



**An Analysis of the Human Resource Management Practices of Islami Bank
Bangladesh Limited**

Date of Submission: 9th December, 2018



**An Analysis of the Human Resource Management Practices of Islami Bank
Bangladesh Limited**

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Program: Bachelor of Business Administration

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Date of Submission: 9th December, 2018

Letter of Transmittal

9th December, 2018

Prof. Dr. Mohammed Masum Iqbal

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report on **“An Analysis of the Human Resource Management Practices of Islami Bank Bangladesh Limited”**.

Dear Sir,

I am extremely happy to submit you my internship report titled “An Analysis of the Human Resource Management Practices of Islami Bank Bangladesh Limited”. I have conducted my internship program in Islami Bank Bangladesh Limited at utara branch_ under your supervision. This internship program has been really very helpful for me as it gave me an exposure to the world practicality and I am sure it is going to help me perform in my future career.

I would be really happy if the report that I have created is able to serve its purpose. Your support in this regard will be highly appreciated.

Thanking you,

Eshat Jahan

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Major: Human Resource Management

Bachelor of Business Administration

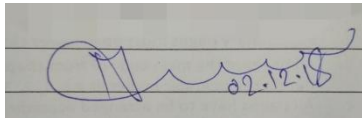
Department of Business Administration

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Certificate of Supervisor

This is to certify that the internship report on Islami Bank Bangladesh Limited titled “An Analysis of the Human Resource Management Practiced of Islami Bank Limited” is prepared by Eshat Jahan bearing, ID no: 131-11-531, for the partial fulfillment of the BBA program with a concentration on HRM from Daffodil International University. This report is prepared under my supervision.

This report is recommended for submission.

A handwritten signature in blue ink on a light-colored background. The signature is cursive and includes the date '02.12.18' written below it.

.....

Professor Dr. Mohammed Masum Iqbal

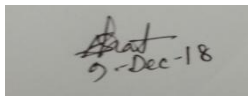
Department of Business Administration

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Daffodil International University

Student Declaration

I, Eshat Jahan, here by declared that the internship report “An Analysis of the Human Resource Management Practices of Islami Bank Bangladesh Limited” has been prepared by me under the guidance of Dr. Mohammed Masum Iqbal, Professor, Daffodil International University as a requirement for the accomplishment of BBA degree from the Department of Business, Faculty of Business & Entrepreneurship, Daffodil International University. It is also declared that, this report has been prepared for academic purpose only and has not been/will not be submitted elsewhere for any other purpose.



.....

Eshat Jahan

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Major: Human Resource Management

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Acknowledgement

At the very beginning I would like to express my deepest gratitude to almighty Allah for giving me the strength and composure to finish the BBA program and the internship report. At the beginning of this report, I deem it is to record my appreciation and gratitude to few persons who helped me to prepare this report in many ways.

First I am grateful to my supervisor Dr. Mohammed Masum Iqbal, Professor of Faculty of Business and Entrepreneurship for his constant guidance, advice, encouragement and every possible help in the overall preparation of this report.

My sincere thanks goes to Md. Rejaul Karim, Director General of Islami Bank Training and Research Academy. He gives me the opportunity to complete my internship in Islami Bank Bangladesh Limited.

It was my great privilege to have the coordinator Mrs. Masuma Begum, SPO of IBTRA and Dr. Saleh Matin, PO of IBTRA whose valuable support helped me to prepare this report in a constructive way.

I am also grateful to all the officers and employees of Islami Bank Bangladesh Limited at Uttara branch for their wholehearted cooperation to me despite their huge workload during this internship. At last I like thanks to the bank for giving me a chance to work under so many expert personnel & wonderful environment and gather practical knowledge about banking.

However, I tried my hard and worked very sincerely on this report to make this an informative one. And my sincere apology goes to the readers for my conceptual and printing mistakes, if there is any.

Abstract

This study has been conducted as a partial fulfillment for BBA program of the department of Business Administration under Daffodil International University. The report will give a clear idea about the Human Resource activities of Islami Bank Bangladesh Limited. I have completed my internship report by using two months internship knowledge. Due to complete the report, I worked at Uttara branch in Islami Bank Bangladesh Limited.

This report segmented into five chapters, the first chapter is introduction. It will give an idea about how the report is being prepared and background of the study, objective of the study, scope of the study, significant of the study and limitation of the study.

In second chapter I have tried to describe detailed description of the Islami Bank Bangladesh Limited. I have mentioned the history, mission, vision, objective, core value, product & service and corporate structure of the bank.

In chapter three I have tried to describe the human resource management and its function within Islami Bank Bangladesh Limited.

Fourth chapter consist of problem identified, recommendation and conclusion. During my internship period I have tried to find out some problems and give some recommendation against identified problem of Islami Bank Bangladesh Limited.

