Internship Report

on

An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC

Date of Submission: 12 August, 2025

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An Analysis of the Human Resource Management Policies and Practices of Trust Bank Limited

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Date of Submission: 12 August, 2025

Letter of Transmittal

12 August, 2025
Mr. Md. Alamgir Hossan
Assistant Professor
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

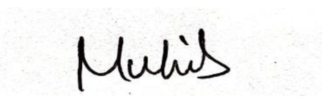
Subject: Submission of Internship Report on An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC.

Dear Sir,

With due respect, I am pleased to present my report on **An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC** This report is an essential component of my internship, and I have dedicated great care and effort to its preparation, ensuring its accuracy, relevance, and usefulness.

I am deeply grateful for the invaluable support of my supervisor and other teachers, whose guidance played a crucial role in the successful completion of this project. Your encouragement and insightful feedback have been instrumental in shaping my work. I sincerely appreciate your time and effort in reviewing my report. I would be truly honored to receive your valuable advice and suggestions for further improvement. Thank you for your kindness and support.

Sincerely yours,



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Certificate of Supervisor

I hereby certify that Muhibul Hasan, ID No: 213-14-354 a student of the MBA Program, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University, has prepared the Internship Report titled **An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC** as a requirement for fulfillment of the degree of Master of Business Administration.

I wish him all the success in life.

……………………………………..

(Md. Alamgir Hossan)

Assistant Professor

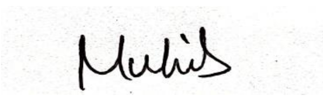
Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Student’s Declaration

I, the undersigned, hereby declare that the Internship Report **An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC** has been prepared by me under the guidance of Mr. Md. Alamgir Hossan, Assistant Professor, Department of Business Administration, Daffodil International University as a requirement for the accomplishment of MBA degree from the Dean, Faculty of Business & Entrepreneurship. It is also declared that this report has been prepared for academic purpose only and has not been/will not be submitted elsewhere for anyother purpose.



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Acknowledgment

The report titled **An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC** has been prepared to fulfill the requirements of the MBA internship program. Throughout the preparation of this report, I received invaluable guidance, supervision, and support from numerous individuals and organizations.

I would like to express my heartfelt gratitude to **Md. Alamgir Hossan, Assistant Professor at Daffodil International University**, and my internship supervisor, for his unwavering encouragement and continuous guidance. His insightful advice, tireless support, and motivation helped me overcome challenges throughout my internship and during the preparation of this report.

I am also deeply grateful to everyone who provided me with essential information and extended their support at various stages. Their assistance and cooperation were instrumental in completing this report successfully.

Once again, I sincerely appreciate and respect all those who contributed to this endeavor.

Executive Summary

A bank is an institution where individuals and organizations come together to manage public funds, providing financial support through direct lending or investment activities. The authority and operations of a bank are regulated by law and are closely tied to the economic stability of a country. In Bangladesh, the banking sector has experienced significant growth due to sound financial management and economic expansion.

In recent years, the industry has evolved with a broader vision, driven by the emergence of new banks. This transformation has been marked by enhanced service quality, technological advancements, effective credit management, and improved performance—resulting in greater customer satisfaction.

The focus of this study, **Human Resource Regulations in the Business Period in Bangladesh** highlights the critical role of human resource management (HRM) in the banking sector. Globally, the importance of HRM in banking has increased rapidly, as human capital plays a vital role in enhancing organizational value and contributing to economic progress. Strong human resource governance not only strengthens financial institutions but also adds long-term value to the economy.

In today's highly competitive business landscape, organizations face constant challenges and opportunities. Rather than solely prioritizing financial gains, modern businesses are now committed to attracting, managing, and retaining the best talent. Human potential is no longer limited to wealth-driven markets but is recognized as a key driver of sustainable success.

Table of Contents

List of Figures

Table of Acronyms

S/N	Abbreviation	Meaning	Page Number
1	HRM	Human Resource Management	i
2	MBA	Master of Business Administration	i
3	PLC	Public Limited Company	1
4	AWT	Bangladesh Army Welfare Trust	10
5	SME	Small & Medium Enterprise	13
6	SWIFT	Society for Worldwide Interbank Financial Telecommunication (SWIFT)	15

7	HRD	Human Resource Division	17
8	SVP	Senior Vice President	19
9	VP	Vice President	19
10	TACO	Trainee Assistant Cash Officer	20
11	TAO	Trainee Assistant Officer	20
12	TJO	Trainee Junior Officer	20
13	MTO	Management Trainee Officer	20
14	MD	Managing Director	20
15	DMD	Deputy Managing Director	22
16	SEVP	Senior Executive Vice President	22
17	UGC	University Grants Commission	25
18	TBTA	Trust Bank Training Academy	25
19	COLA	Cost of Living Adjustment	28
20	EL	Earned Leave	31
21	CL	Casual Leave	31
22	SL	Sick Leave	31
23	LWP	Leave Without Pay	33

Chapter-01

Introduction

1.1 Introduction

In today's dynamic and competitive business environment, the role of Human Resource Management (HRM) has become increasingly strategic and integral to organizational success. This is especially true in the banking sector, where service quality, efficiency, innovation, and customer satisfaction heavily depend on the capabilities, motivation, and engagement of employees. Human resources are no longer viewed merely as administrative support; they are now recognized as a key driver of sustainable competitive advantage. Against this backdrop, it becomes essential to examine how banks attract, retain, develop, and manage their workforce to achieve organizational goals.

Trust Bank PLC a leading private commercial bank in Bangladesh, offers a valuable case study for such an analysis. Established in 1999, the bank has grown significantly over the years and earned a reputation for strong corporate governance, customer-centric services, and technological innovation. A significant part of this success can be attributed to the bank's HRM policies and practices, which aim to foster a professional, efficient, and motivated workforce. Trust Bank’s efforts to align its human resource strategies with its corporate mission and values reflect a commitment to organizational excellence and employee well-being.

This report undertakes a comprehensive analysis of the Human Resource Management policies and practices of Trust Bank PLC. It explores critical aspects such as recruitment and selection processes, employee training and development programs, performance appraisal systems, compensation and benefits structure, employee engagement initiatives, and compliance with labor laws and ethical standards. The analysis also considers how these HR practices contribute to organizational performance, employee satisfaction, and long-term growth.

Moreover, the report seeks to identify areas where the bank can improve its HRM strategies to better cope with the evolving challenges of the banking sector, including digital transformation, changing customer expectations, and the need for continuous upskilling of employees. Through this study, valuable insights will be drawn that not only reflect the internal workings of Trust Bank but also provide a broader perspective on the strategic role of HRM in the modern banking industry of Bangladesh.

Human resources (HR) are widely regarded as the most valuable assets of an organization, yet few organizations manage to fully harness their potential (Ahmed & Schroeder, 2002). The human resource system comprises a range of interconnected activities, functions, and processes aimed at attracting, developing, maintaining, or, when necessary, downsizing a firm's workforce (Lado & Wilson, 1994).

Like any other business, banks must efficiently convert revenue into results to maximize profitability and remain competitive. If a bank utilizes more resources than necessary in its operations, it will fall short of optimal efficiency. Among these resources, human capital is the most significant, often accounting for one-third to one-half of a bank's total operating costs (Jaffry & Ghulam, 2008). Since human resources drive the effectiveness of all other resources, proper management is crucial for the success of commercial banks.

In Bangladesh, the commercial banking sector plays a dominant role in the financial industry. The Bangladesh Bank serves as the central bank and the primary regulatory authority. The banking system comprises four state-owned commercial banks, five specialized development banks, thirty private commercial banks, and nine foreign commercial banks. Human resource decisions in Bangladesh's banking sector are typically centralized, with key policies and strategies determined by central management, while branch offices primarily focus on implementing these directives (Afroj, 2012).

1.2 Literature Review

The modern concept of human resources gained prominence in 1981 when it was introduced as part of the prestigious MBA program at Harvard Business School (Price, 2004). Sarkul (2003) defines work as the power derived from human physical and intellectual efforts. Research has shown that effective human resource practices contribute to positive organizational outcomes (Becker & Gerhart, 1996), including reduced turnover (Huselid, 1995) and increased productivity (Katz et al., 1987). HR practices are typically categorized into employment and selection, incentives and rewards, safety training, communication and feedback, employee participation, leadership engagement, and performance evaluation.

Implementing human resource management (HRM) policies within an organization requires HR professionals to play an active role in various organizational activities (Islam, 2011). HRM policies and practices focus on developing strategies for effectively managing human resource initiatives (Schuler, 2002). These policies encompass workforce planning, staffing, performance evaluation, compensation, training, and development. Workforce planning ensures that an organization has the right employees in the right numbers, roles, and times to meet its goals. Employees are a critical resource for organizations, facilitating cooperation and managing global operations (Schuler et al., 2002).

Recruitment, selection, and placement involve identifying and integrating qualified individuals into the organization (Molander, 1996). Performance appraisal is a structured process for assessing employee performance to drive organizational success (Morley, 2004). Compensation should be viewed as a strategic factor influencing career growth, opportunities for international exchanges, and participation in advocacy efforts (Harzing & Van Ruysseveld, 1995). HRM applies to both formal and informal sectors, regardless of an organization's size (Moyeen & Hug, 2001). However, there remains a lack of comprehensive knowledge about HRM practices in Bangladesh's business sector.

HRM practices and their effects on organizational commitment to any institution, especially emotional participation, have been evaluated in detail in the study by Meyer and Allen (1997). HRM practices related to the choice methods, training, performance evaluation, awards and job security are evaluated as improving organizational commitment (Meyer and Smith 2000). As these findings show, the management may hold their employees in the institution by maintaining their organizational commitment, and this, in the end, will encourage qualified personnel on the outside to join the institution. Gaining competitive advantage by the need to attach the workforce to the organization and attractive qualified employees, have caused a leap in the number of studies aiming to study the relationships between HR practices and organizational commitment. The findings of the mentioned studies prescribe many important variables, which include training, information sharing and awards (Pare & Tremblay, 2007) The findings from existing studies confirm a positive relationship between organizational commitment and HR practices (Paul and Anantharaman 2004). Moreover, studies that do systematic evaluation also show a positive correlation between HRM system and organizational commitment. The social exchange theory also indicates the positive correlation between HR practices and organizational commitment. According to this theory, a social exchange relation takes place between employees and organizations, which means that the opportunities presented the employees by the organization makes the employee feel the responsibility to give something back to the organization.

