



Daffodil
International
University

Internship Report
On
**“Human Resource Management Practices of Shahjalal Islami
Bank Limited.”**

Prepared To
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Date of Submission: 13th January, 2019



Letter of Transmittal

13th January, 2019
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Subject: Submission of the internship report on “Human Resource Management Practices of Shahjalal Islami Bank Limited”.

Dear Sir,

I am very glad to submit the report on “Human Resource Management Practices of Shahjalal Islami Bank Limited” as a part of my Internship program of Daffodil International University for BBA students. I would like to say that this report is very helpful for me to gather real life experience about whole job activities performed in a bank. I also came to know that how handle customers and provide service to them as a service Intern. I have tried my best to follow your guidelines in every aspect of planning and preparing my report. I have collected what I believe to be most important information to make my report as specific & coherent as possible.

So it was a delightful experience for me to work on this topic and I am very thankful to you for giving me this opportunity

Sincerely yours,

Shohel Rana
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Certificate of Approval

I am pleased to certify that the Internship report on “**Human Resource Management Practices of Shahjalal Islami Bank Limited**”. Conducted by **Shohel Rana** bearing ID No 151-11-873 of BBA Program, Department of Business Administration has been approved for presentation and defense. Shohel Rana worked with **Shahjalal Islami Bank Limited**, DEPZ Branch, Dhaka as an intern under my supervision.

Shohel Rana bears a strong moral character and a very pleasing personality. It has indeed been a great pleasure working with him. I wish him all success in life.

.....
Signature of the Supervisor

Gouranga Chandra Debnath
Assistant Professor and Head
Department of Business Administration
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Acknowledgement

I would like to thank to all those who have been helpful in the preparation of this internship report. It definitely would not have been possible without the help of many people and I would like to acknowledge my pleasure to all those who had helped me during this entire process.

In first, I might want to express my sincere gratefulness to Almighty Allah, who has given me the chance to finish the report in an amazingly pleasant way.

My gratefulness and much appreciation goes to my regarded supervisor Gouranga Chandra Debnath, Assistant Professor of Daffodil International University, who guide me all through the circumstances for completing my report. His guidance helps me to separate the important and necessary details from the unnecessary certainly helped me to stay on the correct track. Without his assistance it was totally hard to finish this report properly in time.

With a great pleasure, I would like to express my deep sense of gratitude to the management of Shahjalal Islami Bank Limited for their valuable and helpful support.



Executive Summary

The principle objective of this report is to analysis The Human Resource Practices of Shahjalal Islami Bank. General objectives of this report is to develop the knowledge by using the practical firm work, to know about Shahjalal Islami Bank (SJIBL) operational activities which is based on Islami Shariah, to know about Human Resource Departments Practices of SJIBL and to know the differences between Islamic & Non-Islamic Bank.

The report is separated in five different chapters. The first chapter contains introduction, origin, background, scope, objectives, methodology and limitations of the study. The second chapter contains the overview of Shahjalal Islami Bank Limited in details with Shahjalal Islami Bank Depz Branch information. In the third chapter it contain history of HRM, meaning of HRM, HR planning, recruitment, selection, training and development the compensation. In four chapter, SJIBL Human resource management process, why HRM is important and the HR process of SJIBL. Chapter five contains findings, recommendations and conclusion. In this whole report the discussion about the **HRM Practices of Shahjalal Islami Bank Limited** are designed in step by step.



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Chapter – One

Introduction

1) Introduction

Human resource management is the process of management involvement in the human resources department and it also create impact directly or indirectly. The name shshjalal islami bank is the leading commercial bank in our country with its 123 outlets. Those are in the commercial area. The main goodwill of this bank is they are doing their banking business by maintaining the sharia guideline.

Human resource management has been proved as one of the most critical aspects of attaining organizational effectiveness. Human Resources Management is dealing with the people's structure system in Shahjalal Islami Bank. This increased attention to the organization, they have to give more attention on their human resources management. Because of if they don't give much attention they cannot achieve the organizational goal and yes it is critical to do properly but the organization have to do this for their success.

