees. But any payments for pathological or other services that are necessary by the doctor for a complete medical examination must be covered by the potential employee.

4.2.3 Interview Performance

NBL's probationary officers must serve a year on probation, as is standard practice at other financial institutions. Management will review their performance and submit a report to the Managing Director at the end of their probationary period. Candidate confirmation will occur if they are judged fit for the position. The probationary period may be extended or their employment terminated if they are deemed unsuitable. The Selection Committee will look at the candidate's looks, personality, communication skills, presence of mind, manners, general and common sense, and award marks separately, which will be tallied and averaged to determine interview performance score.

It is possible to conduct an interview based on the following criteria:

Interview Test	Marks
Appearance & Personality	05
Expression & Presentation capacity & manners	05
General knowledge	05
General & common Sense	03
Assessment	02

Table 3.3: Criteria of Interview Test at NBL

4.2.3.1 Written Test

All candidates must take the 60-question written exam, which is obligatory. General knowledge and mathematical bias should be included in the exam. NBL utilizes the services of independent specialists to assist with the development of test questions, the oversight of exam administration, and the grading of exam submissions. To be eligible, a student must get at least 60 percent on their final exam.

4.2.4 Flow Chart of Recruitment Process

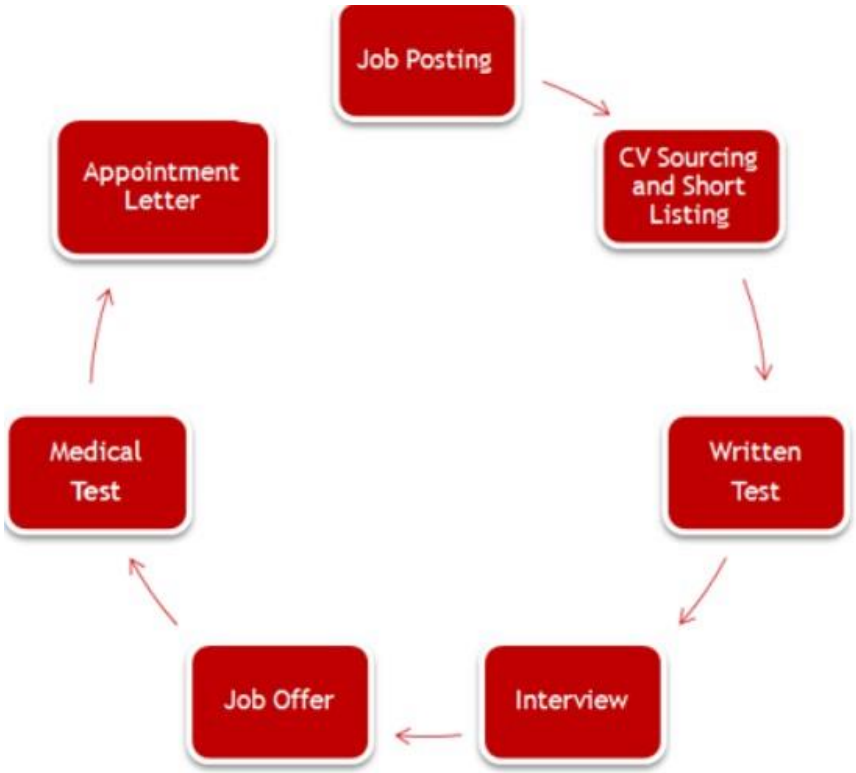


Figure 4.4: Flow Chart of Recruitment Process at NBL

4.2.5 Probation and Confirmation

The following are the steps that NBL adheres to when it comes to the probationary officer.

- Entry-level police will be on probation for a minimum of one year after they have been hired. They will be evaluated by the management committee after their probationary time, and they will then submit their findings in a report. If they determine that the officer is acceptable, they will confirm him or her; otherwise, they may reassign him or her or fire him or her completely.
- They also have policies for their employees, which state that if they hire any subordinates, they may be promoted to regular employees when they have completed 8 years of continuous service in the bank, as determined by their records and educational qualifications.

4.3 Resignation

For resignations, NBL provides notice three months in advance of the intended termination date. It is applicable to all employees, and they also said that if the managing director fails to

give them with the written documentation, the management committee would be obligated to compensate them with an amount equivalent to their basic wage plus three months' salary. Even for probationary officers, it is not possible to quit without the committee's approval in the event of any disciplinary action or the use of bank equipment.

4.4 Gift or Benefit Offered to Employees

It is unlawful to solicit, demand, or receive anything of value from anybody in exchange for any business, service, or confidential information, whether before or after a transaction is negotiated or executed, for the advantage of an employee.