Human resource management (HRM) is considered a critical organizational resource that helps an organization sustain its effectiveness. It is one important area that influences a number of employees' attitudes and behavior such as intent to leave, levels of job satisfaction, and organizational commitment (Lee & Heard, 2000). Pfeffer (1998) suggested that soft or high commitment human resource management practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring;

team-working where idea are pooled and creative solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role. According to Macky & Boxall (2007), the scientific literature assumes a causal link flowing from HRM practices to organizational performance via the responses of employees. Organizations that do not pay equitably compared to others may lose their employees because of the non-competitive compensation package (Adams, 1965). According to Lawler (2005), society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity and survival depends on how employees are treated. The 'human' aspect of HRM is concerned with the relationship between employer and employee and it associated with the human relations movement and the concept of high commitment work practices developed by (Walton, 1985). The best Human Resource practices areas are recruitment and selection, socialization, job design, training, communication/participation, career development, performance management, employee reward and job security (Huselid, 1995). It is plausible that when employees judge the organization to be fair and supportive in their treatment particularly with regards to the availability and frequency of promotional opportunities, adequacy of pay and good supervision, positive feelings of well-being will be created, which is likely to stimulate that to reciprocate by increasing their loyalty to the organization and reducing turnover (Nasurdin et. al., 2001). The motivation and opportunity focused bundles of Human Resource practices positively related to affective commitment and negatively related to turnover (Gardner et. al., 2007). Wayne et. al. (1997) suggested that HRM practices that signaled the organization's intentions to invest in employees (such as developmental experiences and training) produced higher levels of affective organizational commitment. HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Lazear, 1986; Madrian, 1994; Gruber & Madrian, 1994). Shaw et al. (1998) indicate that involuntary turnover is affected by staffing practices (recruitment and selection process) and employee monitoring (performance appraisal). DeCenzo and Robbins (1996) opine that employee training has become increasingly important as job have become more sophisticated and influenced by technological changes. Bernardin and Russel (1993) opine that over the years, training has become increasingly popular as HR tool for improving employee and managerial performance in organization. Buck and Watson's (2002) indicated nine important HRM practices such as decentralization, Compensation, Participation, training, development, employment security, social interactions, management style, communications, and performance appraisal. According to Klaus et al. (2003), through better job assignment or work design, employees may display greater commitment, leading to better job performance. On the basis of the above literature review, the study considers the following dimensions of HRM practices have impacts on employees' satisfaction towards organization such as recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation, and working environment.

1.3 Objectives of the Study

Broad Objective

The broad objective of the report analysis of human resource management practices in Trust Bank PLC.

Specific Objectives

i. To understand about human resource management policies of Trust Bank PLC.

ii. To analyze the human resource management policies and practices of Trust Bank PLC;

iii. To make some recommendations to improve human resource management practices of Trust Bank PLC.

1.4 Scope of the Study

This research provides valuable insights into a company's capital structure, operational procedures, and the critical role of human resources within the organization. Additionally, as human capital is a relatively new concept in Bangladesh, organizations, particularly banks, are making significant investments in this area. Therefore, this study will contribute to enhancing organizational effectiveness by aligning HR practices with employee expectations and needs.

Moreover, the research will encourage further exploration in this field and serve as a valuable source of information for future studies.

- **Objective Perspective**: This is an applied research study, as it aims to address a specific question.
- **Functional Perspective**: The study is descriptive in nature, as it seeks to examine HR practices within organizations.
- **Data Perspective**: The research is based solely on relevant data.

1.5 Methodology of the Study

The methodology defines how we go through all the processes of research and how to proceed. Here include the steps of conducting the report and the explanation of the sources of data. This report has been prepared based on experience gathered during the period of internship.

1.5.1 Research Design:

The study is exploratory focusing on qualitative analysis and description. The report is based on primary sources of data as well as secondary sources of information. Interviewing the managers and officers of the bank, talking to the customers.

1.5.2 Population:

I have gathered comprehensive data from both employees and interns at Trust Bank PLC, capturing insights into their experiences, roles, performance, and workplace dynamics.

1.5.3 Sample Size:

There are a total of twenty respondents. I have collected data or responses from a group of twenty individuals as part of my study or survey. Each respondent represents a data point contributing to my research objectives.

1.5.4 Sampling method:

A convenience sampling method has been performed for selecting samples. Convenience sampling is a non-probability sampling technique where researchers select participants based on their ease of access or availability. In other words, individuals who are readily accessible to the researcher are included in the sample.

1.5.5 Data Analysis Technique:

MS Excel was used for data analysis. Using Microsoft Excel for data analysis involves various techniques and tools within the software to manipulate, visualize, and derive insights from data.

1.5.6 Sources of Data:

For preparing the report, data were collected from two sources, namely, Primary source and Secondary source as described below:

i. **Primary Data:**

The Primary data sources are:

- Questionnaires.
- Direct observation in different sections of the company.
- Seeing personnel's daily activities.
- Direct conversation with employees.

ii. **Secondary Data:**

The Secondary data are:

- Website of the bank.
- Profile of the bank.
- Internet.
- Journals.

1.6 Limitations of the Study

When I prepared this report, I faced some limitations. To make a report properly, experience is required but I have not that much experience to make this internship report perfect. The problems or limitations which I have faced are given below:

- Each company has its policy that is not disclosed to others. When collecting data some of the information they did not disclose to me.
- The managers and employees are very cooperative but they are too busy to give me timeto get knowledge about practical activities.
- Difficulty in getting information on its internal operations.
- Some of the latest and important information are not available.
- Lack of experience was also a factor in preparing this report properly.
- Shortage of time for preparing the report in order.

Chapter-02

Organizational Overview

2.1 A Brief History

Trust Bank PLC, a leading private sector bank in Bangladesh, was founded on November 29, 1999, under the Companies Act of 1994 as a public limited company. Supported by the Bangladesh Army Welfare Trust (AWT), the bank quickly made a significant impact on the financial landscape, thanks to its strong reputation and solid financial backing from the AWT. This strong foundation has enabled the bank to achieve consistent success over the years.

Trust Bank has gained prominence particularly within the military community, as it manages all the financial activities of the Bangladesh Army. In recent years, however, it has also earned growing recognition among the general public and employees from various sectors. The bank is committed to delivering excellent customer service, placing client needs at the center of its operations. Along with general banking, Trust Bank is actively involved in foreign exchange activities and has extended its credit services to various sectors of the economy.

The bank has ambitious plans for the future, particularly in the industrial and agricultural sectors of Bangladesh. It has already invested in these areas and intends to continue supporting agro-based industries in the coming years. Trust Bank has also introduced Visa Credit Cards and Visa Electron (Debit Cards), expanding its offerings to both current and potential clients. These cards can now be used for transactions at local and international shops and restaurants.

Moreover, Trust Bank is committed to advancing the country's economic development. It has participated in syndicated loan agreements with other banks to support key industries, and it plans to continue such collaborations for the benefit of the economy. With a strong focus on meeting the evolving financial and banking needs of its customers, the bank is dedicated to constantly improving its services and introducing innovative products to enhance customer satisfaction.

2.2 Objective of the Bank

Trust Bank PLC was established with the goal of providing efficient and innovative banking services to people from all sectors of society. One of the bank's standout qualities is that it is backed by the disciplined and robust institution of Bangladesh—the Bangladesh Army. This strong association brings together welfare and financial benefits in the operations of the bank. As a service-oriented institution, Trust Bank is committed to offering high-quality, hassle-free services in its banking operations, with a strong focus on expanding its customer base. The bank continually strives to improve and innovate to meet the evolving needs of its customers.

2.3 Vision of Trust Bank PLC

A vision is not just about identifying an image of an organization's future; it goes much deeper than that. A vision statement serves as a source of inspiration and the foundation for an organization's strategic planning. It reflects the institution's core values, policies, and main objectives. Whether it applies to the entire organization or just a specific department, the vision statement answers the question, "Where do we want to go?" This makes the vision a critical element for any organization.

Vision

Build a long-term sustainable financial institution through financial inclusion and deliver optimum value to all stakeholders with the highest level of compliance.

2.4 Mission of Trust Bank PLC

- Long term sustainable growth – diversified business with robust risk management.
- Financial inclusion – bring unbanked population into banking network through low cost and technology-based service delivery.
- Accountable to all stakeholders – customers, shareholders, employees and regulators.
- Highest level of compliance and transparency at all levels of operation.

2.5 Values of Trust Bank PLC

- Trustworthy
- Dependable
- Reliable
- Professional
- Dynamic
- Fair

2.6 Positioning Statement

Trust Bank is a contemporary, upbeat brand of distinctive quality of service and solution that offers a rewarding banking experience as preferred choice of banking partner every time, everywhere.

