Internship Report

on

Human Resource Management Practice in Trust Bank PLC

Prepared by

Maysha Mumtaz Oishi

ID - 201-11-6380

Major in HRM

Program: BBA

Department of Business Administration

Daffodil International University

Supervised by

Ms. Sunjida Khan

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Letter of Transmittal

Date
To: Ms. Sunjida Khan,
Assistant Professor
Department of Business Administration
Faculty of Business Entrepreneurship

Dear Ms. Khan
I am pleased to submit my Internship Report as part of the academic requirements of my Bachelor of Business Administration (BBA) degree from Daffodil International University.
The internship experience at Trust Bank PLC. provided me with the opportunity to apply the theoretical knowledge I gained during my academic journey. It is my aspiration that the insights and knowledge 1 have gained will be beneficial to both the academic community and future students undertaking similar internships.
I am profoundly grateful to Daffodil International University for providing me with the platform to gain hands-on experience and for facilitating this transformative journey. Once again, I extend my heartfelt gratitude to you, Ms. Khan, for your unwavering support and mentorship throughout my internship.
Sincerely,

Maysha

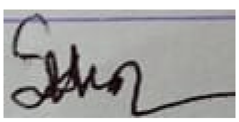
Maysha Mumtaz Oishi
ID -201-11-6380
+Department of Business Administration
Daffodil International University

Certificate of Approval

I, hereby, certify that Maysha Mumtaz Oishi, a student of the BBA Program, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University, bearing ID No. 201-11-6380 has prepared her Internship Report on "Human Resource Management Practices on Trust Bank PLC" as a requirement for a Bachelor of Business Administration (BBA) degree,

The report is recommended for presentation in the internship defense.

I wish her all success in life.



(Ms. Sunjida Khan)
Assistant Professor
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Student Declaration

I, the undersigned, hereby declare that the Internship Report "Human Resource Management Practices on Trust Bank PLC" has been prepared by me under the guidance of Ms. Sunjida Khan, Associate Professor and ad, Department of Business Administration, FBE, Daffodil International University as a requirement for the accomplishment of BBA degree from Dean, Faculty of Business & Entrepreneurship, Daffodil International University. It is also declared that this report has been prepared for academic purposes only and has not been/will not be submitted elsewhere for any other purpose.

Maysha

Maysha Mumtaz Oishi
ID - 201-11-6380
Major in HRM
Program: BBA
Department of Business Administration
Daffodil International University

Acknowledgment

I would like to express my heartfelt appreciation to all those who have been instrumental in, my journey during the internship program as part of my Bachelor of Business Administration (BBA) at Daffodil International University. I extend my deepest respect to Ms. Sunjida Khan, my dedicated internship supervisor. Your support has been invaluable throughout the internship, helping me gain practical insights and professional skills.

I am also thankful to the entire faculty of Daffodil International University for a healthy learning environment. The knowledge and skills I have earned during my BBA program have been the base of my internship success.

I would also like to thank Daffodil International University for providing me with the opportunity to undertake this internship as part of my academic program. This experience has not only enriched my academic knowledge but also allowed me to apply what I have learned to real-world scenarios.

Once again, I would like to express my sincere gratitude to everyone who has contributed to this journey.

Maysha

Maysha Mumtaz Oishi
ID 201-11-6380
+8801724151319

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1.1 Background of the Study

The implementation of Human Resource Management in contemporary organizations enables effective workforce control together with satisfied staff who contribute to organizational achievement. HRM plays an essential role within the banking sector because employees directly perform customer service along with financial transactions and operational functions.

Trust Bank PLC functions as one of Bangladesh's main commercial banks through its established HRM processes that enable the acquisition and development of expert employees. The bank requires continuous adjustments to its HR strategies because both the competitive industry and changing financial regulations need sustained high employee performance together with job satisfaction and regulatory compliance. This research investigates the Human Resource Management practices at Trust Bank PLC through an assessment of its recruitment systems as well as training programs and performance evaluations and employee compensation structures and engagement methods. The study will analyze the existing human resource policy elements of Trust Bank before proposing a plan for improvement.

1.2 Objectives of the Study

The research has some fundamental objectives.

- To explore the employee recruitment and selection operations at Trust Bank Limited.

- To analyze employee training and development programs within the organization.
- To assessment of the organization's current performance appraisal system together with its measurement of effectiveness.

1.3.1 How does Trust Bank PLC recruit and select employees?

The process of recruitment combined with selection stands as the basic structure of all HRM systems because it establishes the standard of new employees admitted to the organization. This question investigates:

- All recruitment platforms organizations employ such as internal job postings and online portals and recruitment agencies.
- The selection criteria for different job roles.
- The interview and assessment process.
- Organization success through diversity and inclusiveness in the hiring process.
- The organizational process encounters problems with hiring appropriate personnel.
- The organization implements what programs and how they train employees to develop their competencies.

- Employee productivity together with organizational effectiveness primarily depends on training programs that advance employee skills. This question explores:

- The organization delivers different training types as an initial orientation for new hires and delivers skill building education as well as leadership development programs.

- The ability to generate positive outcomes through training methods includes workshops and online courses together with mentorship programs.

- Employee training generates results that affect both employee performance quality and workplace satisfaction levels.

- The frequency and accessibility of training programs.

- The organization assigns dedicated financial resources for developing its employees.

- The assessment process for employee performance includes an examination of how performance improves reward expectations.

- A properly designed performance appraisal mechanism enables employee motivation which drives increased organizational productivity. This question examines:

- Trust Bank PLC assesses employees through defined Key Performance Indicators (KPIs).

- The frequency of performance reviews (e.g., quarterly, annually).

- The role of feedback in performance assessment.
- The process of promotion and salary increase determination at the bank.
- The effectiveness of reward systems in motivating employees.

1.3.2 Which compensation and benefits policies exist at Trust Bank Limited?

- Employer-provided pay and advantages act as essential factors that keep staff content and prevent them from leaving their roles. This question focuses on:
- The salary structure and competitive positioning in the banking sector.
- Staff members receive bonuses along with provident fund and medical insurance benefits at Trust Bank Limited.
- Annual leave policies and maternity and paternity benefits form part of the leave policies at Trust Bank Limited.
- Employee recognition programs and non-monetary incentives.
- The organization encounters difficulties when attempting to sustain fair compensation levels that remain competitive in the market.