Affirmative advertising or promotional material of little value, such as pencils, pens, note pads, calendars, key chains, or similar products, and wedding presents with a fair monetary worth, are free from the tax.

Employees are responsible for disclosing all relevant information to management and receiving a written response from management whenever they encounter situations involving valuable items.

Employees are not allowed to donate, offer, or promise anything of value to any person, corporate entity, organization, public official, or political party on behalf of NBL with the intent of influencing the recipient in any way, whether directly or indirectly. Normal commercial activities such as providing meals, entertainment, promotional gifts, and other incentives are immune from the ban. Employees are not permitted to donate, offer, orpromise anything of value to any person, corporate entity, organization, public official, or political party on behalf of NBL with the intent of influencing the recipient in any way, whether directly or indirectly.

4.5 Training and Development Policy

The practice of promoting new hires to management positions after a period of training and development is standard in almost every reputable company. They are aware that training is a process of familiarizing everyone with the technical aspects of the profession in order to improve their technical abilities. A client-oriented work needs specialized training, and this course teaches employees and employers how to recognize and respond to the demands of their customers in a way that is consistent with the most recent developments in the field.

Human resources help employees improve their work performance by teaching them new skills and information. It incorporates both on-the-job and classroom instruction.

a) **Orientation Training:** For new employees, National Bank Limited offers an orientation internal training programs that provides them with a basic overview of the bank as well as an introduction to the organization's culture and values.
b) **Job Specific Training**: In this kind of training, the bank's standard practice is to teach people via peer or supervisor coaching. Employees must undertake this training in order to get familiar with their job description and to follow through with on-the-job training.
c) **Need Based Training**: Foreign or domestic training might be provided for this purpose. After determining an employee's skill and knowledge gaps, as well as the level of proficiency necessary for the present position.

Training Programs of National Bank Limited			
01.	Orientation Training	**04.**	Need based Local/Foreign Training
02.	In-House Training	**05.**	Peer or supervisors' coaching
03.	Job Specific Training	**06.**	E-Learning: Online Training & Evaluation
Basic Training Program at National Bank Limited			
07.	Orientation with several Departments	**10.**	Organization of Development Program
08.	Foundation Course	**11.**	Attachment with different departments
09.	Affiliation with SME Units and Overseas Branches	**12.**	Information Technology Training
13.	On job hands-on training according to Job Description		

Table 4.4: Training Programs at NBL

- **Training Authority**

The Bank's Managing Director has the authority to make decisions on the training of Bank staff. It is up to the Managing Director and/or Heads of the Divisions/Deputy Managing Directors to choose whether training or education will take place within or outside the nation.

4.6 Performance Evaluation

One of the primary reasons for monitoring operational performance, motivating personnel, and enhancing organizational policy is the use of a performance assessment programs. When workers are aware that their performance is being evaluated and that they will be rewarded, they immediately provide their best efforts to the organization's performance assessment module. When employees are recognized for their efforts, confidence in the company grows. Performance evaluations may assist a business achieve its goals and objectives. During the performance evaluation review, not only will training needs be recognized and handled, but hidden skills might also be discovered.

National Bank Limited evaluates its performance in the following ways:

a) **Weighted Check listed Method:** Using the weighted checklist technique, managers construct a list of their employees' successful and ineffective work habits, this is then written down in detail and sent to the appraiser for review.

b) **Critical Incident Method:** Using the critical event approach, managers document the good and bad attitudes of their staff during the course of a workday.

c) **Balance Scored:** When using a balanced scorecard, everyone can see exactly how far you've come toward your goal. As a result, a set of goals for monitoring progress may be derived from the mission and vision statements of the business.

d) **Graphical Rating Scale:** An employee's performance level may be measured using a graphical rating system, which is used by supervisors. Since it was first employed in the 1800s, this is the most common and oldest kind of assessment.

e) **Coupling Comparison Analysis:** The comparison of couplings is a great technique to demonstrate the significance. There is a list of potential possibilities. All thealternatives are compared to each other to see how they stack up. Using the method's output, a score is calculated, and the best alternative is selected for further consideration.

f) **Behavioral Assessment Scales:** The behavioral assessment scale approach outlines a performance evaluation that focuses on particular behaviors or creates indicators to

determine real or ineffective performance. It is a mix of the rating scale and critical incident methodologies of employee performance evaluation.

g) **Test Evaluation Method:** An employee's performance on a test is evaluated in terms of its strengths and flaws. A non-quantitative approach is used in trial assessment. Using a graphical rating system, the trial evaluation is put to use.

h) **360 Degree Performance Management System:** A 360-degree performance assessment is a confidential feedback method or procedure. Each employee and subordinate couple is surveyed to get this information.

i) **Management by Objectives (MBO):** Managers and employees work together to create a goal for a specified time period, then evaluate and reward progress towardthat goal.