2.7 Management Hierarchy of Trust Bank PLC

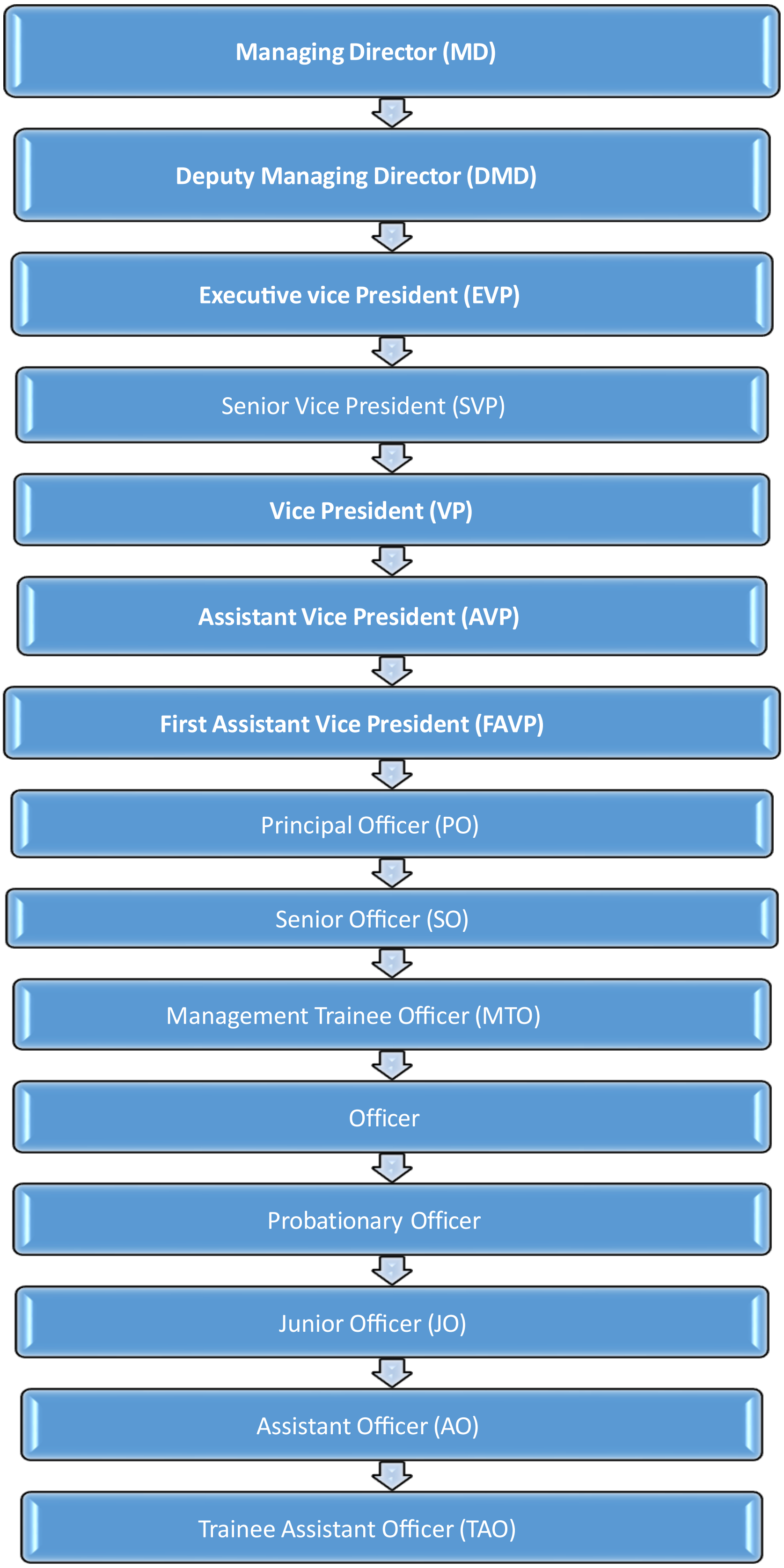

Figure 01: Management Hierarchy of Trust Bank PLC

2.8 Products and Schemes

As a private limited bank, Trust Bank PLC is dedicated to providing excellent service to its customers while also ensuring profitable returns for its owners. To meet the diverse needs of its clients, the bank offers a wide range of products and schemes designed to cater to different segments of society. These products are grouped into three main categories: deposit products, SME finance products, and retail loans.

Deposit Products:

A key function of any bank is to collect deposits, which are then used for lending purposes. Trust Bank PLC offers various deposit products, each designed to attract different types of customers while providing them with flexible options to manage their finances. The bank's deposit products include:

1. Consumer Banking (Retail Banking)
2. Corporate Banking
3. Investment Banking
4. Islamic Banking
5. Internet Banking (Online Banking)

SME Finance Products:

Small and medium-sized enterprises (SMEs) play a crucial role in the economic development of a country by creating jobs, reducing poverty, and stimulating productivity. Trust Bank PLC is actively involved in providing financing solutions to support the growth of SMEs in Bangladesh. The bank offers the following SME finance products:

- Trust Falan Agri-Business Loan
- Entrepreneurship Development Loan
- Loan for Light Engineering
- Loan for Poultry Farm
- Loan for Shopkeepers
- Women Entrepreneur Loan

These products aim to empower entrepreneurs, support industrial growth, and improve the income levels of individuals, particularly in rural and underdeveloped areas.

Retail Products or Loans:

In addition to collecting deposits, Trust Bank PLC provides various loan products to its customers, generating profits for the bank. These retail loans serve different purposes and are designed to meet the needs of individuals across various segments of society. The retail loan products offered by Trust Bank PLC include:

- Car Loan
- Household Durable Loan
- Education Loan
- Advance Against Salary
- Any Purpose Loan
- Marriage Loan
- Loan Against TMDS
- Apon Nibash Loan

To further cater to the needs of the Bangladesh Army personnel, Trust Bank PLC also provides special offers on its retail products for army members.

With these comprehensive offerings, Trust Bank PLC strives to provide innovative financial solutions that support its customers' needs and contribute to the broader economic development of Bangladesh.

2.9 Overview of the Operations of Trust Bank PLC

The principal activities of Trust Bank PLC are focused on banking and related services, as outlined in the Bank Company Act 1991 (amended up to 2013). The core business revolves around accepting deposits and granting loans and advances, earning profits by leveraging the difference between the interest paid on deposits and the interest earned on loans and advances. Depositors provide the funds that are used for lending, and the bank collects deposits through a strategic approach, offering a range of deposit products under both conventional and Islamic banking.

The bank's central revenue-generating activities include a broad array of commercial banking products and services aimed at various customer segments. These include project finance, working capital finance, and trade finance for corporate clients, as well as SME loans for small traders and businesses. For retail customers, the bank offers a range of loans such as house building loans, car loans, and various lifestyle and need-based loans.

Trust Bank PLC has invested in cutting-edge technology to enhance customer experience, including state-of-the-art IT platforms and online banking systems. These systems support services such as any branch banking, phone banking, SMS banking, internet banking, and 24/7 access through ATMs.

To facilitate its operations, the bank is organized into several specialized divisions, including:

- Operation Division
- Islamic Banking Division
- Credit Division
- Information Technology & Card Division
- International Division
- Board & Share Division
- Human Resources Department
- Marketing & Board Division
- Internal Control & Compliance Department
- Financial Control & Administrative Division
- Merchant Banking Division

Trust Bank PLC also launched its Islamic banking operations under the brand name **Trust Islamic Banking (TIB)** in 2008, starting with Islamic banking windows at multiple branches, including the Principal Branch, Millennium Branch, Dilkusha Branch in Dhaka, CDA Branch in Chittagong, and Sylhet Corporate Branch in Sylhet.

In addition to these services, Trust Bank is a member of **SWIFT Alliance Access**, a secure, fraud-proof financial messaging system operated by the Society for Worldwide Inter-Bank Financial Telecommunication (SWIFT) based in Belgium. Through this system, the bank ensures the secure and reliable transmission of letters of credit, funds transfers, and other financial messages and services, thereby facilitating smooth international transactions.

With a comprehensive range of services and advanced technological infrastructure, Trust Bank PLC is committed to meeting the diverse banking needs of its customers while ensuring reliable and secure financial operations.

Chapter-03

HRM Policies and Practices of Trust Bank PLC

3.1 Scope and Purpose

At the time of employment, a number of agreements are made between Trust Bank PLC and the employee regarding specific application of these policies. Situations will arise that are not covered by this document or which necessitate exceptions. In such instances, the Managing Director/Head of Human Resource Division hereinafter referred as HRD and the employee will need to arrive at such a decision. This document provides a basis for dealing with various administrative matters concerning employees and the work environment. In all matters, Trust Bank PLC deals with people, not paper, nor the rigid application of policies.

1. **Applicability and Purpose:** This manual is applicable to all permanent employees of Trust Bank PLC. It outlines their core service conditions, responsibilities, rights, and benefits to create a transparent and consistent working environment.
2. **Flexibility and Scope for Change:** Since the work environment is dynamic, policies may need to change from time to time. Employee feedback is encouraged, and such changes will be incorporated into the manual as needed to safeguard the interests of both employees and the Bank.
3. **Foundation of HR Principles:** The manual serves as a foundation for HR policies and practices, ensuring consistency in staffing and daily management across all departments and branches of the Bank.
4. **Employee Awareness:** One of the main purposes of this manual is to help every employee clearly understand the Bank's HR rules and procedures, which are based on national legal standards and accepted market practices.
5. **Management Responsibility:** It is the responsibility of management to ensure that the contents of this manual are implemented fairly and uniformly across the organization.
6. **Accessibility and Understanding:** This manual must be accessible to all employees, and branch or unit heads should ensure that every employee reads and understands it to avoid confusion or misinterpretation.
7. **Local Employment Application:** The terms in this manual apply specifically to employees working in Bangladesh and who are members of the Bank’s provident fund.
8. **Special Contractual Terms:** Employees working under separate contractual agreements will follow their specific contracts, but certain sections of this manual may also apply if mentioned explicitly in their terms of service.

9. **Policy Amendments:** Any amendments or additions to this manual must be recommended by the Management and approved by the Board of Directors. Employees will be informed of such changes as they occur.

10. **Interpretation and Clarification:** In case of confusion regarding any part of the manual, it should be referred to the Head of HR, who may consult the Managing Director or forward it to the Board for final interpretation.

11. **Coordination Across the Bank:** No branch, division, or unit is allowed to take any decision unilaterally that could impact other parts of the Bank. Such matters must be coordinated with the Head of HR and approved by higher authorities when necessary.

3.2 Recruitment, Selection and Hiring

The Banks' recruitment policy shall be to attract staff members of the highest caliber appropriate to job requirements under employment terms and conditions that are responsive both to the Organizations' needs and the staff member's well-being.

The highest quality of human resources will be the standard in hiring of Trust Bank PLC employees. Trust Bank PLC is an equal opportunity organization allowing no discrimination on grounds of gender religions, caste or creed.

All recruitment of permanent staff/employee will be processed centrally at the Head office Human Resources Division (HRD).

i) Recruitment

a) Whenever there is a need to fill in a vacancy, the concerned division involved will raise an 'Employee Requisition Form. This Form along with the Job Descriptions and Persons Specification, thereafter, should be forwarded to the Human Resources Division for processing.

b) All new vacancies will be filled in either by promotion or by direct / lateral recruitment depending on job gravity. Repositioning staff levels within the organization again shall be based on the need of the vacancy.

c) For lateral entry, the following method will be followed to collect applications:

i). SVP and Above: Advertisements will be published through print media or "Executive Search" method through recognized HR Consulting firm.

ii). VP and Below: advertisement will be given in any web portals/web sites. Suitable contract/agreement may be signed with organization which offers such kind of services.

d) In the event of a new vacancy, a search will be initiated first for the qualified candidates within the organization. Management reserves the right to post an officer to a vacancy by way of transfer from his existing job.
e) Existing employees with appropriate qualifications, subject to specific conditions that may be laid down in this regard, may apply for an advertised post through proper channel (Division Head).
f) Recruitment of close relatives is strictly restricted. However, such candidates will be considered for recruitment if they are defined as critical resource and approved by Board of Directors. Posting of close relatives, if any, must be planned in a way where one shall not supervise the other. During joining, disclosure of such relatives from the employee concerned is required (mandatory).
g) Recruitment of candidates who have previously worked for Trust Bank PLC is not preferable However, management may consider (provided all other criteria of recruitment are met) the recruitment of such candidates if they are assessed as critical resource and holding potential for bank's business/operational growth. In such case, it is to be generally discouraged that the candidate gets higher position than that of the continuing Trust Bank PLC employees, who were his/her previous Trust Bank PLC colleagues. Any exception to this needs to be approved by Board of Directors.

ii) Advertisements:
Unless otherwise decided by the Management, recruitment for the post of Management Trainee officer/ Trainee Junior Officer/ Trainee Assistant officer/Trainee Assistant Cash officer will be generally advertised by using news daily as well as by electronic media. But in the case of emergency, recruitment for a vacant position, candidates from pending applications (walking Resume/CV) may be interviewed or candidates who were interviewed earlier and graded to be in the panel for future consideration may be considered for employment.

iii) Short-listing:
The Bank will have Selection Committees for recruitment appointed selected by Managing Director. The selection committee for hiring of staff for different levels as follows:

Positions	**Selection Committees**
TACO/ TAO/ TJO/ MTO	Managing Director will constitute the Committee 1. Managing Director

Assistant Officer to First Assistant Vice President	2. Concerned Functional Head (if required) 3. Head of HR
Assistant Vice President to Senior Executive Vice President	1. Managing Director 2. Concerned Functional Head (if required) 3. Head of HR
Deputy Managing Director and Above	1. Board/Executive Committee 2. Managing Director

Short listing of the applicants for a post will be done by the Selection Committee, constituted by the MD, for positions of Assistant Officer to Senior Executive Office by HRD along with Head of the Division of the relevant area (if required) for which the candidate(s) would be selected as per required criteria.