1.3.3 What challenges does the HR department face, and how can they be addressed?

- Organization-wide HR policies do not guarantee that banks will avoid workforce management difficulties. This question seeks to identify:
- The biggest HR-related challenges at Trust Bank PLC(e.g., high employee turnover, workplace stress).
- Policies aimed at managing staff complaints together with procedures that resolve workplace conflicts.
- The impact of automation and digital transformation on HRM.
- The bank carries out strategic HR measures (or needs to implement) to handle its HR-related issues.
- Strategies exist to enhance HRM practices which will match contemporary banking industry trends.

1.4 Scope of the Study

This research examines Trust Bank Limited's Human Resource Management practices through multiple critical sections including

- Recruitment and selection processes.
- Employee training and career development programs.
- Performance appraisal and reward mechanisms.

- The bank uses compensation packages and provides employee benefits together with welfare policies.
- The organization faces numerous workplace problems and must address multiple operational space opportunities.

1.5 Methodology

This research examines Human Resource Management (HRM) practices at Trust Bank PLC through a design that describes the research approach as well as data collection procedures and analytical methods. A dual research technique using qualitative and quantitative methods was selected to fully grasp the human resources approaches of Trust Bank while assessing its current issues and proposing developmental opportunities.

1.5.1 Research Design

The research design used in this investigation functions as descriptive to study HRM practices at Trust Bank Limited. This research examines how Trust Bank PLC implements recruitment and training as well as performance evaluation and compensation strategies among employee engagement techniques. This study utilizes survey and interview methods to achieve a powerful analysis of the bank's HRM effectiveness through quantitative and qualitative research.

Trust Bank Limited's methodology focuses on a customer-centric approach, strong credit management, and a commitment to sustainable development. The bank prioritizes fulfilling customer expectations, offering diverse financial services, and actively managing credit risk to ensure loan portfolio quality. Additionally, Trust Bank incorporates environmental and ethical considerations into its operations, promoting green banking practices.

1.5.2 Key aspects of Trust Bank's methodology:

- Customer-Centric Approach:
  Trust Bank prioritizes customer satisfaction and actively seeks to meet their evolving needs.
- Credit Management:
  The bank utilizes a robust credit management system to assess and mitigate credit risk, including post-disbursement recovery procedures and an Early Warning System.
- Diverse Financial Services: Trust Bank offers a range of services including commercial banking, SME loans, and various need-based loans for individual consumers.
- Green Banking:
  The bank emphasizes environmental and ethical considerations, promoting sustainable development and green practices in its financial operations.
- Internal Processes:
  The bank has well-defined internal processes for registration, dispatch, dormant accounts, and other banking operations.
- Loan Department:

The bank invests in various sectors with different interest rates, offering diverse loan products.

- Management Structure:
  The bank is managed by a Board of Directors, with the Managing Director executing business, financial, and administrative powers.
- Human Resources:
  The bank emphasizes employee development and training to ensure a competent workforce.

1.5.3 Data Collection Methods:

To achieve comprehensive understanding about HRM at Trust Bank PLC the research gathered information from primary and secondary data sources.

1. Primary Data Collection

Primary data is collected through:

- Structured questionnaires are used to gather information from Trust Bank Limited's employees to determine their feelings about human resource policies and work environment conditions.
- In-depth interviews with HR managers deliver pivotal information about the recruitment approaches while exposing HR department facing difficulties and unveiling employee development mechanisms.
- A group of employees from various departments gathers for discussions that enable them to share their experiences regarding HR practices as well as workplace policies and employee benefits.

2. Secondary Data Collection

Secondary data is obtained from:

- Trust Bank PLC releases its official reports which include annual reports with HR policy documents and CSR reports.
- Existing Literature and Research Papers: Books, journal articles, and past studies on HRM in the banking sector.
- The Bangladesh Bank together with relevant labor laws establish the HR policies that apply directly to financial institutions.

1.5.4 Data Analysis Methods:

Several analytical techniques become applicable after data collection takes place.

- The analysis of HR professional perspectives utilizes thematic methods to evaluate interview responses combined with those from focus groups.
- Trust Bank Limited's Human Resource Management practices undergo industry benchmark comparison which helps evaluate performance quality while identifying improvement potential.

1.6 Significance of the Study

This research provides essential knowledge for enhancing Human Resource Management practices within the banking industry at Trust Bank Limited. Through its findings this study delivers significant insights that will benefit both Trust Bank Limited's management along with HR professionals and employees as well as scientists researching these areas.

1.6.1 Impact on Employees

The program enables Trust Bank PLC staff members to gain knowledge about company benefits together with their workplace rights and advancement options.

- The content focuses on discussing workplace problems while presenting solutions for work-related stress regulation and increases job satisfaction rates.
- The strategies support HR departments to enhance their systems which protect employee health and advance their career development.

1.6.2 Contribution to Future Research

Serves as a reference for future studies on HRM in the banking sector.

- This research enables the expansion of academic knowledge about employee management approaches and the motivation of financial institution workers along with HR strategic policies.
- The research database enables scientists to analyze HRM effectiveness in banking institutions through statistical evidence.

An over view of the Trust Bank Limited

Trust Bank

A Bank for Financial Inclusion

2. History of Trust Bank PLC

The research investigates Human Resource Management (HRM) literature in detail specifically regarding its usage within the banking industry. This paper covers essential HRM principles while analyzing supporting theories and exploring practical HRM methods which determine business accomplishments. This section outlines the implementation barriers that banking establishments facing in Bangladesh while executing Human Resource Management practices.

2.1 Concept of Human Resource Management

Human Resource Management stands as a strategic framework for managing employee staff within organizations to achieve high productivity while ensuring employee engagement for improved business outcomes. During its evolution from personnel management practices HRM expanded into a complete organizational framework which unites recruitment with training alongside performance management and compensation along with employee relations practices. The concept of HRM facilitates organizations in acquiring and developing and maintaining professional employees who achieve business targets for their workforce activities (Armstrong, 2014).