4.7 Retirement

Regardless of his or her position, an officer may develop skills and expertise throughout his or her or her professional life. Then, after a specific amount of time has passed, the capacity to execute becomes significantly diminished. A senior officer who has reached the age of retirement will be replaced by a fresh officer who will be able to operate with more strength and greater passion to enhance the overall quality of the company's management. The National Bank Limited (Employees) Retirement and Retirement Benefit Rules, 1993, are the rules that govern retirement and retirement benefits for National Bank Limited employees. It will take effect immediately and will be regarded to have taken effect from the date of the Bank's establishment. An employee of the Bank is required to retire when he or she reaches the age of 58 (fifty-eight) years, which is regarded to be the usual retirement age.

a) **Voluntary Retirement:** Any NBL employee may choose to leave the company at any time after completing at least 10 years of service, as long as they provide written notice to the Managing Director at least 60 days (sixty days) in advance of the day on which they want to leave.

b) **Normal Retirement:** Retirement for Bank employees will begin when they reach the age of 58 (fifty-eight).

c) **Forced Retirement:** Age is not a factor in being forced into retirement. An employee may be terminated from his or her position with the Bank if he or she violates any of the Bank's policies and procedures, which must be followed in accordance with the law.

d) **Early Retirement:** An employee of the Bank may request early retirement in writing to the Managing Director at any time during his or her employment with the Bank, with or without providing any justification for the request. It is not subject to any restrictions based on previous notice or duration of service. However, once the option for early retirement has been used, it will be definitive and irreversible in nature.

4.7.1 Retirement Benefits

a) Voluntary Retirement:

Following the acceptance of a voluntary retirement by the Bank, an employee will be entitled to the following retirement benefits.

- After completing a certain number of years working for the bank, the bank will pay one month's basic salary as a gratuity in accordance with the bank's Gratuity Rules.
- He or she will be eligible for any payments that the Bank's Provident Fund Rules permit.
- As a result of the Pension Fund Scheme, the concerned employee will be eligible for benefits.
- In accordance with the Employee Welfare Scheme, he or she will be eligible for benefits.

b) Normal Retirement:

The following retirement benefits are available to an employee who retires at the age of 58 (Fifty-Eight):-

- Pre-retirement leave for three months with all salary, allowances, and other benefits that he/she was receiving from the Bank before to the leave. His leave account will not be charged for the time off he takes to prepare for retirement.
- Pay, allowances and other benefits that he/she had previously received from the bank are included in the three-month period of leave prior to retirement. There will be no deductions from his leave account for the time off him takes before retiring.
- Both the fund's and the bank's contribution to the provident fund are due in accordance with the fund's guidelines.
- Under the Retirement Fund Scheme, the employee will be eligible for benefits.
- Employer-sponsored health and welfare benefits are available to those who are affected by this situation.

c) Forced Retirement:

The following rewards are available to an employee who is compelled to retire as a form of punishment for any misbehavior.

- If he is entitled to them under current Provident Fund Rules, banks and his own contributions to the Provident Fund.
- As per the Bank's current Employees' Gratuity Rules for Gratuity, if applicable.
    - Inheritance of benefits from the Superannuation Fund Scheme.
    - Pension and other benefits under the Employees Welfare Scheme.

d) Forced Retirement:

Employees of the Bank who have applied for Early Retirement and have had their applications approved by Management will be eligible for the following retirement benefits.

- Salary and allowances for the next 4(four) months (calculated at the end of the previous month's pay period).
- Provident Funds, including both the employer's and the bank's contributions, must be paid in accordance with the Provident Fund Rules.
- The individual will be eligible for benefits under the Superannuation Fund Scheme (SFS).
- Employer-sponsored health and welfare benefits are available to those who are affected by this situation.

4.8 Compensation (Employee Benefits and Service Rules)

4.8.1 Pay and Allowances

As well as other investments, the success of NBL will be dependent on the competent and passionate service provided by executives, officers and personnel who are efficient and successful. The current pay scale, which includes additional perks, may be regarded fair and equitable at this point. According to the Bank's development and expansion and current condition they may be revised every two years. Bank employees say that the current compensation package is not enough, with the bank paying tk30000/- for the probationary officer, 32000/- for the first executive officer, 1,63,900/- for the senior executive vice president, and 3,05,500/- for the additional managing director, according to an employee.