Should a candidate be related to any employee involved in the recruitment process or serving Trust Bank PLC, the employee concerned should intimate the matter to the HRD. Recruitment of family members (e.g. Brother, Sister, Son, Daughter, Wife, Husband etc.) of any employee should be discouraged. Canvassing or use of influence is strictly forbidden for securing employment and will be eligible for a negative response.

iv) Selection

a) All prospective candidates will have to be Bangladeshi Citizen except for any overseas appointment if necessary. Exemption may be allowed, duly approved by the any Board of Directors.

b) Any prospective candidate who has been dismissed or removed from his/her services or terminated by any previous employer for reasons reflecting on his integrity, honesty and morality or if he/she has been criminally convicted by any court of law shall not be considered for recruitment in the Bank.

c) All prospective candidates are required to complete an 'Application Form for Employment' The HR Division along with the concerned Function Head (if required) will be responsible for processing applications, screening applicants, and short-listing qualified candidates.

d) The HR Division contacts the qualified candidate/s and arranges appropriate tests for any position to identify the potential of the candidates based on Job Descriptions and Persons Specification.

e) Written tests for appointment will cover the following areas: (which may be changed as per requirement)

I. Knowledge in English.

II. General intelligence, knowledge and numeracy.

III. Computer skills.

IV. Knowledge in relevant Functional area.

V. Written or Job Tests:

It is mandatory for short-listed candidates to sit for a written test for the post of Management Trainee Officer and Trainee Assistant Officer/Trainee Assistant Cash Officer.

Apart from the above, for other positions, as decided by the Management, candidates short-listed may be required to sit for written test and or a practical (technical skill associated) job related test and or formal interview.

a) Interviews:

The interview panel authorized by the Managing Director will finalize its recommendation as soon as the interviews are completed. No expenses will be reimbursed to the candidate to attend interview/ written test (if any).

b) For positions from DMD and Above

Preliminary interviews are to be conducted by the Managing Director who will recommend the best available candidates to the Board / Executive Committee for final decision.

c) For positions from TACO/TAO to SEVP

Preliminary interviews are to be conducted by the respective Selection Committee. After the preliminary interview, it may be decided to put the Short-listed candidates to written tests, if necessary / (if required). Based on the result of written test and or interview results, the short-listed candidates I will be chosen for final recruitment. The entire above situation the decision of the Management will be final and entirely under Management jurisdiction.

Recruitment (Lateral entry) for Cash area over Officer is not allowed. Moreover, experience in cash operation from other bank should not be considered for lateral recruitment in general area of Trust Bank PLC.

d) Appointment/Hiring:

i. All appointments to the bank of any nature (except MD) are to be processed through Human Resources Division (HRD). Delegation of authority for recruitment approval and issuance of appointment letter is as following:

Position	**Approval Authority**	**Issuance of Appointment Letter**
Managing Director	Board of Directors	Chairman or Member of Board nominated by Chairman
Additional Managing Director/ Deputy Managing Director	Board of Directors	Managing Director
Senior Executive Vice President or Below	Managing Director	Head of Human Resources Division
Contractual Employees	Managing Director	Head of Human Resources Division

ii. The offers will specify the position and the basic salary and other benefits / facilities.

iii. Background checking, Clarification / Verification from the last employer obtained through classified correspondence/communication.

iv. The selected candidates will be issued with a Letter of Appointment, detailing the terms and conditions of service.

v. Management Trainee Officers and Trainee Assistant Officer/ Trainee Assistant Cash Officer along with the Letter of Appointment shall sign a three years Indemnity Bond that is mandatory. A copy of the letter may be sent to the Head of Finance & Accounts Division for their information (if required).

vi. The appointment letter should state clearly about;

- The post / position
- The remuneration / salary;
- The service benefits;

- Income tax deduction information;
- The probationary period;
- The reporting date, time and place;
- Notice period required by either party for termination of appointment;
- Validity (duration) of employment offer.
- All other standard clauses as deemed appropriate or required by the law of the land.

viii. Candidates must submit the letter of release from previous employer on the date of joining (mandatory).

ix. Police verification is mandatory for the Cash officer and Security personnel.

x. All offers of permanent employment will be subject to pre-placement medical checkup by the Bank nominated doctor / a recognized doctor and satisfactory reports/certificate of references. Medical checkup to be carried out by the Bank's designated Clinic/Hospital/Doctor.

xi. All appointment shall be made at the minimum pay of the grade, but in cases where persons to be recruited possess additional experience or special qualifications, or both, the competent authority may allow a higher initial pay in the Structure of pay of the grade.

d). Age Limit:

No person shall be appointed in the service of the Bank as Management Trainee Officer/ Trainee Assistant Officer/Trainee Assistant Cash Officer, who is below 18 (eighteen) years of age and above 30 (thirty) years of age in respect of direct fresh recruitment. This age limit may be relaxed by the competent authority / Managing Director in exceptional cases. For lateral entry the age limit shall be as decided by the Managing Director commensurate with the experience.

e). Educational Qualification:

Category	Academic Qualification	Educational Institute	Subject/ Concentration of Study	Result
Management Trainee Officer (MTO)	Post Graduation/ Master's Degree or Equivalent Degree	UGC approved university/ educational	As decided by Management time to time.	As decided by Management time to time

Trainee Junior Officer (TJO)	Graduation or Post graduation or Equivalent Degree as decided by Management time to time	institute/reputed foreign university		but no third class/division is acceptable.
Trainee Assistant Officer (TAO)				
Trainee Assistant Cash Officer (TACO)				
Lateral Entry	Minimum Bachelor Degree/Graduation Terminal Degree or Equivalent Degree	UGC approved university educational institute/reputed foreign university	As decided by Management time to time.	As decided by Management time to time.

f) Medical Fitness:

No person shall be appointed in the service of the Bank unless the person has been certified physically fit by a qualified medical practitioner acceptable to the Bank or as defined by the Bank. List of Authorized Physician/ Hospital/ Clinic will be provided by the HR Division at Head Office.

3.3 Employee Training and Development

a). Training and developmental needs of employees are identified on a regular basis, and accordingly they are nominated for the following trainings:

i). In-house training (At TBTA)

ii). Local training

iii). Regional training

iv). Overseas training

b). Human Resource Division draws up an Annual Training Calendar based on the identified needs of the employees and the eligible employee may be nominated for the said training.

c). Whenever an opportunity comes up, an employee may be sent abroad for training and development so that they gain knowledge and experience and perform better at work place.

d). On return from training/attachment, an employee may be required to submit a Trip Report to his/her Functional Head and also debrief the Management Committee about the learning through presentation within 15 days of return as and when requested by the management.
e). An employee should also submit an Action plan on the training for transfer learning to the work place.
f). An employee should sign an indemnity bond to ensure continuity of service with the Bank before she/he goes for overseas training. In case of local specialized training/ course, the Management may ask an employee to sign such indemnity bond.
Time duration of indemnity bond for overseas / local training / course will be determined by the Management based on the length, cost and other factors associated with the training.

3.4 Performance Appraisal Management

Performance appraisal, employee appraisal, performance review, or career development discussion is a method by which the job performance of an employee is evaluated, generally in terms of quality, quantity, cost, and time typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and further training and development. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone.

01) Purpose

Annual Appraisal on each employee's performance is undertaken in order to:
i). Assess the employee's performance in the light of his/her job responsibilities.
ii). Give the employee feedback on his/her strengths and limitations.
iii). Enable the employee to discuss any factor, which impedes the achievement of the agreed performance.
iv). Set objectives mutually for the performance and identify training and development needs for the following year.

02) Appraisal

i). An employee will have a formal appraisal of performance once a year.

ii). Appraisals are conducted by the Person who supervises the work of the concerned staff Member. This is done in a constructive and supportive atmosphere and employees are encouraged to participate fully, and to voice any concerns or issues they may have.
iii). Performance is to be measured against standards, which must be objective and job-related and agreed with the appraisee earlier.
iv). All appraisals will be reviewed by the appraiser's Manager to ensure that the appraisee was appraised fairly and competently.
v). Between formal annual appraisals, a supervisor may conduct a special appraisal. This would be to record any unusual circumstances of outstanding performances as well as poor performances.
vi). All appraisals are to be discussed with an employee.
vii). The officer Appraisal Forms.
viii). The Executive Appraisal guideline.

Set of Objectives

a) Criteria for Setting Objectives.

i). Specify the desired result what task will be accomplished if the objective is achieved?
ii). Make the result measurable can you differentiate among different degrees of achievement?
iii). Set a time frame by what date must this goal be achieved?
iv). Discuss any cost considerations how much, if anything, will achieve this goal in terms of money and resources?
v). Are there specific budget guidelines that must be adhered to?

b) Characteristics of a good Performance Objective

i). Performance objectives that are vague and hard to measure can lead to misunderstanding and poor performance.
ii). To be useful, performance objectives must be clear, measurable and clearly understood.
iii). A Manager would certainly give the employees more direction in achieving the objectives; but at least it contains the basic criteria for deciding, at the end of the appraisal period-
a). Whether the task has been accomplished or not
b). Is dearly stated
c). It can be measured
d). It is based on action and results that are easily observed.

c) A Performance Objective should be

1) Focused on specific results to be achieved rather than the general tasks, duties and expectations of the on-going jobs.

2) This is the chief distinction between a performance objective and a performance factor.

d) Significant

1) Performance objectives must have importance and impact on the Bank's business and objectives.

2) Performance objectives must be important to make a difference to the overall effort.