HRM achieves its purpose that trigger staff motivation while optimizing company operations. Organizations having successfully implemented HRM practices maintain reduced staff turnover which correspond to better employee satisfaction. Human capital serves as the foundation for the banking industry because quality service management combined with transaction.

2.2 HRM in the Banking Sector

The banking sector relies on HRM to achieve successful employee recruitment. As service institutions banks achieve success through efficient employee performance. HRM functions in banks cover recruitment of talent alongside employee training assessment along with compensation management which creates positive outcomes for organization effectiveness.

Contemporary banking organizations now implement modern HRM procedures through digital recruitment tools along with performance-based rewards together with online training programs. The majority of leading banks are moving towards HR policies that place employees at the core while focusing on career development and workspace diversity and work-life balance practices according to Dessler (2013). Trust Bank PLC alongside other commercial banks in Bangladesh operates under the HRM guidelines defined by the Bangladesh Bank to fulfill banking regulations along with labor laws and ethical requirements. Although banks maintain structured HR policies multiple sectoral challenges like excessive workloads and employee stress and staffing retention continue to afflict the industry.

2.3 SWOT analysis for Trust Bank Limited:

Strengths

- **Established Reputation:** Trust Bank PLChas built a solid reputation in the banking sector through years of consistent service, reliability, and adherence to regulatory standards. Its association with the Bangladesh Army Welfare Trust further enhances its credibility and trust among customers.
- **Innovative Digital Solutions:** The bank has embraced digital transformation, offering a range of online banking services, mobile banking apps, and AI-driven solutions. This commitment to technological innovation improves customer experience and operational efficiency.
- **Various Service Portfolio:** With overarching services covering retail, corporate, and SME banking, Trust Bank PLC caters to a broad range of customer needs. This helps mitigate risks associated with a single market segment.
- **Strong Risk Management:** The bank's strong risk management and compliance framework, including dedicated teams for regulatory compliance, within a stable and secure environment.
- **Skilled Leadership and Management:** The presence of a skilled management team contributes significantly to the bank's ability to navigate a competitive market and implement innovative practices.

Weaknesses

- **Geographic Presence Limitation:** Compared to some larger competitors, Trust Bank Limited's branch network is concentrated in certain regions.
- **Market Share Challenges:** In a highly competitive banking landscape, the bank faces pressure from both traditional and emerging financial institutions.
- **Depend on Traditional Banking Models:** The bank has made significant digital transformation, there remains a legacy systems and traditional processes in some areas, which can hinder rapid innovation and scalability.
- **Resource Constraints:** Limited resources may impact the bank's ability to expand its product offerings.

Opportunities

- **Expansion in Digital Banking:** With the growing demand for digital financial services, Trust Bank PLC can further expand its digital offerings, improve user interfaces.
- **Growing SME Sector:** The bank has a significant opportunity to capture more of the SME market by offering tailored financing solutions.
- **Geographic Expansion:** Expanding its branch network and establishing a stronger presence in underbanked.
- **Partnerships and Collaborations:** Strategic alliances with fintech companies, digital payment providers.

- **Economic Growth:** With the national economy on an upward trend, there is an opportunity to capitalize on increased consumer spending.

Threats

- **Intense Competition:** The banking sector in Bangladesh is highly competitive, with both domestic and international banks vying for market share.
- **Economic Uncertainty:** Macroeconomic factors such as inflation, currency fluctuations, or economic downturns can adversely affect loan performance, asset quality, and overall financial stability.
- **Cybersecurity Risks:** A significant cybersecurity incident could harm customer trust and lead to financial and reputational damage.

2.4 Theoretical Framework of HRM

Multiple theories within HRM management explain how to motivate employees. HRM professionals widely recognize Maslow's Hierarchy of Needs (1943) as one of the most important motivational theories for their field. Job factors according to Herzberg's Two-Factor Theory (1959) are split into motivators and hygiene factors. Organizations that masterfully handle workforce needs through effective programming demonstrate better workforce productivity levels attached to employee engagement results. Hygiene factors like salary combined with job security will stop workforce dissatisfaction yet fail to stimulate greater motivation levels.

The satisfaction level of employees becomes higher when they experience recognition alongside career growth prospects together with meaningful tasks.

McGregor's 1960 publication Theory X and Theory Y presents different views about employee conduct and leadership approaches. According to Theory X employees show dislike toward work but need strict monitoring but Theory Y supports the idea that employees thrive under conditions of trust alongside responsibility. Current banking institutions implement Theory Y because they grant employees. Inspiring both motivators and hygiene factors leads banks to develop high-motivated staff members.

2.5 Key HRM Practices and Their Impact

HRM practices for recruitment and selection directly impact the professional strength. The structured process for recruitment within the banking industry selects specialists capable of moving the bank toward its strategic objectives. Trust Bank PLC depends on online job portals together with employee referrals and competitive screening techniques to recruit its best candidates. (2017) show that excellent hiring processes decrease employee turnover while producing stronger organizational results. Regular training about financial regulations and risk management along with customer service guides banking institution employees in tracking industry developments. Employee performance assessments at banks include Key Performance Indicators (KPIs) together with 360-degree feedback and annual performance reviews for determining employee contributions. Employees will remain dedicated and focused when performance reviews determine both salary growth and career advancement opportunities.