4.8.2 Increment

The National Bank Limited (NBL) has its own set of increment rules. Assuming an annual raise based on experience of 10 years, the initial wage would rise by around 100%. Every two years, this set of guidelines is reevaluated. Employees' raises were based on their marks in a marking system for this promotion. The grading system ranges from 20 to 28 with no increments from 19 to 19.

The grading scale of 29-40 is regarded as an unique increment in addition to the standard increment. The Board/Committee will provide final approval to any increases. But the Board may acknowledge excellent performance by individual officers in the form of deposit mobilization, loan recovery, and administration by awarding more cash or an extra increment. If an employee is promoted with effect from the start of the year,

- An employee's yearly salary increase would take effect on the first day of January each year, assuming all other conditions were met, if applicable.
- Every year, the Board/Committee will assess the company's financial performance and policy to ensure that any special bonuses are authorized.
- Every year, the Board will be provided with a list of all officials who received fewer than 40 Marks, so that necessary action or decision may be taken.

4.8.3 Bonus Policy

A bonus is a one-time payment given in addition to a regular paycheck that is both fair and equitable. It is a bonus, not a regular paycheck. Therefore, it must be a direct result of the Bank's efforts and financial success. Every year, there are two Festival Bonuses that offer dividends ranging from 7% to 9%. The Festival Bonus is the sole bonus available; there is no incentive bonus.

- Based on the basic salary, the bonus is always paid out.
- According to the National Bank Law, even if net profit is not sufficient to pay the minimum dividend, the Board must examine the subject each calendar year.

4.8.4 Provident Fund

For every business, a Provident Fund is a legal entity set up to benefit the company's workers and employees over the long term. Contributions from the employer's payroll are deducted from a certain proportion of the fund's total monthly costs. Employees, on the other hand,

must contribute an equal or greater monthly sum to the fund. A Board of Trustees, which includes both members of the board and executives, oversees the Provident Fund. By these rules, or by additional rules that may be created from time to time, the Fund will be governed by the Fund the Trustees will be in charge of the fund's custody, administration, investments, and overall oversight.

- Six Trustees must be appointed to the Fund, with three suggested by the Board of Directors (three) and the other three nominated by Management.
- The Trustees will be in charge of the fund's administration, investment, and overall oversight.
- The Board of Directors will nominate three of the six Trustees of the Fund, and the Management will nominate the other three. The Board of Directors will nominate three of the six Trustees, and the Management will nominate the other three.

4.8.5 Gratuity

Gratuity is money given to an employee by their employer on top of their regular income. This is another perk for the workers. The "National Bank Limited Employees Gratuity Rules"govern the benefits of National Bank employees. From November 1, 1988, these rules have been in effect.

- **Eligibility**

Employees who have worked for a minimum of 12 years without interruption will be eligible for the gratuity benefit under this program. However, in rare cases, an employee may be granted a gratuity under this circumstance.

  - In the event of a sudden death while performing the service.
  - In terms of mental and physical aptitude, this is permanent.
  - Any special case.

- **Disqualification**

The gratuity will not be paid to any of the following kinds of employees:

  - Those who have been terminated from their positions with the Bank, or
  - Who quit or stop working without the consent of their employer.

- **Amount Payable**

Employees are entitled to one month of basic pay for every year of service they have put in.

- **Payment Gratuity**
    - In the case of an employee, they will get the gratuity.
    - The Gratuity must be paid in the event of his/her death.
    - Anyone has been nominated by someone who has died.
    - In the absence of a nomination, his/her lawful heirs.

4.8.6 Medical Benefits

Benefits go above and beyond the standard monthly salary. It is not required by law, but the Board of Directors of NBL decided to provide these perks to its workers in order to encourage them to work hard for the company's continued development, greater customer service, and overall well-being. Even with the obvious monthly medical allowance, it is not possible to pay all of the costs of a catastrophic sickness that necessitates prolonged hospitalization, including surgery.

- **Rules and Regulations**

Work with all of your confirmed employees who are on a long-term contract. Additionally, their spouse and up to two dependent children are covered.

- **Declaration**

Employees are needed to fill out and sign a copy of a declaration form that serves as a sample. The declaration form should be sent to corporate headquarters as soon as it is completed. The Administration Division should keep a copy for their records, and the branch should keep a copy for the employee's personal file. In order to be eligible for this benefit, you must have a wife and two children listed in the declaration form.

- **The Scheme**

The organization will cover the whole cost of all hospital expenses, including but not limited to room and board, surgical fees, pathology, and X-rays, at the real cost. Physician fees and the cost of prescription drugs:

    - Accidents that need hospitalization, but only when on official business.
    - Hospitalization is required in the case of heart illness.
    - A major operation involving hospitalization is required.
    - Major diseases/ailments, such as those requiring hospitalization for problems with the kidneys, heart, or lungs.