3.5 Compensation and Benefits

Competitive remuneration will be offered to attract and retain qualified and capable human resources. The benefits system will support the performance-based thrust of the human resources system.

a. Salary Determination:

At the time of appointment, each employee's salary is determined based on level of accountability, responsibility, professional experience, educational background and past performance. Payment on Appointments shall be made within the standard pay of the grade. Fitment of the Salary of a recruit will be determined by the Management befitting to the cost of hiring of the resource concerned.

b. Payment of Salary and Payday:

Payment of salaries for the current month will normally be made by the 25th of the month. If the date falls on a public holiday, payment will be made on the 24 or on previous/earlier working day. The salary shall be paid by direct transfer to the respective salary accounts of the employee and cheque if required.

c. Salary Structure:

Salary Structure is currently arranged as per designation from TAO/TACO to Additional Managing Director. These designations and accompanying Structure may be revised from time to time by the management, subject to Board's Executive Committee's approval. Some employees because of their professional and legal requirements may get some facilities/allowances, which may not be included in this salary Structure.

d. Salary Review:

Salary review will take place at least once in a year. Annual Increment will have two components, a General Increase and a Merit Increase. General increase will consider Market and Cost of Living Adjustment (COLA). This component of Salary increase will be considered purely on the basis of industry bench marking, economic condition and the position of the Bank. Therefore, General Increase may not be given every year. General increase, if any, will have the impact on overall salary range of the designation is concerned. Merit increase will be awarded based on individual performance which will be recommended as part of the employee Appraisal Process and overall Bank's performance every year. Merit increases if any, will have direct impact on the individual salary of employee is concerned. Annual Increment as defined here is applicable to all employees who are on payroll for the preceding period of 180 days with the Bank.

BONUS

I. Festival Bonus

a). An employee in regular employment will be entitled to two Festival bonuses per year, each equivalent to one month's basic salary. One payment of Festival bonus will be made to all employees at the time of Eid-Ul-Fitr. The second payment will be made to the employee at the time of their own religious ceremony as per their option (eg. Eid-Ul-Adha, Buddha Purnima, Christmas, Janmashtami).

b). An employee, who will be on the Payroll of the Bank on the day of the festival bonus is paid out, will only be eligible for the payment/bonus.

II. Performance Bonus / Profitability Bonus / Incentive Bonus

a). An employee may be entitled to the payment of variable Incentive Bonus/Reward, as declared by the Board of Directors, based on the profitability of the Bank. Management may decide at its discretion to withhold an employee's bonus due to non-performance/poor performance, dereliction of duty, violation of code of conduct, gross misconduct, habitual delay in responding official assignments, deliberate sluggish attitude in discharging duties, attempt to fraud etc.

b). Also, this bonus is payable to an employee who will put in, at least, six month's (180 Days) service of the whole year for which the Performance Bonus is declared. Such case, proportionate rule (time period since joining on top of 180) will be applicable for the eligible employee.

c). Performance Bonus will be calculated on an employee's individual performance appraisal rating.

LEAVE

Earned Leave, Casual Leave and Sick Leave are the yearly entitlements of the employees whereas the leave of the remaining categories are not their entitlement. Leave is a privilege that the bank is providing to its employees, not a right. When the exigencies of the service so require, discretion to refuse or revoke leave is reserved to the authority empowered to grant it yearly.

a) Earned Leave (EL)

i) An employee, after confirmation, is eligible for Earned Leave. S/he can enjoy EL maximum up to his/her EL balance and subjected to approval of leave from competent authority. However, management may allow a confirmed employee to avail EL instead of having insufficient balance in case of emergency which shall be adjusted against his/her future entitlement.

ii) Every employee shall be entitled to have maximum 30 (Thirty i.e. one month) days EL on full pay in each calendar year. However, EL entitlements are calculated in arrears i.e. after end of each month 2.5 days are added in employee's EL balance. If an employee join/is confirmed in mid of the month/year, the benefit of leave for the broken period on a whole month (based on standard year) will be allowed in pro-rata basis to the employee on completion of the remaining period of the month/year.

iii) Employee can accumulate EL on full pay and en-cash at the time of leaving the bank (not applicable for dismissal). The maximum accumulation on full pay and encashment is as per following:

EL Balance	Maximum Encashment
More than 200 days	Maximum 120 days
More than 150 days	Maximum 100 days
150 days or below	Maximum 80 days

EL will be encashed at the rate of the sum total of an employee's last Basic, house rent and medical allowance amount multiplied by number of Days to be encashed. Any period in excess of the encashed EL will be automatically forfeited.

b) Casual Leave (CL)

Employees are entitled to get paid Casual Leave for not more than 10 (ten) days in a calendar year to cover emergencies and unforeseen circumstances. But such leave may not be taken for a period exceeding 03 (three) days at a time.

c) Sick Leave (SL)

Maximum of 15 working days will be allowed as Sick Leave in each calendar year. An employee should notify their Supervising Manager immediately if they are sick. If they are away on sick leave for more than 2 consecutive days, a certificate from the attending physician must be submitted.

If the employee needs more time for recovery and his/her absence is not attributable to personal misconduct, leave up to 180 days (in addition to the yearly entitlement of 15 days) may be granted subject to obtaining medical certificate (from bank's authorized physician/clinic/hospital) testifying unfitness for work. In such case, payment will be as following:

a) First, leave will be adjusted from EL and CL with regular pay.
b) If needed, next 30 days with pay (Basic & House rent)
c) If needed, next 30 days with basic pay only.
d) If needed, remaining period up to 180 days without pay but with active service status.

If at the end of such period the employee is still unfit for duty, he/she will be discharged from the service unless otherwise decided by the Managing Director.

d) Leave for Employees on Probation

i) Employees on probation (MTO, TJO, TAO, TACO or lateral) will be entitled to maximum 15 days' leave (Sick/Casual) during probation period of one year. Within this 15 days' leave, employees on probation period may avail CL of maximum 10 days. Other rules for availing SL or CL described in this policy will be applicable.

ii) In case of probation period of less than one year or extension of probation period for more than one year, leave will be calculated on pro-rata basis.

iii) Management may grant SL (with or without pay) beyond the above-mentioned leave entitlement in case of emergencies. a. In case of leave with pay, such leave may be adjusted against future EL entitlement.

e) Maternity Leave

i) A female employee is entitled to 180 (One Hundred Eighty) days (50% of which may be pre-natal and the remaining period will be post-natal) Maternity Leave with full pay However, the leave can be taken before and/or after child delivery according to the need of the applicant and supported by a certificate from the attending physician.

ii) A female employee may avail EL (Mandatory) of 10 days simultaneously with Maternity Leave if she has not already availed EL (Mandatory) that year and there is sufficient EL balance. In such case, total leave shall be 190 days (180 days maternity leave and 10 days mandatory leave).

iii) A female staff member shall notify her Supervising Manager of her pregnancy not less than 10 (ten) weeks or 70 (Seventy) days prior to the expected date of delivery.

iv) A certificate stating the expected date of delivery issued by her attending physician should be presented to the Supervising Manager.

v) The above provisions shall apply to all permanent female staff and also to a female employee who is not yet confirmed but have completed 6 (six) months continuous service with the Bank.

vi) Maternity benefit shall not be allowed if the female employee has 2 (two) or more children alive at the time of delivery of expected childbirth.

vii) An employee will not be granted any kind of paternity option leave. However, he may avail CL/EL to cover up the family emergency during this period.

f) Quarantine Leave

An employee may be allowed paid Quarantine leave up to a maximum of 14 (two weeks) days necessitated by an order not to attend office in the event of any of his/her family members or the employee himself/herself suffering from contagious diseases. However, an employee may be allowed to avail quarantine leave maximum two (02) times within a period of two (02) years for any contagious diseases or pandemic situation for self and/or family members. An application for Quarantine leave must be supported by his/her attending physician and/or other applicable documents. The period spent on quarantine leave must not be treated as absent from duty. Any further requirement of quarantine leave may be covered by balanced EL or Sick Leave.

g) Leave Without Pay

i. Leave Without Pay (LWP) is a mean of letting an employee retain his/her employment with the bank during temporary periods of absence (for a legitimate reason) from duty. Decision is to be taken based on employee's past performance and potential to contribute to the bank in future.

Followings are the different modes of leave without pay:

Extraordinary Leave

To support an employee in his/her extreme emergency, Extraordinary Leave without Pay may be granted to a confirmed employee who is in continuous service for a minimum period of 03 (three) years. Managing Director at his discretion may grant a total of 180 (One Hundred Eighty) days' leave including extraordinary leave in a year (maternity leave will not be counted). However, this leave may be granted when no other leave is due to him/her. Any exception to this must be approved by Executive Committee of the Board.

For extraordinary leave of up to 180 days, an employee cannot avail the same for next 03 (Three) years. For extraordinary leave of more than 180 days, an employee cannot avail the same for next 05 (Five) years.

Study Leave

Study leave without any pay may be granted by the Board's Executive Committee, on the recommendation of the Management to an employee who is in continuous service for a minimum period of 03 (three) years to enable him to study or to undergo special course of instruction outside Bangladesh. Terms and conditions will be decided based on the nature of course which may benefit the bank. The employee must submit the required documents during application. The employee must provide continuous update of his/her study, result of each semester etc. during the leave period. During re-joining the bank, documents regarding completion of the course! certificate after must be submitted. Once study leave is availed, an employee cannot avail it again within next 03 (Three) year from rejoining date.

FESTIVAL/GOVERNMENT HOLIDAYS

a). Employees are entitled to Festival / Government holidays as declared by Bangladesh Bank. A list of declared holidays shall be issued by the Management at the beginning of the year upon received from the regulatory body.

Chapter-04

Analysis and Findings

4.1 Analysis of Questionnaire

A survey was conducted with 20 randomly selected employees from the various department to gather their opinions on the "**An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC**". The following are the analysis and findings from the survey.

1. **Years of experience at Trust Bank PLC**

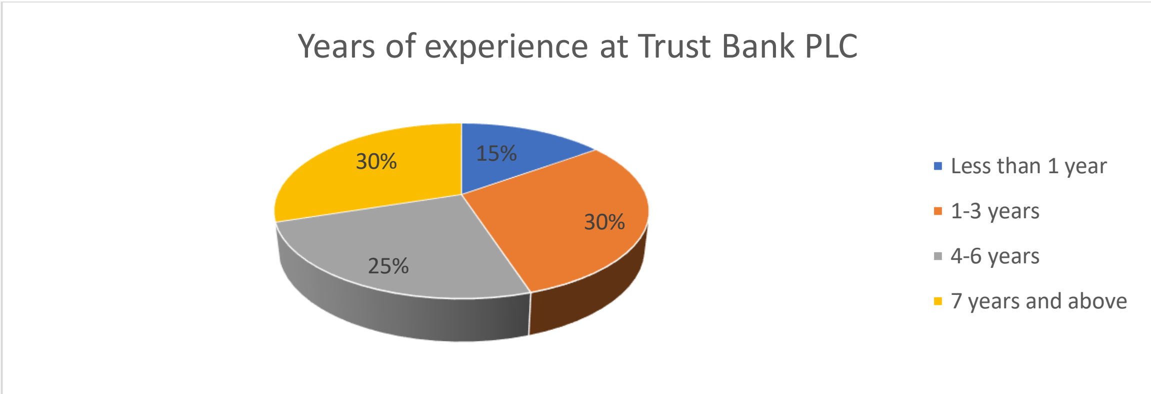

Figure 02: Questionnaire Analysis 01

Interpretation: The distribution of years of experience at Trust Bank PLC indicates a balanced workforce composition. Employees with less than one year of experience constitute 15%, suggesting a steady influx of new hires. Those with 1-3 years of experience make up the largest group at 30%, reflecting a growing segment of relatively new employees who are gaining expertise. Meanwhile, 25% of employees have been with the bank for 4-6 years, indicating a moderate level of retention in mid-career stages. Lastly, employees with 7 or more years of experience also make up 30% of the workforce, showcasing strong employee loyalty and long-term commitment. This mix suggests that Trust Bank PLC maintains both experienced professionals and fresh talent, which can contribute to knowledge transfer, innovation, and stability within the organization.