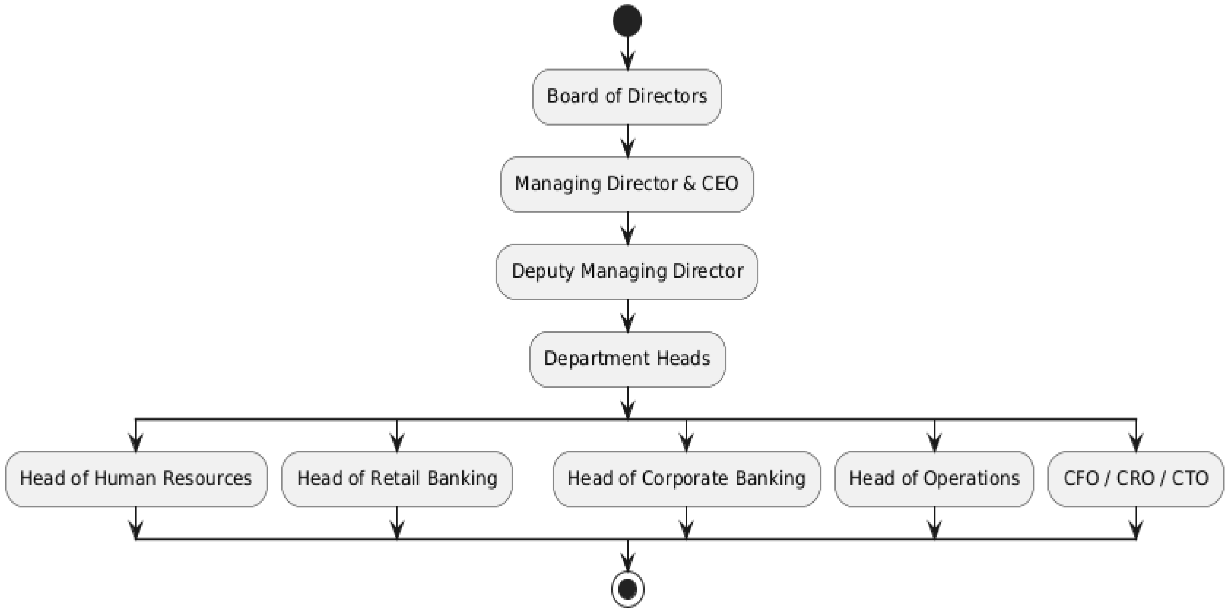
Companies that have equitable compensation packages along with attractive benefits pay their employees to stay longer while keeping their staff turnover rates low according to Armstrong (2014). Trust Bank PLC operates a structured compensation system that serves as its main method to keep its employees.

2.6 Challenges in HRM Implementation

Most banks encounter multiple obstacles when they aim to deploy successful human resource management solutions. The primary management challenge for the company involves excessive workforce replacement. The rigorous condition at banking institutions results in employee burnout and decreased job satisfaction rates. Workers leave their positions to find more beneficial opportunities at either multinational banks or various other industries which provide better organizational conditions. Trust Bank PLC requires action similar to other financial institutions to tackle their workforce retention problems through developing work-life balance provisions and improving employee career advancement paths.

2.7 Organization Structure

Trust Bank Limited Organizational Structure (Flowchart)



Trust Bank Limited's organizational structure is designed to facilitate efficient decision-making, clear communication, and effective management of its diverse banking operations. At the highest level, the Board of Directors sets the strategic direction and oversees the bank's overall performance, ensuring that all business practices align with regulatory requirements and corporate governance standards.

Directly below the board is the Managing Director & CEO, who is responsible for executing the strategic vision and managing the bank's day-to-day operations.

The bank's structure is further divided into specialized departments, each headed by a senior manager.

- **Retail Banking:** It includes branch managers, loan officers, and relationship managers who work together to provide tailored financial services.

- **Corporate Banking:** Under the leadership of the Head of Corporate Banking, this department handles relationships with corporate clients.

- **Human Resources (HR):** It oversees key HR functions such as employee relations, performance management, and compensation

- **Operations:** The Head of Operations ensures that daily banking transactions, customer service, and back-office functions are executed smoothly and efficiently.

2.8 Trust Bank Limited's Financial highlights

Year	Interest Income (BDT Million)	Interest Expenses (BDT Million)	Pre-Tax Profit (BDT Million)	Net Profit After Tax (BDT Million)
2023	25,963.11	Data not available	6,247.13	4,177.48
2022	20,479.12	Data not available	Data not available	Data not available
2021	Data not available	Data not available	Data not available	Data not available
2020	Data not available	Data not available	Data not available	Data not available
2019	Data not available	Data not available	Data not available	Data not available
2018	Data not available	Data not available	Data not available	Data not available
2017	Data not available	Data not available	Data not available	Data not available
2016	Data not available	Data not available	Data not available	Data not available

2015	Data not available	Data not available	Data not available	Data not available
2014	Data not available	Data not available	Data not available	Data not available

History of Trust Bank PLC

3.1 History and Background of Trust Bank Limited

Trust Bank PLC(TBL) is one of Bangladesh's leading commercial banks. Established in 1999, Trust Bank was initiated by the Bangladesh Army Welfare Trust, making it one of the few banks in the country founded with the objective of serving both the military and civilian population. SME (Small and Medium Enterprise) banking, and digital banking services.

The bank's vision is to become the most trusted financial institution in the country. Its mission includes promoting financial inclusion, supporting economic growth, and maintaining corporate social responsibility. Over the years, Trust Bank has built a reputation for operational excellence, customer service, and financial stability.

Trust Bank continues to enhance its digital banking capabilities. The bank has also embraced modern banking technologies, such as AI-driven fraud detection systems and blockchain-based security measures, to ensure the safety and efficiency of its transactions.

Key Milestones of Trust Bank Limited:

- **1999**: The had been established as a private commercial bank under the Bangladesh Army Welfare Trust.
- **2001**: Introduced corporate and retail banking services for the 1st time.
- **2007**: Launched SME banking to support small businesses in Bangladesh to help the customers.

- **2018**: It had been Strengthened IT infrastructure, implementing cybersecurity measures.

Trust Bank PLC operates under the guidelines of the Bangladesh Bank, to maintain financial transparency and customer trust.

3.2 Organizational Structure

Trust Bank PLC follows a **hierarchical organizational structure**, ensuring efficient decision-making and streamlined banking operations. The bank's structure is designed to optimize coordination between different departments while maintaining compliance with regulatory requirements.

Key Levels of the Organizational Structure:

1. **Board of Directors**:

   The highest decision-making body in the bank, responsible for setting strategic goals, approving policies, and overseeing financial performance.

   The board includes representatives from the Bangladesh Army Welfare Trust, independent directors, and financial experts.

2. **Managing Director & Chief Executive Officer (CEO)**:

   The CEO is responsible for executing the bank's strategic vision, managing overall operations, and ensuring compliance with regulatory standards.

3. **Senior Management Team**:

   Includes Chief Financial Officer (CFO), Chief Risk Officer (CRO), Chief Operating Officer (COO), and other key executives.