1.2) Origin of the Study

In today's world, only bookish knowledge is not enough to cope up with the real life scenario. In practical field we have to face different types of situation and for that we need theoretical knowledge as well as practical knowledge. So, internship program helps a student to learn how to apply his theoretical knowledge in practical scenario. The main goal of internship program is to increase both the theoretical and the practical knowledge of the participants. As a business student I have started my three months period internship with **Shahjalal Islami Bank Limited (SJIBL)** which is a requirement of internship program of undergraduate degree in Daffodil International University (DIU). My internship topic is "**Human Resource Management Practices of Shahjalal Islami Bank Limited**". It was a challenge for me to complete a report on such an important topic. But I have completed this report successfully thanks to continuous supervision of my academic supervisor **Gouranga Chandra Debnath, Assistant Professor and head** Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University (DIU).

1.3) Scope of the Study

World is changing day by day, it's become more challenging. HR must be ready to face those challenges. Report will mainly focus on the human resource management activities of Shahjalal Islami Bank Limited. The proposed study will cover the procedure & techniques followed by the recruitment and selection of Shahjalal Islami Bank Limited. The present study deals with the s policy of the shshjalal islami bank.

1.4) Objectives of the Study

Objectives of the report are summarized in the following manner-

- ✚ To find out the recruitment and selection process of shahjalal islami bank
- ✚ To identify the different methods of training and development in shahjalal islami bank
- ✚ To evaluate the performance appraisal methods in shahjalal islami bank
- ✚ To analyze the compensation management of shahjalal islami bank
- ✚ To make some recommendations on the basis of problems.

1.5) Methodology of the Study

It is the process of collecting of data from different aspect what is necessary to collect it is design in that way so the corresponded to achieve the objectives of the study. This study requires the systematic procedure that is selection to final report preparation. The study is complete on the different sources of specific methodology.

1.5.1) Sources of Data

A) Primary Sources

- ❖ Conversation with senior officers of bank.
- ❖ Informal conversion with the employees

B) Secondary Sources

- ❖ Office files and Documents
- ❖ Study related book and journals.
- ❖ Web site.
- ❖ Documents supplied by the executives and officers of SJIBL.

1.6) Limitations of the Study

To complete any kind of resources it need higher degree or deeply involvement in collecting of information. While preparing the report so many problems arise we always try to avoid them. In preparing the study following problems are faced those are:

Time Limitation: The time is too short to, make a full described report.

Confidential information: To complete my report I need information. Bank is willing to give the information but I ask for some information, and they told me that those are confidential information they have no authorized to tell me.

Non availability of adequate data: there is a problem to make a comparative study on the HR practices.so I try my best to collect all data but due to confidentiality I couldn't collect it to make depth presentation.

Lack of experience: Experience makes a man efficient. That is an obstacles for me that I'm not experience enough to do the report properly. If I had experience enough then I will able to give all the information what is necessary.

Lack of Up-to-date Information: this kind of date they on give to their employees so I couldn't collect it for their organization restriction.

Lack of records: I collect few of them but most of them are not found due to maintaining their banking process.



Chapter - Two

Overview of the Organization

2.1) Historical Background of SJIBL

Shahjalal Islami Bank Limited (SJIBL) commenced its commercial operation in accordance with principle of Islamic Sharia on the 10th May 2001 under the Bank Companies Act, 1991. During the last seventeen years SJIBL has diversified its service coverage by opening new branches at different strategically important locations across the country offering various service products. Islamic Banking, in essence, is not only INTEREST-FREE banking business, but it carries deal wise business product; thereby generating real income and thus boosting GDP of the economy. Shahjalal islami bank limited is the banking organization its offer full Range of banking service to their customer (personal to corporate) by covering the all sector of customer. It maintain the Bangladesh center bank act and also the sharia act that is provided by their sharia council.

Currently the bank has about 123 branches throughout the country. In the shahjalal Islami bank there are many sectors that they provide services those are:

- Corporate Banking,
- Retail Banking,
- Consumer Banking,
- SME & NGO finance from industry to agriculture,
- Real estate to software and is backed by the latest technology.

The bank is control by the group of people those are highly professional including (Finance, Banking, Customer Satisfaction, HR planning) etc. the main moto of this shshjalal islami bank is “Committed to Cordial Service”. The Bank has already achieved its trophy that it is one of the leading Islamic bank in our country with in seventeen years.

2.2) MISSION

- ❖ To provide quality services to customers.
- ❖ To make quality investment.
- ❖ To ensure sustainable growth in business.
- ❖ To ensure maximization of Shareholders' wealth.
- ❖ To establishment Islamic financial institution.
- ❖ To provide banking facilities all the eligible citizens all over the country.
- ❖ To create a ‘BRAND ISLAMIC BANK’ in the international market.