2. **How would you rate the effectiveness of the recruitment and selection process at Trust Bank PLC?**

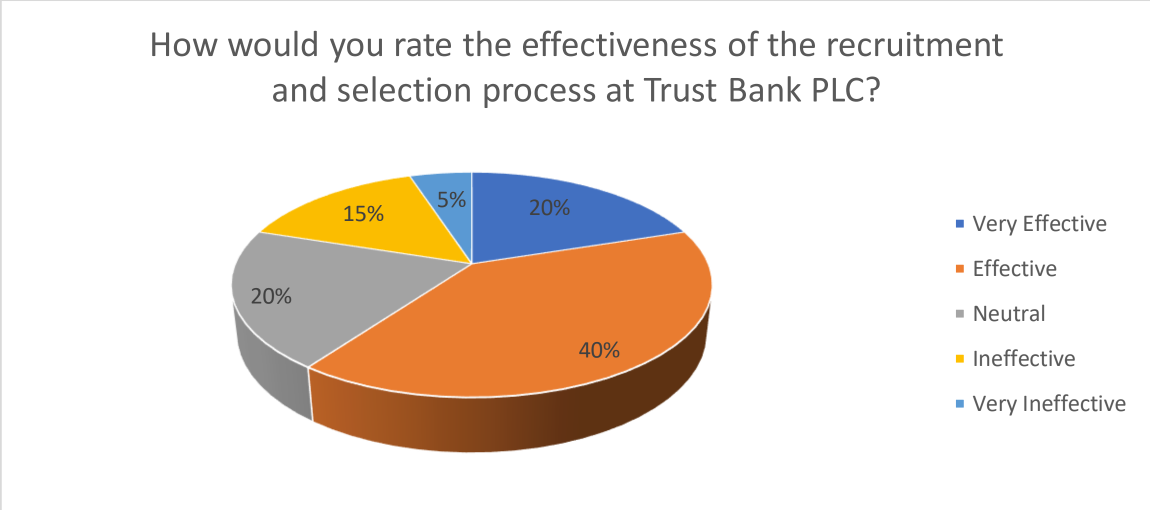

Figure 03: Questionnaire Analysis 02

Interpretation: The effectiveness of the recruitment and selection process at Trust Bank PLC appears to be generally positive. A majority of respondents (40%) consider the process to be "Effective," while 20% rate it as "Very Effective," indicating that most employees are satisfied with how hiring is conducted. Additionally, 20% of respondents hold a "Neutral" stance, suggesting room for improvement in some areas. However, 15% find the process "Ineffective," and 5% rate it as "Very Ineffective," which highlights potential concerns regarding fairness, transparency, or efficiency. Overall, while the recruitment process is largely viewed as functional, addressing the concerns of dissatisfied employees could further enhance its effectiveness.

3. **What methods are commonly used for recruitment?**

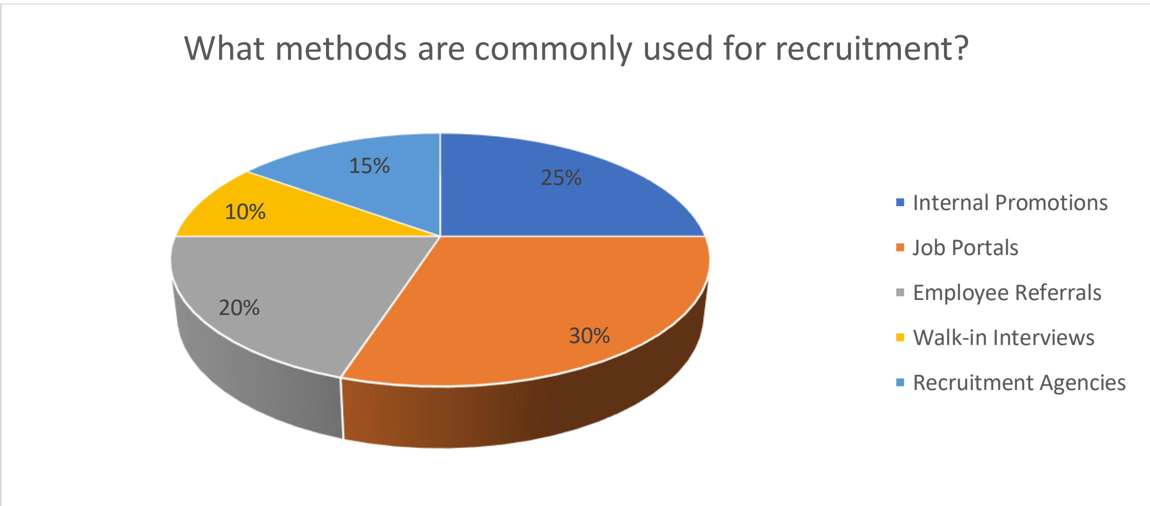

Figure 04: Questionnaire Analysis 03

Interpretation: The recruitment methods used at Trust Bank PLC show a diverse approach to talent acquisition. The most commonly used method is Job Portals (30%), indicating a strong reliance on online platforms for attracting candidates. Internal Promotions (25%) also play a significant role, reflecting the bank's focus on career progression and employee retention. Employee Referrals (20%) suggest that networking and recommendations are a valued source of hiring. Meanwhile, Recruitment Agencies (15%) are used for specialized hiring needs, and Walk-in Interviews (10%) are the least utilized method, possibly indicating a more structured and targeted hiring approach. This distribution highlights a balanced mix of internal and external recruitment strategies to ensure an effective workforce.

4. **How frequently do you receive training in your role?**

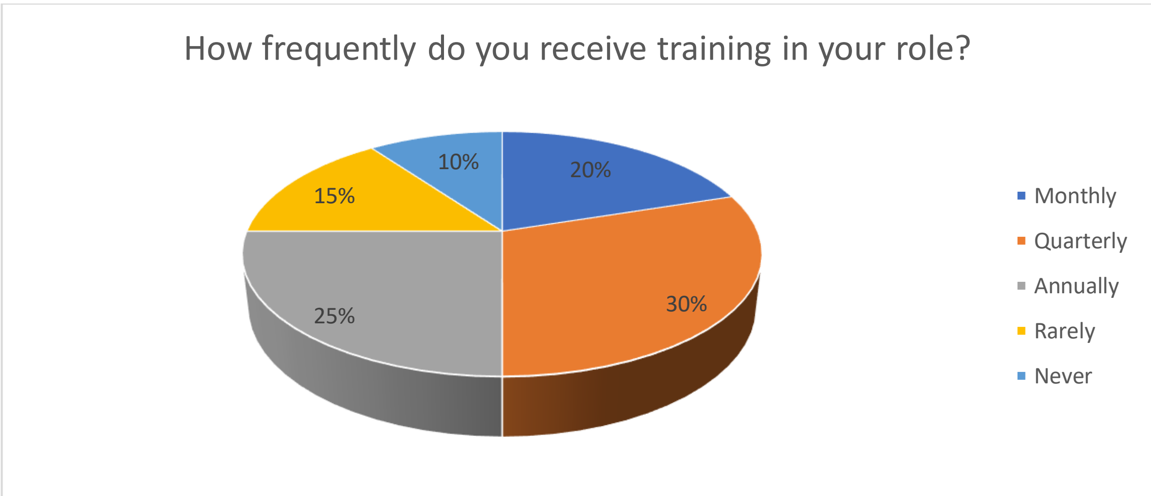

Figure 05: Questionnaire Analysis 04

Interpretation: The training frequency at Trust Bank PLC indicates a structured approach to employee development, with 30% of employees receiving training quarterly, making it the most common practice. Additionally, 20% undergo training on a monthly basis, ensuring consistent skill enhancement. Annual training (25%) suggests that a significant portion of employees receive training at least once a year, likely for compliance or skill refreshment. However, 15% report receiving training rarely, and 10% state they never receive training, highlighting potential gaps in continuous professional development. Addressing these gaps by increasing training accessibility and frequency could improve overall employee competence and job performance.

5. **What types of training programs have you attended?**

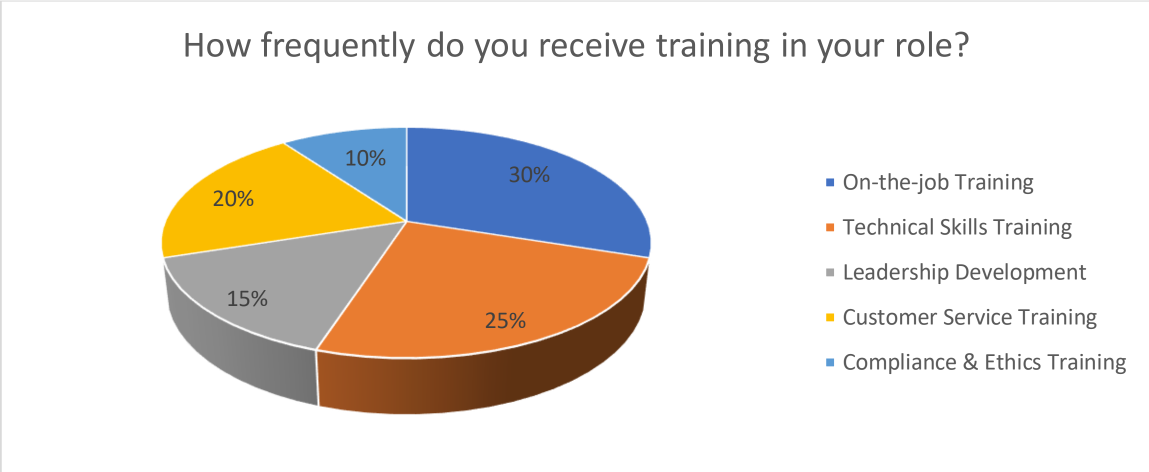

Figure 06: Questionnaire Analysis 05

Intepretation: The training programs attended by employees at Trust Bank PLC highlight a focus on practical skill development. On-the-job Training (30%) is the most common, indicating a hands-on approach to learning through real work experiences. Technical Skills Training (25%) follows closely, ensuring employees stay updated with industry-specific knowledge and tools. Customer Service Training (20%) reflects the bank's commitment to enhancing client interactions, while Leadership Development (15%) suggests efforts to nurture future leaders, though it may require further expansion. Compliance & Ethics Training (10%) is the least attended, which could indicate a need for increased focus on regulatory adherence and ethical standards. Strengthening these areas could lead to a more skilled and well-rounded workforce.