   Oversees different banking segments such as corporate banking, retail banking, and SME banking.

4. **Departmental Heads**:

   Each department (HR, IT, Finance, Credit, Risk Management, etc.) is led by a senior executive who ensures that departmental functions align with the bank's objectives.

5. **Branch Managers**:

   Responsible for managing day-to-day operations at branch levels, ensuring excellent customer service.

3.3 HR Department and Its Functions

The Human Resource Department at Trust Bank PLCis responsible for managing the bank's workforce, the HR department plays a vital role in enhancing employee performance and maintaining customer satisfaction.

Functions of the HR Department:

1. **Recruitment and Selection**:

The HR department oversees the hiring process, ensuring that the bank recruits highly skilled professionals.

2. **Training and Development**:

   Provides continuous professional development programs, technical skills training, and leadership training.

3. **Performance Management**:

   Implements Key Performance Indicators (KPIs) to evaluate employees' contributions.

4. **Compensation and Benefits Management**:

   Ensures a competitive salary structure with performance.

5. **Employee Engagement and Retention**:

   Organizes team-building activities, career progression plans, and employee wellness programs to improve job satisfaction.

6. **Compliance and Legal Framework**:

   Ensures that HR policies with labor laws, banking regulations, guidelines set by the Bangladesh Bank.

3.4 HR Policies and Strategies

The HR policies at Trust Bank PLC are designed to foster a work environment that is employee-friendly. These policies ensure that employees aligned with the bank's objectives.

Key HR Policies at Trust Bank Limited:

1. **Employee Training Policy:**

   Ensures that employees receive ongoing training on banking operations and digital banking advancements.

2. **Recruitment Policy:**

   Promotes fair and transparent hiring practices for all candidates.

3. **Compensation Policy:**

   Provides competitive salary structures and long-term benefits to attract and retain top talent.

4. **Performance Evaluation Policy:**

   Uses a 360-degree feedback system and annual appraisals to assess employee performance.

5. **Code of Conduct and Ethical Standards:**

   Establishes strict ethical guidelines, ensuring that all employees uphold integrity.

6. **Grievance Handling and Employee Rights:**

Provides an open-door policy where employees can raise concerns regarding workplace.

Strategic HR Initiatives at Trust Bank Limited:

1. **Digital Transformation in HR:**

   The bank has introduced HR analytics.

2. **Talent Retention Strategies:**

   Career progression opportunities, internal promotions, and leadership development programs.

3. **Diversity and Inclusion Initiatives:**

   Encourages female leadership in banking, equal pay for differently-abled individuals.

4. **Employee Productivity Enhancement:**

Employee selection process

Operational and HR management roles

Selection Function	Operational Role	HRM Role
Selection Criteria	Yes	Recommeds
Criteria Validation		Yes
Screening		Yes
Process Applications		Yes
Interviewing	Yes	Vetting
Testing		Yes
Reference Checks		Yes
Physical Checks		Yes
Selection Decision	Final decision	Recommends

ANALYSIS

Trust Bank
A Bank for Financial Inclusion

4. Analysis and Findings

This chapter presents a detailed analysis of the Human Resource Management (HRM) practices at Trust Bank Limited, focusing on employees' perceptions. The findings are derived from employee feedback.

Human Resources Management (HRM) objectives of Trust Bank PLC or any similar organization usually aims to fit human capital at Trust Bank PLC i.e. human resource to the strategic goals of the organization. Here are a few common objectives which HRM might adopt in such a bank. To meet the needs of operation of Trust Bank PLC and future requirement, right recruitment, right selection and right placement must be ensured. This involves finding candidates who are a good fit for the Bank's culture and who have the competencies required. The employees will be provided with opportunities to learn more and develop their skills for greater competencies. This helps to enhance their performance and prepare them for future growth. Keep employees happy. The workplace must not only be productive but also allow engagement. Never stop engaging practices. This may include recognition programs, competitive compensation packages, and work-life balance initiatives. Develop and implement effective performance appraisal systems to evaluate employee performance and provide feedback and identify performance improvement areas. This makes sure staff meets bank's minimum expectations and work toward organizational goals. Make sure all employee rules and actions follow the country's labor laws as well as rules and ethical standards. It includes managing employee relationships, contracts, and fair workplace.

The main roles of the human resource department of a bank like Trust Bank PLC are as follows: The bank encounters costs related to employee recruiting, which include employee application processing expenses. Along with the expenses incurred during the different selection process. The HR department of Trust Bank PLC performs the Employee Onboarding which refers to easing the induction process for employees. The training is done to make employees improve their skills as per their need and the banks need. Not only this it also helps in developing their knowledge and competencies. Compensation and Benefits refer to helping with salaries, bonuses, health insurance, pension, and other benefits to banks' employees. "Performance Management": Setting performance targets, tracking employee progress, conducting appraisals, and offering feedback to assist employees in forecasting reward.

4.1: Employee Perception of HRM Practices

Employee perception of HRM practices is crucial in determining the effectiveness of HR policies and their impact on job satisfaction, motivation, and retention. Employees at Trust Bank PLC generally acknowledge the structured approach taken by HR in recruitment, training, and performance evaluation. However, perceptions vary based on job roles, experience levels, and individual expectations.

4.2 Key Insights from Employee Feedback:

1. **Recruitment and Selection**

   Employees appreciate the transparent and merit-based recruitment process, ensuring fairness.

Some concerns exist regarding delays in the hiring process, which sometimes lead to workforce shortages.

2. Training and Development

Employees value ongoing skill development programs, including digital banking training and leadership development courses.

However, some employees feel that training programs should be more tailored to job-specific needs rather than generalized.

3. Performance Appraisal System

Many employees believe the Key Performance Indicators (KPIs) are well-defined, providing clear expectations. However, some employees feel that promotions and salary increments should be more performance-driven rather than tenure-based.

4. Compensation and Benefits

Employees appreciate competitive salaries, bonuses, and loan facilities. Some employee's express concerns that benefit packages (such as health insurance and retirement plans) should be further improved.

5. Workplace Environment and Employee Relations

Trust Bank PLC is recognized for maintaining a professional and ethical workplace culture.

Employees appreciate open communication channels with HR but suggest that grievance handling procedures should be more proactive.