2.3) VISION

We all know that it is the islami bank so the vision must be Islamic related. So the shahjalal islami bank want to be the modern unique bank in not only in our country but also in the world. It create significant contribution on our national economy and want to gain the customer trust by providing Islamic banking services.

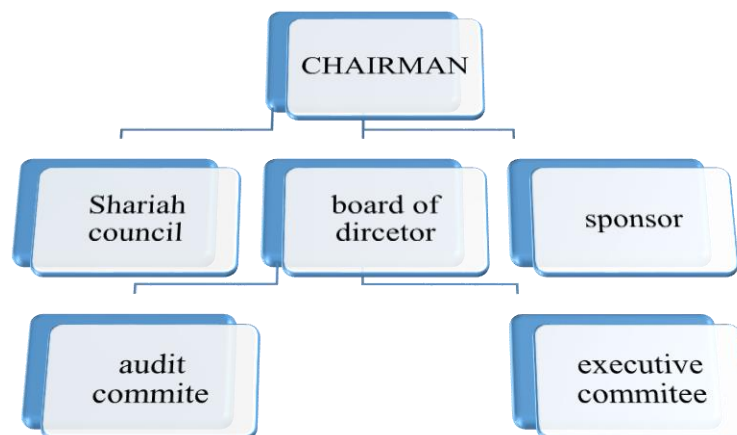
2.4) SLOGAN

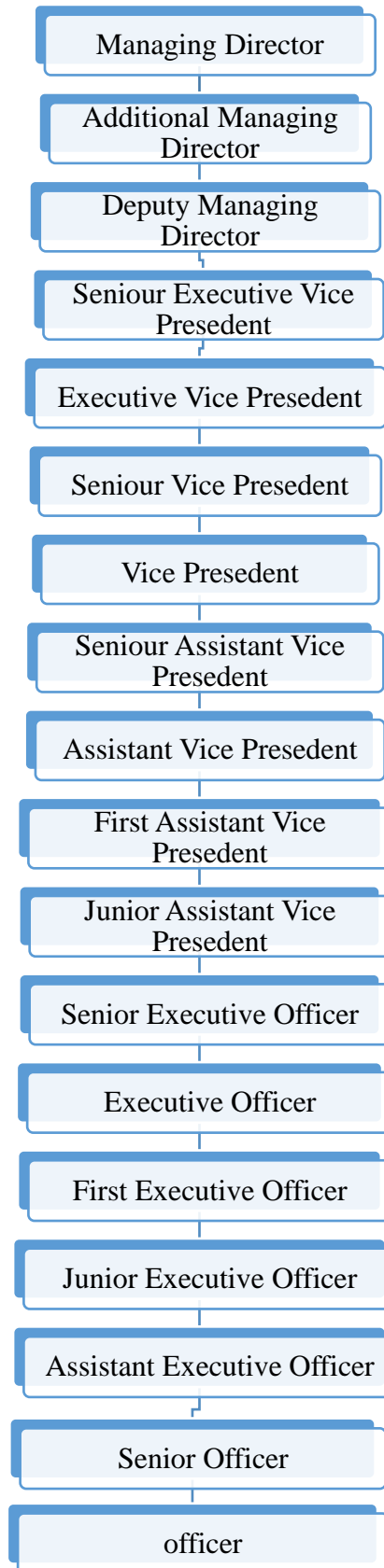
Committed To Cordial Service

2.5) SJIBL Strategic Priorities

- ❖ To serve the customer for their best satisfaction and gain confidence.
- ❖ To manage the banking in most effectively manner.
- ❖ To identify the customers need what is changing day by day and try to fulfill those requirement.
- ❖ Updates the policies and services to provide the best services.
- ❖ To increase the organization productivity management should make good communication relation with low to high level of employees.
- ❖ To create the friendly environment to do the work effectively

2.8) Hierarchical Structure of SJIBL





Hierarchical Structure of Shahjalal Islami Bank Limited.

Chapter - Three Literature Review

3.1) History of Human Resource Management

Communication is the oldest existential phenomenon on earth. Well, if that's the case then human resource management would get the second place in the sibling hierarchy. In spite of being added as a subject in management courses fairly late, HRM has been a concept that was utilized ever since human beings started following an organized way of life. Some of human resource management's vital principles were used in prehistoric times. Like, mechanisms being developed for selecting tribal leaders. Knowledge was recorded and passed on to the next generation about safety, health, hunting, and gathering. 1000 B.C to 2000 B.C saw the development of more advanced HR functions. The Chinese are known to be the first to use employee screening techniques, way back in 1115 B.C

The Greek and Babylonian civilizations, ages before the medieval times.