- Gastroenteritis, the brain, the eye, the ear, the nose, the lever, the lungs, the spine, and other essential organs are all affected.
- One-day hospitalization for maternity care that will only need one surgical procedure.

Cases of hospitalization and surgery must be referred and suggested by a recognized specialist not below the level of Associate Professor, and the referral and recommendation must be authorized by the Management prior to the admission or operation being carried out on the patient.

4.8.7 Reimbursement

The plan is the same for both the employee and the board of directors, with the same amount of cabin costs being paid to all parties equally. The Bank will create a separate account for you. The bank will distribute the funds in accordance with the budget. There will be a final report at the end of each fiscal year detailing all expenditures, including the name, amount, date, and type of the therapy. Executive and non-executive employees of the company are paid up to Tk. 25000/-, while board members are paid more than Tk. 25000/-.

4.8.8 Transport Policy

Cars were provided to all executives and branch-in-charges at National Bank Limited (NBL). In the early days of NBL, Executives were required to have a full-time automobile provided to them by the Bank as part of their compensation package. Despite the exorbitant expense of maintaining it. In the meanwhile, the NBL has undergone a number of qualitative changes, which have been reflected in the bank's ever-increasing profitability. All of this is possible because of the dedication and passion of the individuals who work there. In order to keep the morale of these employees high and inspire them to work harder for the Bank's mission, it has become imperative to alter the current Transportation Policy.

4.8.9 Leave Rules and Regulations

NBL is required to adhere to the following leave policies. These guidelines must be carefully adhered to, with no exceptions, and any deviations must be duly reported to the Board/Committee for their consideration and benefit.

- Any Important Issues for leaving.
- Leave has to be earned by duty only.
- The time spent on a tour is considered service time.

- An application for leave of absence must be made to the appropriate authorities. Unless the leave application is submitted to the leave sanctioning body in a timely manner, no employee shall be granted leave.

- **Leave encasement benefit (in case of resignation)**

The Board, Executive, Officer, and Non-Officer who resigns from the Bank shall not be authorized to accept any leave with encashment. –

4.8.10 Promotion Policy

It is imperative that promotions be handled cautiously and prudently for the sake of both the morale of the bank's employees and the bank's long-term success. Promotion, on the other hand, is not something that can be taken for granted. It is the responsibility of management to guarantee that advancement is based only on performance over a period of time that is both fair and sufficient. To be acknowledged as a principle, advancement should only be given to those who deserve it. There is a problem in determining merit, and promotions are oftengiven on the basis of seniority.

- **It is not possible to get to the position of Principal Officer without being a graduate of an accredited university.**

In order to compile a list of qualified officers for promotion to the next level, the cumulative points from ratings, academic degrees, professional degrees, and other forms of training will serve as a foundation. Officers with advanced degrees will be given preference on the list of candidates. To be considered for a promotion, an employee must have completed at least three years of service in its whole. In addition, the availability of position is a major factor in promotions.

- **There are various additional factors that play a role in promotion as well.**
  - More emphasis should be placed on merit, despite the fact that determining an individual's worth is a complex task requiring subjective judgment. By involving Seniority or length of service should not be used to determine promotion to a greater level of responsibility.
  - It is also possible to regard those who have passed the Institute of Bankers' Part One and Part Two examinations and been trained by their Training Institute as having attained a higher level of technical competence. As a result, passing this test may be given considerable weight when it comes to determining whether or not to promote.

As a result, the superior is in a better position to assess their qualities than they are. As a result, the National Basketball League should implement a well-designed grading system and train the ACR writing officers and executives. The grading scale should include criteria that are very important to assessing the work of a senior executive or administrative officer. Following the successful completion of one-year Probationary Officer tenure, the Probationary Officer will be promoted to the position of Executive Officer.

4.8.11 Disciplinary Action

Anyone who engages in conduct that is detrimental to the interests of NBL shall be subject to disciplinary action. Disciplinary action will be taken against anybody found guilty of misbehavior or disloyalty. Executives, officers, and staff members who fail to discharge their obligations to the NBL because of inefficiency, mental incompetence, physical disability or any other reason shall be disciplined by the NBL if there is sufficient proof. Fraud, forgery, commercial bribery, and other forms of official misconduct will be grounds for criminal prosecution, as will the abuse of official authority.