4.3 Contribution to Trust Bank Limited

HR managers use the findings to detect both positive and negative aspects of current HRM practices.

● The research includes suggested strategies for building stronger employee satisfaction together with retention practices.

● The research presents methods to enhance recruitment practices and delivers approaches for training improvement and performance management system optimization.

● Such measures help organizations establish HR policies that support both present banking developments and regulatory standards.

4.4 Benefits for HR Professionals

Offers insights into HRM best practices in the banking industry.

●Staff members of the HR department acquire knowledge about how work environment engagement with employee motivation measures alongside performance evaluation directly affects organizational productivity metrics.

ট্রাস্ট ইসলামিক ব্যাংকিং
সুদবিহীন হালাল জীবন ব্যবস্থা

Trust Bank PLC.
A Bank for Financial Inclusion

Assalamualikum Wa Rahmatullah
Dear Sir/Madam,

Alhamdulillah. We, Trust Islamic Banking (TIB) express our sincere gratitude to almighty Allah Subhanu Wa Taala for making the year 2024 a successful one.

As per Mudaraba Principle of Islamic Shariah, profit is shared between **Mudaraba Depositors (Raab Al Maal)** and **Bank (Mudarib)** as per pre agreed ratio. The ratio was 65: 35 between Mudaraba Depositors and Trust Islamic Banking for the year 2024.

Like the previous years, TIB has worked out the final profit rate to be distributed among the Mudaraba Depositors based on the Profit Sharing Ratio and Weightage of each Mudaraba deposit products. After retaining only **25.09%** as Mudareeb commission, the remaining **74.91%** of the funded income has been distributed to the depositors. The additional profit was credited on 30th December, 2024 to those accounts which provisional profit rate were lower than the final profit rate. **But no deduction is made to those accounts whose provisional profit rate was higher than the final profit rate.** In this connection statutory Taxes & charges is deducted at source.

The final profit rates for the year 2024 of TIB Mudaraba deposits arrived as follows:

Sl. No.	Deposit Type	Final Profit Rate for the year 2024
1	10 Taka Farmers MSA	4.13
2	Mudaraba Savings A/C	3.81
3	TBL Employee Mudaraba Salary A/C	3.81
4	Defence Personnel Mudaraba Salary A/C	3.81
5	TIB Payroll A/C	3.81
6	Provident Fund A/C (TIB Payroll)	3.81
7	Mudaraba Seniors Deposit Account (MSDA)	4.13
8	Mudaraba Porua Account	4.13
9	Mudaraba SND A/C	1.91
10	Mudaraba Youth A/C	5.08
11	MTDR-1 month	2.54
12	MTDR-3 months	5.40
13	MTDR-6 months	5.72
14	MTDR-12 months	6.03
15	MTDR-24 Months	6.22
16	MTDR-36 months	6.22
17	MTDR-60 months	6.35
18	MTDR-1 month (Entity)	1.91
19	MTDR-3 months (Entity)	3.49
20	MTDR-6 Months (Entity)	4.13

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- The case demonstrates how financial institutions should create efficient HR policies.

FINDINGS OF THE STUDY

Trust Bank
A Bank for Financial Inclusion

This chapter provides an in-depth analysis of the Human Resource Management (HRM) practices at Trust Bank Limited, covering key areas such as recruitment and selection, training and development, performance management, compensation and benefits, and employee relations. HRM plays a crucial role in maintaining an efficient workforce, ensuring employee satisfaction, and aligning human resources with the bank's strategic objectives. Trust Bank PLC follows modern HRM techniques that emphasize talent acquisition, continuous learning, fair compensation, and a healthy workplace environment.

5.1 Recruitment and Selection Process

Recruitment and selection are fundamental HRM functions at Trust Bank Limited. The bank ensures that it hires skilled, competent, and ethical professionals who can contribute to its organizational goals. A well-structured recruitment process enables the bank to attract and retain top talent, reducing turnover rates and enhancing service quality.

Recruitment Process:

Trust Bank PLC follows a structured approach to hiring employees, ensuring transparency and efficiency. The recruitment process includes:

1. **Workforce Planning:**

   The HR department collaborates with different departments to assess workforce needs and determine the number of employees required.

Job vacancies are created based on business expansion, employee turnover, or newly introduced services.

2. **Job Advertisement:**

   The bank advertises job openings through multiple channels, including its official website, online job portals, LinkedIn, university career fairs, and employee referrals.

   Job descriptions are clearly outlined, mentioning required qualifications, experience, and responsibilities.

3. **Screening and Shortlisting:**

   Applications are screened based on qualifications, experience, and relevant skills.

   Shortlisted candidates are invited for aptitude tests, group discussions, and technical assessments.

4. **Interview Process:**

   The interview panel consists of HR personnel, department heads, and senior executives.

   Candidates are assessed on technical knowledge, problem-solving abilities, communication skills, and ethical standards.

5. **Final Selection and Offer:**

   Selected candidates receive formal job offers, detailing salary, benefits, probation period, and company policies.

Background verification and medical check-ups are conducted before onboarding.

Selection Criteria:

- **Merit-based hiring:** Ensuring fair and unbiased recruitment.
- **Competency-based evaluation:** Testing analytical, leadership, and interpersonal skills.
- **Diversity and inclusion:** Encouraging gender balance and equal opportunity employment.

5.2 Training and Development Programs

Training and development are essential components of Trust Bank Limited's HR strategy. The bank continuously invests in employee skill enhancement to keep up with technological advancements, regulatory changes, and evolving customer expectations.

Types of Training Programs:

1. **Induction and Orientation Training:**
    - New employees undergo orientation programs to familiarize themselves with the bank's culture, policies, and work ethics.
    - Introduction to banking operations, customer service expectations, and compliance guidelines.
2. **Technical and Skill-Based Training:**

- Training on core banking solutions, financial management, risk assessment, and fraud detection.
- Hands-on workshops on digital banking platforms, cybersecurity, and AI-driven banking solutions.