Between the 1960s and 1970s, the HRM movement gained further momentum due to the passing of several acts like the Equal Pay Act of 1963, the Civil Rights Act of 1964, the Employee Retirement Income Security Act of 1974 (ERISA), and the Occupational Safety and Health Act of 1970. Now, the HR department was the apple of the corporate' eyes because, the corporate placed a lot of importance on human resource management to avoid plausible law suit.

So by the end of the 1970s, HRM had taken over the world! Almost all big and medium scale industries had a department to manage their recruitment, employee relations, record-keeping, salaries and wages, etc. Towards the 1980s, the importance of HR continued to intumescence for several reasons like increase in skilled labor, training, regulation compliance, dismissal, etc. The HR managers were the ones who did the hiring and the firing.

In today's date, HR has the same importance as the other departments, in some corporate, it has more. With the constant increase in education, technology and frequent fluctuations in economic status and structures, I believe, HR is the oldest, most mature and yet, the most efficient of all management styles.

3.2) Meaning of Human Resource Management

Human resource management (HRM) is the strategic approach of organization .By using this approach organizational management can archive the organizational goal. In easy sense HRM means managing the human resource for achieving the organization goal. Also the HRM means selecting the right people at the right time at the right place it also includes (training & development, Compensation, Recruitment and selection) Etc.

3.3) Human resource (HR) planning

Human resource (HR) planning is a continuous process using that the organization can identify the current and future needs of the human resource. It can be linked with the organizational overall strategy. Human resource planning process involve the following steps:-



- ❖ **Organizational Objective & Strategies:** Organizational objective and the strategies is create important effect in the HR process. Before taking the strategy organization focus on their HR process to implement the strategies. By using the HR process organization can take feedback that the strategy is suitable for the organization or not. It also tell the organization by using this strategy organization can achieve its objectives.
- ❖ **Analyze the internal HR Capabilities:** Organization always try to achieve the first place in the market but using the HR planning organization can get the capabilities of his limitations.
- ❖ **Survey of people availabilities:** In organization all people are not employee. By using the survey organization can get the result how many employees they



have that not only help them for counting but also for employees training and developing.

- ❖ **HR strategies and plans:** It must be linked with the organizational overall strategy so the organization can implement their strategies properly.
- ❖ **Organization need for people:** by the passing of time ever organization want to more productive, more effective want to be the market leader. To fulfil this steps organization need different types of people that will help to fulfil the need. What types of people they need to achieve the organizational goal?
- ❖ **External environment:** Before implementing the strategies organization must get the information external environment. So that the organization can take the steps properly for best HR planning.
- ❖ **Forecasting:** It is actually the predicting the future by using the past present and the past information. By this the organization can get the best outcome.

3.4) Recruitment

Actually recruitment is the process of attract the potential candied towards the organization to apply for the job. By offering the high wages or extra benefits, bonus other allowances.

Recruitment process is of what kind of job, what is the requirement how the organization would select the candidate that's all will be described in the recruitment process.

To increase the organizational efficiency in hiring the HR team follows some steps those are in below. If those steps are ensure properly organization can select the right person for their goal.



Recruitment Planning

Recruitment planning is the first step of the recruitment process, in here organization describe about the job specification.

Like: what kind of job, what kind of specification or skills is needed to perform the job.etc?

Identifying Vacancy

It is the first process in recruitment planning. In this steps HR departments receives recruitment requisition from the different departments, which contains –

- Number of posts to be filled
- Number of positions
- Duties and responsibilities to be performed
- Qualification and experience required

When a vacancy is identified, now the work is for manger he/she will take the authorization to select the employee which is full time, part time or etc. This have to be evaluate before marching the recruitment.



Job Analysis

Job analysis is the process by which the employee can understand what kind of characteristics, skill he/she have to be obtain to performed the job that is offer by the organization.

Job analysis helps to get the full specification of the job, and how to perform it.

There are some steps that are important to analyzing the job –

- Collecting the all job information
- Accuracy in checking the job information
- Generating the job description on the basis of the information that is collected.
- Determining the abilities, knowledge. Which is required for the job as selection, training, compensation, and performance appraisal.