- **"Misconduct" shall be defined as follows in the NBL:**
    - Disobedience to the law or an order from a higher authority.
    - Property owned by a bank or by a company Theft, fraud, or dishonesty is all unacceptable.
    - Damage to or loss of goods or property is a legal term.
    - On a regular basis, I am late to work and early to leave.
    - Failure to report to duty without first getting prior approval.
    - On-duty indecent or unorganized conduct is not permitted.
    - In the vicinity of the Bank, picketing, agitation, and the distribution of hand bills, leaflets, and posters are all possible methods of expressing opposition.
    - Leaving one's seat or place of employment without authorization during working hours.
    - Unauthorized use of a bank's property is prohibited.
    - The absence from work or the unreasonable delay in the performance of one's responsibilities.
    - Negligence of duty on a regular basis, habitual negligence of duty.
    - Breach of bank regulations, standing orders, instructions, rules, and procedures, amongst other things.

- **Disciplinary Authority**

Disciplinary proceedings involving executives and officials are handled by the Policy & Regulations Committee/Board, while those involving employees are handled by the Managing Director. If the circumstance warrants it, the Managing Director will have the authority to suspend anybody. The Committee should be informed of the Managing Director'sdecision and given the opportunity to approve it. The Committee/Board shall be the final arbiter of what constitutes a violation and what should be punished. When the Managing Director learns of an executive or officer's misbehavior or other violations, he or she will take appropriate disciplinary action.

4.8.12 Suspension

The Bank may consider providing a subsistence stipend to the suspended employee throughout the suspension term. He should be paid in full if he is found not guilty by a jury.

- **Enquiry Procedure**

There should be a chance for a disturbed employee to explain his actions, and his answer should be assessed without bias. The employee in question should be given a fair chance to defend his or her innocence if his or her written explanation is rejected by the appropriate authorities. Punishment will be handed out by the appropriate authorities if charges are brought forward.

- **Review and Appeal**

Anyone who has received a penalty has the right to request a review of their sentence from the body responsible for imposing it. In addition, he has the option of appealing to a higher authority for a review of his penalty. A review petition or appeal must be submitted within one month after receiving notice of the penalty order.

4.9 SWOT Analysis of HRD of National Bank Limited

There are both internal and external aspects to consider while doing a SWOT analysis for human resources. It stands for the words Strengths, Weaknesses, Opportunities, and Threats. In order to go from a reactive to a proactive mode in terms of human resources strategy and function, this study is a critical first step for every firm.

The following SWOT analysis is based on National Bank Limited's human resource practices:

4.9.1 Strengths

In order to achieve its vision, goals, and objectives, a corporation has to have a strong internal component. They may include the following:

a) **Own Training Center:** NBL has its own training facility, which benefits a business by lowering the cost of training, and its core training is very successful for both people and companies.
b) **Rich Human Resource Department:** NBL's human resources department is well-organized and efficient. It keeps all of its employees' information in a specific folder, and all of the information is well recorded.
c) **Special Skills and Knowledge:** Employees working inside the organization have gone through the NBL performance review procedure, which has given those specialized skills and expertise. As a result, it can be said that NBL has unique capabilities and qualified human resources.
d) **Customer Satisfaction:** NBL has built a reputation for customer satisfaction over the years by offering exceptional services via competent human resources in an Islamic manner that is felt by its clients.

4.9.2 Weakness

In the case of a corporation, weaknesses show the internal negative aspects that prohibit or limit the fulfillment of the goals and objectives of the organization. They may be considered for inclusion.

a) **High Turn Over Rate:** It has been noted that a large number of employees depart the business as a result of work overload obligations at National Bank Limited.

b) **Lack of Digital HR Technologies:** NBL's human resources department lacks the technology necessary to conduct the employment process, resulting in a human resources department that is unable to perform its responsibilities.

c) **Insufficient Recreational Activities:** There are basically no leisure activities available for workers to participate in, which allows them to relax and relieve from the stresses of their jobs.

4.9.3 Opportunities

A company's purpose may be fulfilled via the exploitation of external opportunities. NBL has a wide range of options:

a) **Expanding Workforce:** Unemployment is high in Bangladesh, and there is a large pool of educated jobless human resources searching for employment opportunities. Because human resources are readily accessible, NBL has the ability to grow its operations.

b) **Equipment and Advanced Technologies:** In order to increase the performance of its employees in NBL, human resources might obtain a variety of advanced technology and equipment.

c) **Opening Part time Work Shift:** National Bank Limited may minimize the workload of its current workers by delegating some of the tasks to the part-time employee, given the large number of applications for the available positions.