6. **Do you feel the training provided enhances your skills and career growth?**

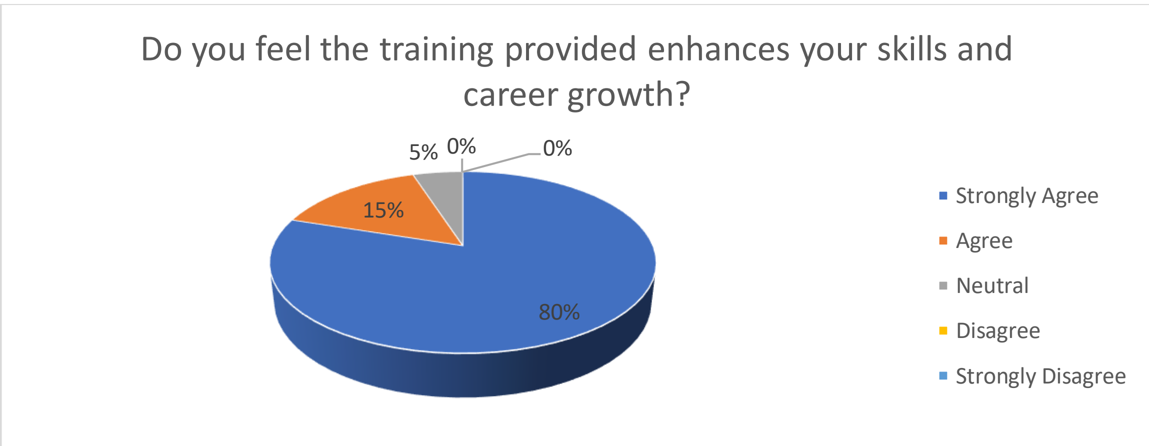

Figure 07: Questionnaire Analysis 06

Intepretation: The response indicates that the individual strongly believes that the training provided has significantly contributed to enhancing their skills and career growth. With 80% of the response marked as "Strongly Agree," it shows that the training is seen as highly beneficial in improving their abilities and overall career development. The remaining 15% "Agree" further supports this positive view, reflecting a general acknowledgment of the value of the training. Only a small 5% of the response is neutral, suggesting that while the individual may not be fully certain, they do not view the training negatively. There is no indication of disagreement with the statement, as 0% chose "Disagree" or "Strongly Disagree." Overall, the response suggests a high level of satisfaction with the training's impact on their professional growth.

7. **How frequently is your performance reviewed?**

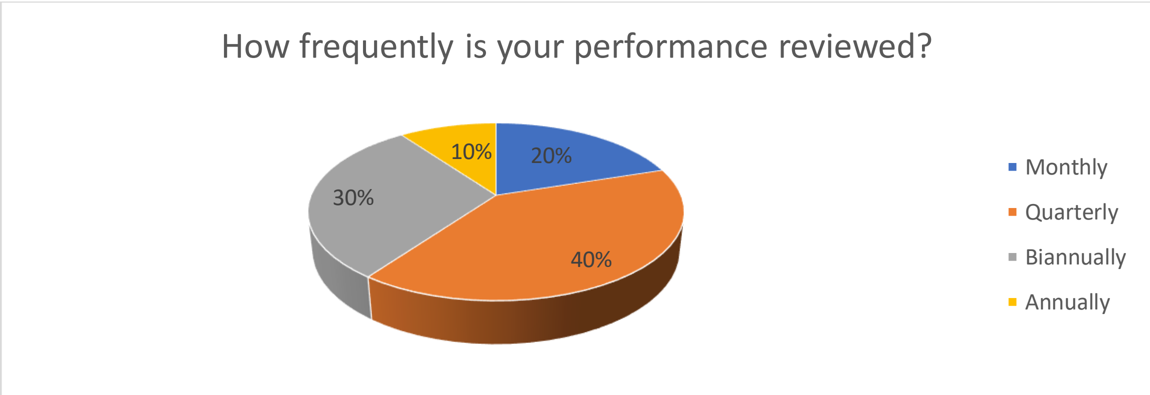

Figure 08: Questionnaire Analysis 07

Intepretation: The response indicates that performance reviews are most commonly conducted on a quarterly basis, with 40% of the responses indicating this frequency. This suggests that periodic assessments are likely to occur every few months, allowing for consistent feedback and adjustment. A notable 30% of individuals experience biannual reviews, reflecting a less frequent but still regular evaluation process. Meanwhile, 20% of individuals undergo monthly reviews, which suggests that in some environments, performance is reviewed more frequently, possibly for roles with dynamic goals or immediate feedback needs. The least common is the annual review, with only 10% reporting this as the frequency. This suggests that annual performance reviews are less prevalent or seen as less effective for some roles. Overall, the results indicate a trend toward more frequent performance evaluations, with quarterly reviews being the most common.

8. **How satisfied are you with the feedback provided during performance appraisals?**

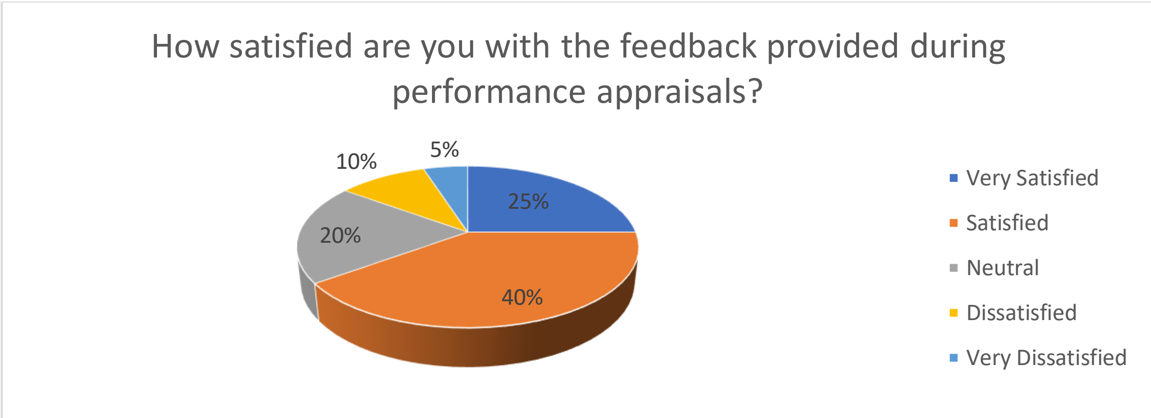

Figure 09: Questionnaire Analysis 08

Intepretation: The response indicates that most individuals are generally satisfied with the feedback they receive during performance appraisals. With 40% of respondents feeling "Satisfied" and 25% feeling "Very Satisfied," it shows that a majority find the feedback useful and constructive. However, there is a portion (20%) who feel neutral, suggesting that the feedback may not always be impactful or meaningful for them. A smaller group, 10%, expressed dissatisfaction, indicating that for some, the feedback could be more detailed or helpful. Only 5% of respondents were "Very Dissatisfied," indicating that severe dissatisfaction with feedback is relatively rare. Overall, the results reflect a positive but varied experience with performance appraisals, with room for improvement in the quality of feedback for a few individuals.

9. **How satisfied are you with the overall compensation and benefits?**

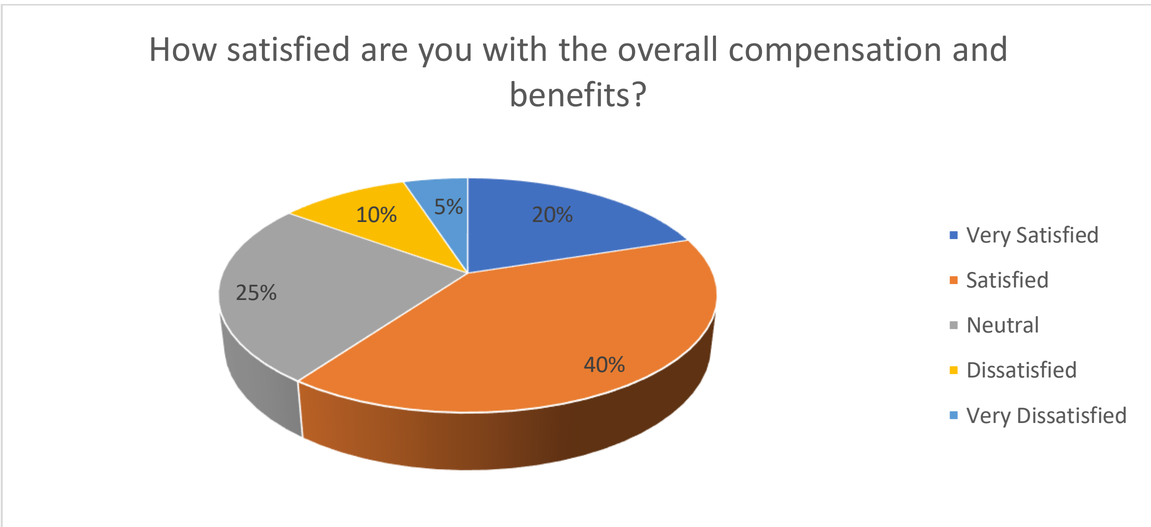

Figure 10: Questionnaire Analysis 09

Intepretation: The response indicates that the majority of individuals are relatively satisfied with their overall compensation and benefits. Forty percent of respondents are "Satisfied," and 20% are "Very Satisfied," highlighting a generally positive perception of their compensation packages. However, there is a significant portion (25%) who feel neutral, suggesting that while they don't have strong positive or negative feelings, there may be aspects of the compensation that could be improved. Ten percent of respondents feel "Dissatisfied," and 5% feel "Very Dissatisfied," indicating that there are some individuals who believe their compensation and benefits fall short of expectations. Overall, the results suggest that while satisfaction is relatively high, there are opportunities for improvement to address the needs of those who are neutral or dissatisfied.