Job Description

Job description it is the document that tells about the job. There are major issue that is describe in job description those are include (job roles, responsibilities, skills to perform) etc. This description is very important for a successful recruitment process.

Job description provides information to the organization and also to the employees to archive the organization goal.

Job Specification

Job specification is the process that focuses on the candidate qualification. There are some specific job. To perform that job the candidate have some qualification those should be including (physical, mental, emotional, behavior) etc.

Job Evaluation

Job evaluation is a comparative process of analyzing the job value in the organization.

The main objective of the job evaluation is to determine the job importance. This will also tell the organization how much wages or salary they should offer for this job. There are many methods to determine the job evaluation. Those are:

- job grading,
- job classifications,
- job ranking, etc.,

Recruitment Strategy

It is the second step in recruitment process. After completing the whole preparation of job, now it is time to take the strategy by which the organization can recruit the potential candidates.

While preparing a recruitment strategy, the HR team considers the following points –

- Is they are going to hire or make employees?
- What types of recruitment they are going to use?
- Geographical area is also the important to develop strategy
- What are the sources of recruitment?

We know that the development of the strategy is long process. But it is important to attract the right candidate. There are some steps involved in this strategy development those are in below:

- Setting up a board team
- Analyzing HR strategy
- Collection of available data
- Analyzing the collected data
- Setting the recruitment strategy

Internal and External Sources

Internal and External sources of recruitment those are in below:

Internal Sources	External Sources
<ul style="list-style-type: none"> ➤ Promotions ➤ Transfers ➤ Former Employees ➤ Internal Advertisements (Job Posting) ➤ Employee Referrals ➤ Previous Applicants 	<ul style="list-style-type: none"> ➤ Direct Recruitment ➤ Employment Exchanges ➤ Employment Agencies ➤ Advertisements ➤ Professional Associations ➤ Campus Recruitment ➤ Word of Mouth

Screening

Screening is the process that starts after the completion of the process. By using this organization can identify the qualified candidate. After selecting the qualified candidate organization can move for their next recruitment process.

It is also the important part for organization.. to remove the unqualified candidates..

Evaluation and Control

It is the last steps in the recruitment process. It is the costly process but for the recruiting of right candidates it is necessary to march. There are some cost that in affect the recruitment process those are in below:

- Salaries for the recruiters,
- Advertisements cost,
- Administrative expenses and Recruitment overheads,
- Overtime and Outstanding costs,
- Cost incurred in recruiting suitable candidates for the final selection process,
- Time spent by the Management.

3.5) Selection

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. In easy way selection is the process of selecting the potential candidate through several test (many types of test) Employee selection is the process that can be easy to complicate only depending on the job description. Selection is a screening process. It is the process of selecting the individuals those who have the qualification to do the job. By this organization can easily understand who is best for their job. It is the process that start after the recruitment process is over.

Objective of selection

The objective is to select the right candidate who is fulfill the organization requirement that is require for the job and organizational goal. To meet this goal the company obtains and assesses information about the applicants in terms of qualifications, skills, experience etc.

Selection Process

It is involves a series of steps. Every steps must be clear successfully before the candidate move to the next level. By using the selection process organization can find out the hidden qualification that cannot be detected. It also give the information about the candidate productivity, and also the reliable information to select them.

Step 01: Preliminary Interview:

It is the first step that is used by the large organization to minimize the candidate list. It also allow the only qualified candidate to move on the next steps.

Steps in the interview process:

Those who are fresher they demand a positive friendly environment. The candidate must be treated carefully to create a good image about the organization. This will create a long term image in candidate's minds.

There are certain steps to be followed while conducting interviews:

I. Preparation:

To ensure the effective interview organization have to ensure that it is well planned. To ensure effective interview there are some point have to focus on those are in below:

- Take feedback from the candidate resume,
- Keeping the test scores ready, along with interview assessment forms,
- Which selection method should be used ,
- Choosing the expert who would interview the candidates,
- Select the room that is away from noise, where the interview section could be held,

II. Reception:

In this steps organization have to confirm that the candidates have received properly and they led to the interview room. As a rule all candidates have to be treated properly –even unsolicited droppings. The interview is to be started on time.

III. Information Exchange:

In order to gain the confidence of the candidate, those who will take the interview they can start the interview with an informal mood. There are some point that are following

- a. Disuse the purpose of interview, give all the information about the job, what is he/she will Appling for.
- b. Start with the simple question to ensure the candidate can express himself freely.