4.9.4 Threats

a) **Training costs may increase:** Competitive Bangladeshi banks are boosting or expanding their service offerings to include training for their current employees in order to remain successful. NBL's existing human resources procedures might become outdated at any point due to the constant advancement of technology, which would need further training expenses in the future.

b) **Other banks provide competitive Benefits and attractive pay Scale:** There is a wide range of pay options available to workers of commercial banks. Employees at National Bank Limited may leave in the near future if the bank does not provide a flexible pay and incentive scheme.

c) **Human Resource Restrictions of Bangladesh Bank:** Employees in the NBL human resources department may be laid off as a result of any limitations imposed or increased by the Bangladesh government and Bangladesh Bank.

4.10 Findings

According to the analysis of HR department at National Bank Limited, some of the findings are listed below which are based on their current overall human resource practices:

a) The selection process takes a long time in NBL, which is why a systematic technique is used.
b) Due to having work load pressure, employees' turnover rate is high in NBL.
c) Due to a lack of technology in NBL's human resources department, the organization is unable to carry out its obligations in the recruiting process.
d) There are almost no leisure activities available for employees to engage in that would help them to relax and have fun from the pressures of their work.
e) The pay package offered by the NBL does not meet the standards with the comparable other private banks, according to employee feedback.

CHAPTER 05:

RECOMMENDATIONS AND CONCLUSION

5.1 Recommendations

On the basis of analysis and findings part, there are some recommendations are provided below that can help to the HRD of National Bank Limited to develop their HR policies:

a) NBL should make their selection and recruitment procedure less lengthy that can help to them get potential candidates for the right position in the organization.

b) For keeping employees retention on the organization and minimizing the employees' turnover rate, understanding and researching market salary ranges in the banking industry is important for National Bank Limited, as is considering the importance of benefits and employee perks; providing such extras to company workforce may be the key to your retention efforts. Additionally, National Bank Limited needs to maintain employees' work life balance with properly. Employees that have flexible work schedules are more productive and contented, which leads to a more productive and pleased staff. Working around outside obligations reduces the stress associated with juggling work and personal responsibilities for workers.

c) National Bank Limited should use smart HRIS system for their all employees. The advance technology, HRIS is basically a system that assists organizations and their human resource departments in efficiently managing a wide range of processes, from on boarding new workers to monitoring previously collected data at any point in the future, among other things.

d) In the case of reducing stress from employees' work place, the HR manager can encourage to the employees to go on a walk during the lunch breaks, bring a yoga instructor in all branches of the National Bank once a month and offer some times healthy snacks after office period.

e) For enhancing employees' job satisfaction and maintenance of standard salary structure, NBL should follow the payment structure policies that have been provided Bangladesh Bank on March in this year.

5.2 Conclusion

The HRD of National Bank Limited is most confidential and secure department. As an intern, there were limited to access to research material, which often prevented from obtaining information that was considered too sensitive by the bank to share.

Much while the HR policies, banking system, and efforts of NBL Bank are yielding positive results, I feel they might be even more effective if they adopted the recommendationsprovided above. While NBL Bank's efforts to increase the quality of their workforce by educating and developing them to their utmost potential have yielded positive results, this does not mean that their efforts have been in waste. However, I feel that NBL Bank may get even greater outcomes by implementing the above-mentioned recommendations.