3. **Leadership and Management Training:**
    - Programs designed for mid-level and senior executives to enhance decision-making, strategic planning, and team management skills.
    - Leadership development initiatives to prepare employees for higher managerial roles.
4. **Regulatory and Compliance Training:**
    - Employees receive mandatory training on banking laws, anti-money laundering (AML) policies, and ethical banking practices.
    - Ensures adherence to Bangladesh Bank regulations and global financial standards.
5. **Soft Skills and Customer Service Training:**
    - Focuses on effective communication, conflict resolution, negotiation skills, and customer relationship management.
    - Enhances employees' ability to handle customer grievances professionally.

6. **E-Learning and Certification Programs:**

   ○ The bank collaborates with online learning platforms to offer certification courses in financial analysis, fintech innovations, and HR analytics.

5.3 Performance Management and Appraisal System

Performance management at Trust Bank PLC is designed to assess employee contributions, recognize achievements, and provide constructive feedback. A structured appraisal system ensures fair evaluation and career growth opportunities for employees.

Performance Evaluation Methods:

1. **Key Performance Indicators (KPIs):**

   ○ Employees are evaluated based on predefined KPIs, including sales targets, customer satisfaction, productivity, and compliance adherence.

2. **360-Degree Feedback System:**

   ○ Employees receive feedback from supervisors, peers, subordinates, and clients, ensuring a holistic performance review.

3. **Annual Performance Appraisal:**

- Conducted once a year, linking performance assessments with salary increments, promotions, and bonuses.
- Employees with outstanding performance are rewarded with fast-track promotions.

4. **Performance Improvement Plans (PIP):**
    - Underperforming employees receive guidance and training to improve their skills and productivity.
5. **Continuous Monitoring and Feedback:**
    - Regular one-on-one meetings and coaching sessions ensure that employees remain aligned with the bank's objectives.

5.4 Compensation and Benefits

Trust Bank PLC provides competitive compensation packages to attract and retain talented professionals. The bank ensures that its salary structure aligns with industry standards, offering both financial and non-financial benefits.

Salary and Financial Incentives:

1. **Competitive Salary Structure:**

    Salaries are benchmarked against industry standards.

2. **Performance-Based Bonuses:**

Annual bonuses are awarded based on individual and team performance.

Non-Financial Benefits:

1. **Health and Wellness Programs:**

   Medical insurance coverage, mental health support.

2. **Retirement Benefits:**

   Provident funds, gratuity schemes for long-term employees.

3. **Recognition and Rewards:**

   Awards such as "Employee of the Month" and "Best Performer" encourage a motivated workforce.

5.5 Employee Relations and Workplace Environment

A positive workplace environment fosters employee engagement, job satisfaction, and organizational loyalty. Trust Bank PLC emphasizes ethical workplace practices, employee well-being, and diversity and inclusion.

Employee Relations Strategies:

1. **Open Communication Culture:**
   - Encourages employees to voice concerns, share ideas, and provide feedback.

- HR conducts town hall meetings and employee satisfaction surveys.

2. **Diversity and Inclusion Programs:**
   - Promotes equal employment opportunities, focusing on gender equality and inclusion of persons with disabilities.
3. **Workplace Ethics and Code of Conduct:**
   - Enforces strict anti-harassment and anti-discrimination policies.
   - Encourages ethical banking practices and professional integrity.
4. **Employee Engagement Activities:**
   - Team-building exercises, annual retreats, and employee recognition events enhance workplace morale.

5.6: Effectiveness of HR Policies

HR policies at Trust Bank PLC are designed to ensure fairness, efficiency, The bank's structured HR framework aligns with modern banking practice. However, evaluating the effectiveness of these policies requires assessing their practical impact on employee performance.

Strengths of HR Policies at Trust Bank Limited:

1. **Structured Recruitment Process:**

Ensures high-quality hires with relevant banking skills.

2. **Continuous Learning and Development:**

   Leadership development programs prepare employees for higher managerial roles.

3. **Employee Performance and Recognition:**

   Employee recognition programs, such as "Best Performer Awards", boost motivation.

Areas Needing Improvement:

1. **Performance-Based Promotions:**

   A stronger merit-based promotion system could enhance motivation.

2. **Timely Hiring and Workforce Planning:**

   Delays in hiring sometimes lead to workload imbalances.

5.7: Challenges Faced in HRM Implementation

Despite having a well-structured HRM system, Trust Bank PLC faces several challenges.

Key HRM Challenges at Trust Bank Limited:

1. **Workforce Shortages Due to Delayed Hiring**

Lengthy recruitment procedures sometimes result increasing pressure on existing employees.

2. **Employee Retention and Career Growth Concerns**

   Some employees feel that career progression opportunities are limited, leading to higher turnover rates.

3. **Work-Life Balance Issues**

   Due to the demanding nature of the banking industry, some employees experience work-related stress.

5.8: Comparison with Industry Best Practices

To evaluate the effectiveness of HRM practices at Trust Bank Limited, it is essential to compare them with industry best practices.

HRM Aspect	**Trust Bank Limited**	**Industry Best Practices**
Recruitment Process	Merit-based but slower hiring	Fast-track recruitment using AI-based shortlisting

Training and Development	Regular training but not always customized	AI-driven personalized learning paths
Performance Management	KPI-based, 360-degree feedback	Continuous performance tracking with real-time feedback
Compensation and Benefits	Competitive salaries, bonuses	Additional benefits like stock options, child care support
Employee Engagement	Open-door policies, town halls	Gamification, social recognition platforms
Work-Life Balance	Some flexibility but long hours	Hybrid work models, mental wellness programs

1. **Adopting AI-Driven HR Solutions**

   Using AI for resume screening, predictive analytics for employee turnover can enhance HR efficiency.

2. **Enhancing Employee Benefits**

Additional benefits such as stock options, flexible work arrangements, and child care support.

3. **Implementing Hybrid Work Models**

   Some leading banks have introduced remote work options for certain job roles, improving work-life balance.

4. **Stronger Retention and Career Growth Strategies**

   Implementing promotions, internal mobility programs can reduce turnover.

Trust Bank PLC performs well in HRM strategies, but incorporating AI-driven solutions can further align it with global HRM standards.


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Recommendation and Conclusion

Recommendations

This chapter provides recommendations for improving Human Resource Management (HRM) practices at Trust Bank Limited. Effective HRM practices will crucial for enhancing employee satisfaction.