IV. Termination:

In the interview the expert should not create any awkward situation form the candidates. During the interview section the expert should not give any personal opinion on the candidates.

V. Evaluation:

When the interview section is over now the work is for the expert they have to summarize the candidate's response. On the basis on candidates behavior, opinion, during the interview. It is better to use the stander format of evaluation.

Step 02: Employment tests:

Organization selects employees to get certain works done by them. It is necessary to take some test to the candidates to measure their performance ability. Whether particular candidates have the capabilities to perform the job. Most of the organization



use some employment test to ensure the right candidates for their organization. A variety of tests are usually used as selection tools. Those are in below:

a) Intelligence tests: Intelligence tests are a measure of the individual's capacity. In this test organization take some written or presentation on specific topic to measure the candidates ability

b) Aptitude tests: In this test organization can understand the candidates learn ability, how faster he/she can learn the job by using the training. It is also required to determine their ability to perform the job.

c) Achievement tests: In this test organization take test about the candidates information, whatever he/she claims that the specific trick or trade he/she know that to do the work faster or properly. Then organization verify that trick.

d) Personality tests: It is the tests of candidate's personality, behavior, characteristics, emotion, habits, and physical ability. However he/she can do their work in extreme situation. These are generally used to for the selection of personnel for executive.

Step 03: Background & reference checks:

Background investigation is costly for the organization. Most of the organization are not willing to pay for this background checks. Those who are the multinational company they are willing to pay for this checking and it is also helpful for the organization for future incident. In our country all organization have to pay for this checking's for employee and also for the organizational benefits. Background references can be obtained from several sources.

There are two main reasons to conduct pre-employment background investigations.

- ❖ To verify factual information provided by the applicant.
- ❖ To uncover damaging information such as criminal records and suspended drivers licenses.

Background investigation sources:

- ❖ Reference checks
- ❖ Educational certificates
- ❖ Professional certificates
- ❖ Criminal records

Types of background checks:

- ❖ Try to verify an applicant's current position and salary with his/her current employer by phone call.
- ❖ Call the applicants current and previous supervisors to try to discover more about the persons motivation, technical competence and the ability to work with others.

Step 4: Medical & Physical Examination

We all know that some job are specific to do this type of job the candidates are need specific qualification like clear vision, hardworking, clear tone, etc.. Such examination can give the following information:

- Whether the applicants physical measurements are in accordance with job requirements or not.
- Whether the applicant is medically fit for the specific job or not.
- Whether the applicant has any psychological problem likely to interfere with work efficiency or job attendance.
- Whether the applicant suffers from any physical disability which should be corrected before he can work satisfactory.
- Whether the applicant drug addicted or not.

Step 05: Final Decision & Placement

After the medical examination final decision are made. Placement is the final selection process. It ensures that the person has finally got the job. Through proper selection and recruitment process to ensure the organizational goal. It is duty for the HRM to ensure "availability of right man at the right place and at the right time" is also fulfilled, if at least for the time being.

3.6) Training and Development.

Training is a process that helps employees to learn the specific knowledge to improve their working performance.

Development is the process there the employees get support, guidelines from the organization employer to develop of his skills or knowledge, that the development.

I have found some development methods those are describe in below:

1. **On the job training:** This is the methods where the employee get his training during in the job. When he is working in the organization during that time he or she get some advice from the organization that's the on the job training.



2. **Off the job training:** In this methods the employee get the training out of the organization.
3. **Coaching:** This is the process where the employees get guidelines from the organization from the, so that they can performed the job easily or do the job perfect.
4. **Training courses:** Is also for the employees to do the job perfectly. In this methods the employees get the training methods under months. To do the work properly.

3.6) Performance Appraisal

“It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits.”

Performance Appraisal Methods: Traditional and Modern Methods

Traditional Methods:

Ranking Method:

It is the oldest and simplest method that is used by the organization to measure the employee performance. By this organization can get the best employee from highest to low, or best to the worst. By this method the organization can identify easily which employee is get the best characteristics and the lowest. They not it for future us. If there are ten employees to be appraised, there will be ten ranks from 1 to 10.

Paired Comparison:

In this method individuals employee is compared with other individual's employee. Organization give the critical situation to perform both of them have to perform on this incident and the expert give the tick mark to better of both. Then organization start process of number of times this employee is compared as better with others determines the final ranking.