10. **How would you describe the work culture at Trust Bank PLC?**

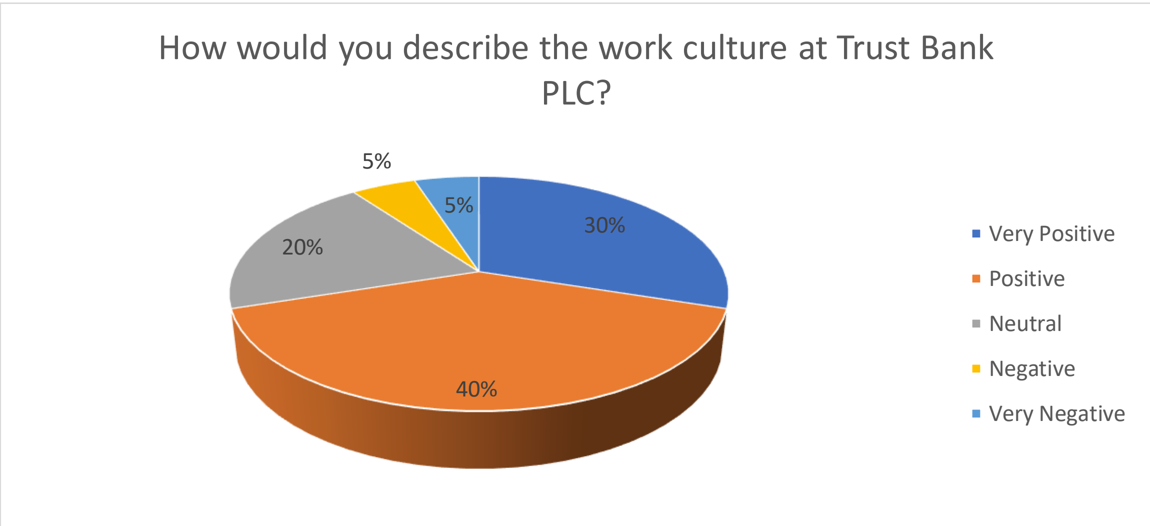

Figure 11: Questionnaire Analysis 10

Intepretation: The response indicates that the work culture at Trust Bank PLC is generally perceived in a positive light. Forty percent of respondents describe it as "Positive," and 30% feel it is "Very Positive," suggesting that a majority have an optimistic view of the environment. A smaller portion, 20%, feels neutral, meaning they do not have strong opinions either way or see both positive and negative aspects to the culture. Only 10% of respondents describe the culture as "Negative" or "Very Negative," indicating that while a few individuals are dissatisfied, most employees have a favorable view. Overall, the results reflect a predominantly positive work culture, with a small minority expressing dissatisfaction.

4.2 SWOT Analysis of Trust Bank PLC

Figure 12: SWOT Analysis

A SWOT analysis for Trust Bank PLC (or any similar financial institution) is typically based on evaluating the internal strengths and weaknesses of the bank, along with the external opportunities and threats in the market. Since there might be different Trust Banks globally, I'll give a general framework that can apply to a typical commercial bank. If you have specific details about a particular Trust Bank, feel free to provide them, and I can refine the analysis accordingly.

SWOT Analysis of Trust Bank

Strengths:

1. Strong Reputation and Customer Trust: Banks with the name "Trust" often have strong customer trust, which can lead to customer loyalty and long-term relationships.
2. Established Market Presence: If the bank has been in operation for a long time, it may have a solid reputation, a large customer base, and strong relationships with other financial institutions.
3. Diverse Product and Service Offering: A broad range of financial products like savings accounts, loans, mortgages, investment services, etc., can cater to a variety of customer needs.

4. Robust Technological Infrastructure: A well-established bank likely has a strong digital presence, providing online banking, mobile apps, and other digital services that increase accessibility and convenience for customers.
5. Capital Reserves: Banks often have significant reserves, giving them the ability to weather economic downturns or unforeseen challenges.

Weaknesses:

1. High Operating Costs: Larger banks tend to have high operational costs due to infrastructure maintenance, regulatory compliance, and staffing requirements.
2. Limited Global Presence: If the bank is regionally focused, it may have limited growth opportunities compared to multinational banks with international reach.
3. Slow to Adapt to Market Changes: Some banks, particularly traditional ones, may struggle to keep up with new fintech competitors or changes in customer expectations.
4. Risk of Default on Loans: Trust Banks, like other financial institutions, may have a portfolio of non-performing loans that can negatively affect profitability.
5. Regulatory Challenges: Banks face strict regulatory requirements that can limit their operational flexibility or add to costs.

Opportunities:

1. Expansion into Emerging Markets: There may be opportunities to expand into growing or underserved markets where banking services are in demand.
2. Digital Transformation: There is a continued trend toward digital banking, and a strong digital strategy could offer opportunities to attract younger, tech-savvy customers.
3. Partnerships with Fintech Firms: Collaborations with fintech companies could help enhance customer experience, streamline operations, and introduce new financial products.
4. Sustainability and Green Banking: Growing demand for sustainable and socially responsible banking services could lead to new products such as green bonds or eco-friendly investments.
5. Increased Demand for Wealth Management: High-net-worth individuals and businesses may require more sophisticated financial planning and advisory services, presenting a growth area.

Threats:

1. Intense Competition: The banking sector is highly competitive, with many players ranging from traditional banks to fintech startups, which may offer more convenient or cheaper alternatives.
2. Economic Volatility: Economic instability, inflation, or recessions can negatively affect loan repayment rates and reduce demand for certain banking products.
3. Cybersecurity Risks: Increased digital banking and online transactions expose banks to greater risks of cyberattacks, data breaches, and fraud.
4. Regulatory Changes: Changes in financial regulations or tax laws can pose challenges, particularly if they result in higher compliance costs or limit business operations.
5. Interest Rate Fluctuations: Changes in interest rates can significantly impact profitability, especially in relation to loans, mortgages, and deposits.

4.3 Findings of the Study

1) Job analysis policy is not standard:

The job analysis program is not standard as well as the key personnel of human resource Department are not capable of applying the various HRM functions.

2) No proper HR planning policy:

Effective human resources planning policy are those that include having sufficient staff, with the right mixture of talent, who are in the appropriate locations, performing their jobs when needed. But Trust Bank PLC does not have any human resources planning policy for managing its human resources.

3) Scarcity of standard recruitment and selection policy:

Though the organization is in lacking of employees, but I think there is lacking of proper staffing-that means lack of right place. So, the main problem is found, lack of ideal recruitment and selection program.

4) Lack of proper training and development policies:

Trust Bank PLC employee development policy is not appropriate. Employees training and orientation is not arranged frequently basis in the bank. As a result, employees fail to properly communicate with the client.

5) Imperfect performance appraisal:

Trust Bank PLC does not accurately follow the performance appraisal program. There is some discrimination, nepotism found in the bank. Consequently, employees with some efficiencies are given different score by different supervisors.

6) Inefficient compensation policy:

Employees of Trust Bank PLC are not satisfied with their current compensation policy. They have not enough facilities like Insurance, Transport, and Lunch etc.

Chapter-05

Recommendations and Conclusion

5.1 Recommendations

1) **Need to prepare standard job analysis policy:**

Job analysis and job description should be prepared elaborately so that employees can understand their duties and responsibilities.

2) **Need to formulate proper HR planning policy:**

Human Resource Division of Trust Bank PLC should be taken employee opinion before preparing a proper Human Resource Planning. As a result, all employees would be applied full concentration to their responsibility and duties.

3) **Structure the standard recruitment and selection policy:**

Recruitment and selection are the most important part of HR department so they should be more careful about the Recruitment and Selection policy.

4) **To formulate proper training and development policy:**

Regular training may be arranged for officers and HR officers in order to ensure the smooth operations of the bank and to get the desired momentum in day-to-day work. An annual budget may be allotted for training purpose.

5) **To formulate effective performance appraisal system:**

Trust Bank PLC needs to develop new performance appraisal policy to evaluate their employees' performance. They can use 360-degree feedback, Paired Comparison Method, Human Asset Accounting Method to evaluate the performance of their employees.

6) **To prepare efficient compensation policy:**

Trust Bank PLC needs to change compensation policy offer to the employees. They should provide facilities like Insurance, Transport and Lunch to motivate employees. They will encourage when get more benefits & services from the organization –like overseas tour, picnic, sports, dinner program etc.

5.2 Conclusion

The success of banks largely depends on the skills and capabilities of their employees. As banks in Bangladesh focus on developing the skills of their workforce, there is a need to simultaneously invest in improving bank infrastructure to ensure that both employees and the bank itself remain profitable. Generally, Bangladeshi banks are recognized for offering competitive payroll standards, strong accounting practices, and significant prestige. As highlighted in this study, investment in human capital has contributed to a stronger business model that adheres to banking regulations.

Employees in these banks receive a variety of bonuses and allowances, including competitive salaries, housing benefits, insurance coverage, and support for employee welfare, such as counseling and injury compensation. Despite these benefits, there is ongoing dissatisfaction regarding working hours, stress, and certain HRM policies. Employees frequently express concerns about performance appraisals, IT models, and the overall approach to human resource management.

Human capital is centrally managed across all bank branches, and it is essential that the bank maintains transparency in executing HR activities. Establishing a clear human rights policy and ensuring that rights and responsibilities are properly shared among HR managers is vital. The financial institutions must empower the Director of Human Resources with the essential roles and responsibilities to support staff activities effectively.

HR practices in some neighboring countries, such as India, Pakistan, and Sri Lanka, have faced challenges, with some banks closing due to inefficiencies. To avoid similar outcomes, the human resource's function must be integral to the development of policies, procedures, and strategic plans. HR professionals must assess and forecast the demand for human resources, ensuring the design and implementation of policies that enable the recruitment and retention of skilled, knowledgeable, and efficient employees. This approach will meet current and future job demands and align with client needs, contributing to the long-term success of the bank.

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Appendix

Dear Sir/Madam,

This questionnaire is being conducted as part of a study on the Human Resource Management Policies and Practices of Trust Bank PLC for the MBA program at Daffodil International University. Your valuable time and support in answering the questions will be greatly appreciated. All information collected will be kept strictly confidential and will only be used for research purposes in preparing an internship report on **" An Analysis of the Human Resource Management Policies and Practices of Trust Bank PLC"**.

Thanks in advance,

Name: ______________________

Age: ________________________

Designation: ____________________

Gender: ________________________

1. Years of experience at Trust Bank PLC:
   - Less than 1 year
   - 1-3 years
   - 4-6 years
   - 7 years and above

2. How would you rate the effectiveness of the recruitment and selection process at Trust Bank PLC?
   - Very Effective
   - Effective
   - Neutral
   - Ineffective
   - Very Ineffective

3. What methods are commonly used for recruitment? (Select all that apply)
   - Internal Promotions
   - Job Portals
   - Employee Referrals
   - Walk-in Interviews
   - Recruitment Agencies

4. How frequently do you receive training in your role?
   - Monthly
   - Quarterly
   - Annually
   - Rarely
   - Never
5. What types of training programs have you attended?
   - On-the-job Training
   - Technical Skills Training
   - Leadership Development
   - Customer Service Training
   - Compliance & Ethics Training
6. Do you feel the training provided enhances your skills and career growth?
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree
7. How frequently is your performance reviewed?
   - Monthly
   - Quarterly
   - Biannually
   - Annually
8. How satisfied are you with the feedback provided during performance appraisals?
   - Very Satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Very Dissatisfied
9. How satisfied are you with the overall compensation and benefits?
   - Very Satisfied
   - Satisfied
   - Neutral

- Dissatisfied
- Very Dissatisfied

10. How would you describe the work culture at Trust Bank PLC?
    - Very Positive
    - Positive
    - Neutral
    - Negative
    - Very Negative

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