6.1 Recommendations for Improving HRM Practices

The following recommendations aim to enhance recruitment efficiency, training effectiveness, employee satisfaction, and overall HR policy implementation.

- Implementing AI-driven resume screening and automated interview scheduling can be added.
- To attract fresh talent through internship and trainee programs should remarkable.
- Based on employees' specific roles and career aspirations should be considered.
- E-learning platforms for flexible and self-paced training opportunities may be effective.
- Transparent bonus structure linked directly to individual and organizational performance help to improve.
- Promote employee engagement programs, including team-building.

- Improve work-life balance initiatives, such as flexible work hours and wellness programs, to reduce employee burnout is remarkable.

6.2 Conclusion

This study examined the Human Resource Management practices at Trust Bank Limited, focusing on recruitment, training, performance management, compensation, and employee relations. The findings indicate that while Trust Bank PLC follows structured and well-defined HRM policies, there are areas that require improvement, including faster recruitment processes, enhanced training programs, stronger performance-based promotions, and improved employee engagement initiatives.

Trust Bank PLC is one of Bangladesh's trusted and growing Financial Institutions. It contributes to the socioeconomic development of the country and is espoused by the Army Welfare Trust providing wide range of banking services in addition to developing customer base by emphasizing on financial inclusion and adopting latest technology.

Here's a more detailed look:

Strong Foundation:

Trust Bank was the first such bank in Bangladesh established by the Army Welfare Trust.

Wide Reach:

In addition, the bank has a large network of branches, SME centers and ATMs across Bangladesh and plans to enhance its reach.

Customer Focus:

Trust Bank aims to be a preferred financial partner by leveraging insights and superior service delivery to various customer segments.

Technological Advancements:

This has also been done in the form of Online Banking to include Any Branch Banking, ATM Banking, Phone Banking, SMS Banking and Internet Banking.

Financial Inclusion:

Trust Bank, therefore proactively strives to bring the unbanked population into the banking network through low-cost technology-based services.

Public Confidence:

It has gained public confidence in the bank for its sound financial standing.

Growth and Expansion:

In today's environment, Trust Bank's business volume and customer base has increased over the years and thus new technology and service capabilities have been required.

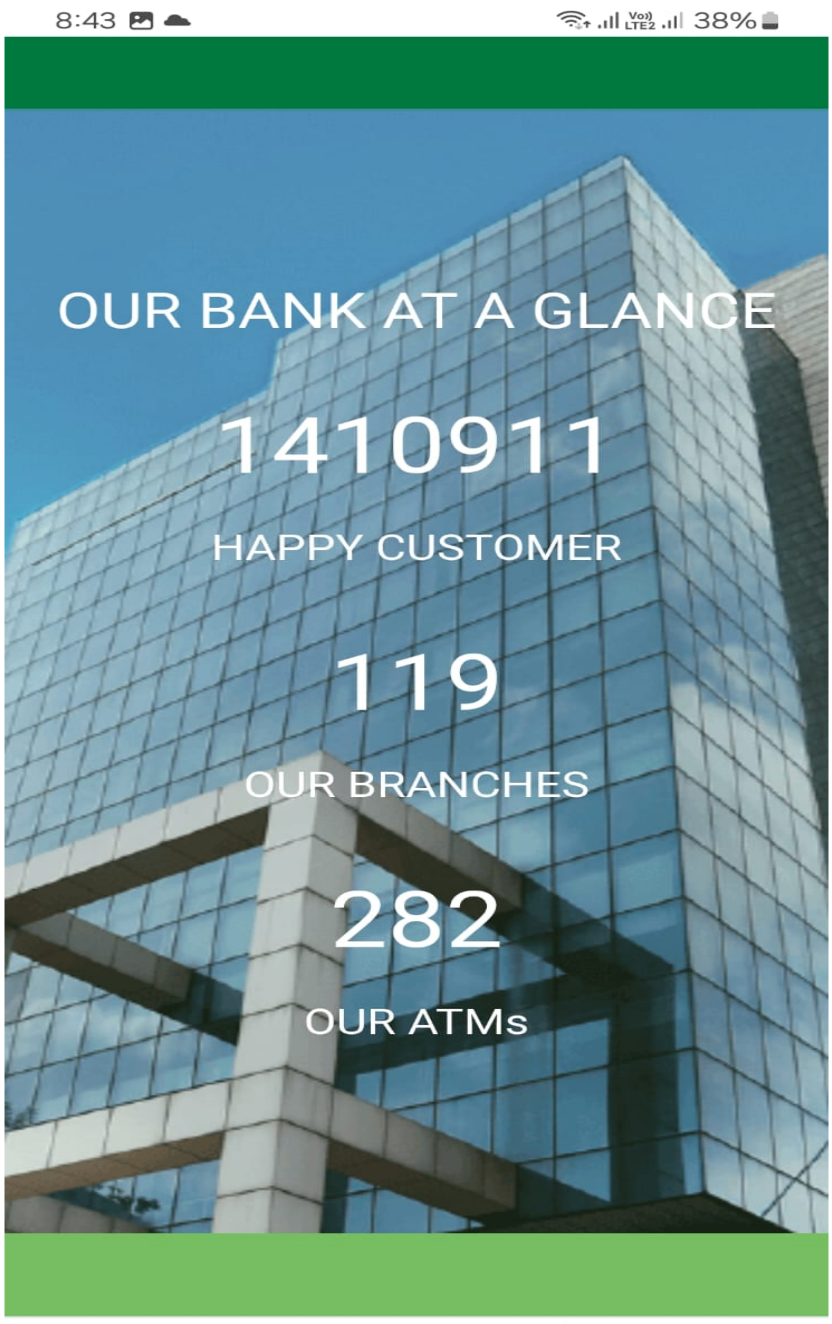
Sustainability:

Trust Bank also shows a positive attitude towards sustainable development, which includes green banking.

Outlook:

The bank maintains its focus on customer loyalty and expanding its reach and is looking to use data and personalization in its future business plans.

We would like to conclude by saying that Trust Bank has successfully adapted to the changing financial climate in Bangladesh by meeting the challenges of growth, customer satisfaction and financial inclusion.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