Grading Method:

In this method, certain categories of worth are established in advance and carefully defined. There can be three categories established for employees:

- Outstanding
- Satisfactory and
- Unsatisfactory

There can be more than three grades. Employee performance is compared with grade definitions. The employee is, then, allocated to the grade that best describes his or her performance.

Such type of grading is done in Semester pattern of examinations and in the selection of a candidate in the public service sector. One of the major drawbacks of this method is that the rater may rate most of the employees on the higher side of their performance.

Forced-Choice Method:

The forced-choice method is developed by J. P. Guilford. It contains a series of groups of statements, and rater rates how effectively a statement describes each individual being evaluated. Common method of forced-choice method contains two statements, both

- Positive
- Negative.

Check-List Method:

The basic purpose of utilizing check-list method is to ease the evaluation burden upon the rater. In this method, a series of statements, i.e., questions with their answers in 'yes' or 'no' are prepared by the HR department. The check-list is, then, presented to the rater to tick appropriate answers relevant to the appraisal. Each question carries a weight-age in relationship to their importance.

Critical Incidents Method:

In this method, the rater focuses his or her attention on those key or critical behaviors that make the difference between performing a job in a noteworthy manner (effectively or ineffectively).

Confidential Report:

It is the traditional way of appraising employees mainly in the Government Departments. Evaluation is made by the immediate boss or supervisor for giving effect to promotion and transfer. Usually a structured format is devised to collect information on employee's strength weakness, intelligence, attitude, character, attendance, discipline, etc. report.

Modern Methods:

Management by Objectives (MBO):

Most of the traditional methods of performance appraisal are subject to the antagonistic judgments of the raters. It was to overcome this problem; Peter F. Drucker propounded a new concept, namely, management by objectives (MBO) way back in 1954 in his book.



The Practice of management. The concept of MBO as was conceived by Drucker, can be described as a “process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each its members”.

Behaviorally Anchored Rating Scales (BARS):

The problem of judgmental performance evaluation inherent in the traditional methods of performance evaluation led to some organizations to go for objective evaluation by developing a technique known as “Behaviorally Anchored Rating Scales (BARS)” around 1960s. BARS are descriptions of various degrees of behavior with regard to a specific performance dimension.

Cost Accounting Method:

This method evaluates an employee’s performance from the monetary benefits the employee yields to his/her organization. This is ascertained by establishing a relationship between the costs involved in retaining the employee, and the benefits an organization derives from Him/her.

3.7) Compensation

Compensation is all forms of rewards paid to the employees because of their engagement with in the organization.

In includes the pay, for the local market and also give the bonus for the motivation. They also offer some extra benefits that keep everyone happy

Compensation may be used to:

- ❖ Recruit and retain qualified employees.
- ❖ Increase or maintain morale/satisfaction.
- ❖ Reward and encourage peak performance.
- ❖ Achieve internal and external equity.
- ❖ Reduce turnover and encourage company loyalty.
- ❖ Modify (through negotiations) practices of unions

What are the components of a compensation system?

Compensation will be perceived by employees as fair if based on systematic components. Various compensation systems have developed to determine the value of positions. These systems utilize many similar components including job descriptions, salary ranges/structures, and written procedures.

The components of a compensation system include

Job Descriptions A critical component of both compensation and selection systems, job descriptions define in writing the responsibilities, requirements, functions, duties, location, environment, conditions, and other aspects of jobs. Descriptions may be developed for jobs individually or for entire job families.

Job Analysis The process of analyzing jobs from which job descriptions are developed. Job analysis techniques include the use of interviews, questionnaires, and observation.

Job Evaluation A system for comparing jobs for the purpose of determining appropriate compensation levels for individual jobs or job elements. There are four main techniques: Ranking, Classification, Factor Comparison, and Point Method.

Pay Structures Useful for standardizing compensation practices. Most pay structures include several grades with each grade containing a minimum salary/wage and either step increments or grade range. Step increments are common with union positions where the pay for each job is pre-determined through collective bargaining.

Salary Surveys Collections of salary and market data. May include average salaries, inflation indicators, cost of living indicators, salary budget averages. Companies may purchase results of surveys conducted by survey vendors or may conduct their own salary surveys. When purchasing the results of salary surveys conducted by other vendors, note that surveys may be conducted within a specific industry or across industries as well as within one geographical region or across different geographical regions. Know which industry or geographic location the salary results pertain to before comparing the results to your company.