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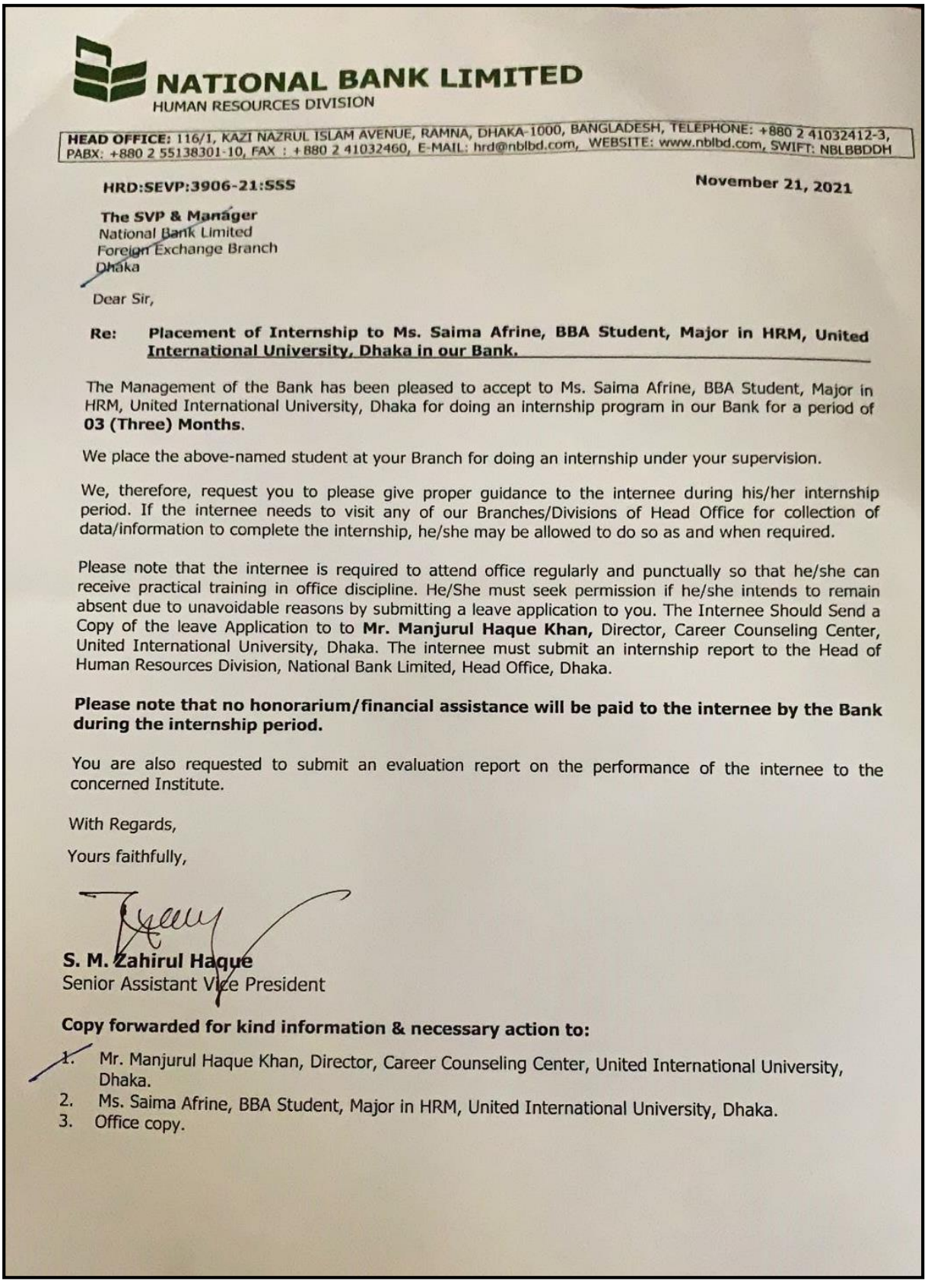
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Internship Certificate



NATIONAL BANK LIMITED
HUMAN RESOURCES DIVISION

HEAD OFFICE: 116/1, KAZI NAZRUL ISLAM AVENUE, RAMNA, DHAKA-1000, BANGLADESH, TELEPHONE: +880 2 41032412-3, PABX: +880 2 55138301-10, FAX : +880 2 41032460, E-MAIL: hrd@nblbd.com, WEBSITE: www.nblbd.com, SWIFT: NBLBBDDH

HRD:SEVP:3906-21:SSS **November 21, 2021**

The SVP & Manager
National Bank Limited
Foreign Exchange Branch
Dhaka

Dear Sir,

Re: Placement of Internship to Ms. Saima Afrine, BBA Student, Major in HRM, United International University, Dhaka in our Bank.

The Management of the Bank has been pleased to accept to Ms. Saima Afrine, BBA Student, Major in HRM, United International University, Dhaka for doing an internship program in our Bank for a period of **03 (Three) Months**.

We place the above-named student at your Branch for doing an internship under your supervision.

We, therefore, request you to please give proper guidance to the internee during his/her internship period. If the internee needs to visit any of our Branches/Divisions of Head Office for collection of data/information to complete the internship, he/she may be allowed to do so as and when required.

Please note that the internee is required to attend office regularly and punctually so that he/she can receive practical training in office discipline. He/She must seek permission if he/she intends to remain absent due to unavoidable reasons by submitting a leave application to you. The Internee Should Send a Copy of the leave Application to to **Mr. Manjurul Haque Khan,** Director, Career Counseling Center, United International University, Dhaka. The internee must submit an internship report to the Head of Human Resources Division, National Bank Limited, Head Office, Dhaka.

Please note that no honorarium/financial assistance will be paid to the internee by the Bank during the internship period.

You are also requested to submit an evaluation report on the performance of the internee to the concerned Institute.

With Regards,

Yours faithfully,

S. M. Zahirul Haque
Senior Assistant Vice President

Copy forwarded for kind information & necessary action to:

1. Mr. Manjurul Haque Khan, Director, Career Counseling Center, United International University, Dhaka.
2. Ms. Saima Afrine, BBA Student, Major in HRM, United International University, Dhaka.
3. Office copy.