Chapter – Four

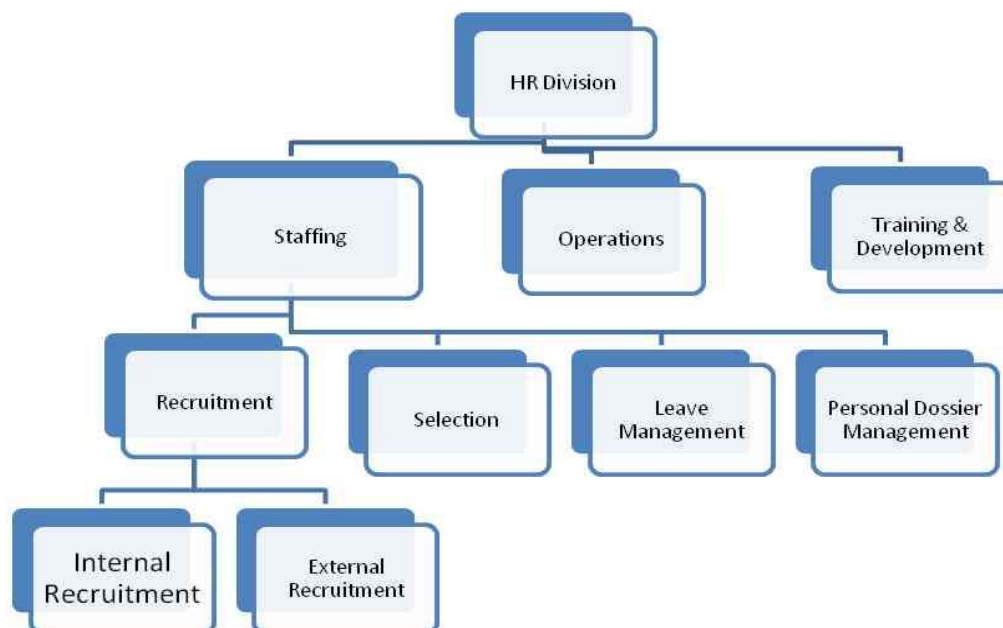
SJIBL Human Resource Management Process

4.1) Why human resource management is important for Banks

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

It is a common complaint among bank executives that skilled manpower is in short supply. No two arguments on this, HR resources are becoming scarce – both in quality and quantity.

4.2) HR process of shahjalal Islami Bank



Chapter-Five

Findings, Recommendations & Conclusion

5.1) Findings:

- ❖ Lack of employees training and development activities
- ❖ Employee performance and motivation problems
- ❖ In selection process nepotism got more priority.
- ❖ Turnover and retention concerns
- ❖ Old recruitment process.

5.2) Recommendations:

- ❖ Shahjalal Islami Bank should train its new employees in professional institutions like Bangladesh Institution of Bank Management (BIBM). The employee of the different branch should be trained continuously.
- ❖ Bank should evaluate the employee's work activities for to measure the employee's performance. If there is any problems they should handle it carefully because it will hamper its goodwill.
- ❖ Bank should provide more concern to select the meritorious candidate for every position of bank.
- ❖ Bank should find out the reasons why employee leave the job and take the effective decision.
- ❖ Bank should come out the old recruitment process and take the modern recruitment process such as campus recruitment, hire different well equipped institute etc.



5.3) Conclusion

From the practical operation of customer dealing during the whole period of my practical alignment in Shahjalal Islami Bank Ltd, I have got a firm and concrete assumption in a very assured way. I believe that my consciousness will be in accord with most of the banking thinkers. It is quite apparent that to build up an effective and efficient measured as soon as possible. Besides, every bank has to continue among of a big number of banks together with local and foreign. That's why to keep with expected profit margin of the time being and for the future every bank should try heart and soul to please the customers in a smart and trusty way. But quit apologetic to mention that most of our bank face decreasing profit trend due to switch over of their present customers to those foreign with higher customer service facilities. There is a crying need of carrying out continuous research studies and surveys by the Islamic Jurists, Shariah Scholars, Islamic Economists, Bankers to develop Shariah compliant as well as modern market satisfying homogenous products and services to keep the Islamic banks competitive and superior to conventional interest based banks. So, timely decision for introducing sophisticated banking instruments should be taken as early as possible. After taking effective and time defeating measures regarding efficient employees and instruments will help the local office of Shahjalal Islami Bank Limited to reach the pinnacle of success with high profit and productivity.



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