Table of Content

Contents	Page No
Letter of Transmittal	i
Certificate of Supervisor	ii
Student Declaration	iii
Acknowledgement	iv
Abstract	v
Chapter One: Introduction	
1.1 Introduction	2
1.2 Background of the Study	2
1.3 Objective of the Study	2
1.4 Scope of the Study	3
1.5 Methodology	3
1.6 Significance of the Study	4
1.7 Limitation of the Study	4
Chapter Two: About Islami Bank Bangladesh Limited	
2.1 History of IBBL	6
2.2 Mission & Vision	7
2.3 Organization Objective	7
2.4 Core value of the bank	8
2.5 Products & Services of IBBL	8-10
2.6 Corporate Structure	10
Chapter Three: Human Resource of Islami Bank Bangladesh Limited	
3.1 Human Resource Management at IBBL	12-13
3.2 Function of HRD within IBBL	13-23
Chapter Four: Problems, Recommendation & Conclusion	
4.1 Problems Identified	25
4.2 Recommendation	25
4.3 Conclusion	26

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Human resource management is the act of enrolling, enlisting, conveying and dealing with an association's worker. The HR activity of Islami Bank Bangladesh Limited is involved in recruitment, selection, training & development and benefit plans. The recruitment and selection process determines the number of employees needed for different positions of the bank and execute the process of hiring people to fulfill those positions. After hiring employees it is important to train them for the job and also ensure development among permanent employees. IBBL has its own training institution for fresher and existing employees which known as IBTRA. The bank provides a very lucrative benefits plan for employees.

1.2 Background of the Study

In Bangladesh Muslim established is in excess of 80 percent of its aggregate populace. These individuals have a solid confidence on Allah and need to lead their life according to the Holy Quran guidance and love to venture to every part of the route appeared by the Prophet Hazrat Muhammad (SM). However, no islamic managing an account framework was produced here up to 1983. The conventional saving money is completely founded on premium it is generally implied as business banks. In any case, premium has been encountering such a non-islamic and denied keeping money framework against their ordinary qualities and confidence. Accordingly Islami Bank Bangladesh Limited ended up one of the main nearby private ordinary banks in Bangladesh. Also, now it turned into a Joint Venture Public Limited organization take part in business managing an account business dependent on Islamic Shari'ah with 63.09% remote offer holding having biggest branch arrange (add up to 341 branches).

1.3 Objective of the Study

The study has been carried out with the following objectives:

- ❖ To identify human resource planning of Islami Bank Bangladesh Limited;
- ❖ To analyze recruitment, selection, compensation of Islami Bank Bangladesh Limited;
- ❖ To explain performance appraisal of Islami Bank Bangladesh Limited;
- ❖ To identify problems related to human resource management of Islami Bank Bangladesh Limited;

- ❖ To make some recommendations to solve the problems;

1.4 Scope of the Study

The report is constrained to generally portrayal of the bank, its administrations, human asset exercises and its situation in the business. This report emphasizes the sequential functions of human resource management provided by Islami Bank Bangladesh Limited. At last identify the problems and share accordingly.

1.5 Methodology of the Study

The study is performed dependent on the data accumulated from various sources. This report is analytical in nature. The methodology is mentioned below:

Data Collection: Data were aggregated from two sources and they are

1. Primary Sources
2. Secondary Sources

Primary Sources are

- Face to confront exchange with the separate officers and staffs of IBBL
- Relevant record think about on given by the officers concerned
- Face to confront dialog with various customers IBBL

Secondary Sources are

- Annual Report of IBBL
- Relevant Books
- Internet
- IBTRA training and library
- Website of Islami Bank Bangladesh Limited

The report is prepared through combination of above two sources.

1.6 Significance of the Study

Bank is the symbol of financial mobility of a country. Furthermore, Islami Bank Bangladesh Limited is one of the main nearby private ordinary banks in Bangladesh. There are a couple of number of private banks that can contend with IBBL. The keeping money framework intending to pick up the objective of islamic economy through setting a very much structured islamic monitory framework. As to of cash islam has its obvious guidance through some unmistakable rules like staying away from enthusiasm, confining abuse, and so forth. So islamic keeping money framework is doing saving money business under islamic rules or shari'ah.

1.8 Limitation of the Study

I have tried my best to prepare the report according to my supervisor instruction. And during preparing the report I have faced below constrains.

- Islamic keeping money framework is unique in relation to the conventional saving money framework so it's required time to get it.
- Another big constrains was insufficiency of information as there is few rules and obligations about sharing detailed HR information.
- Internship period is somewhat brief period to gather all the required data.
- Lack of my experience to prepare a report.

CHAPTER TWO
ABOUT
ISLAMI BANK BANGLADESH LIMITED

2.1 History of Islami Bank Bangladesh Limited

Islami Bank Bangladesh Limited is a Sharia agreeable bank in Bangladesh which began activities on 30 March 1983. It is a joint adventure open restricted organization enrolled under the Companies Act of 1913. IBBL is a joint endeavor of the administration of Bangladesh, 22 businesspeople of Bangladesh, Islamic Development Bank, and speculation firms and banks from Muslim Middle Eastern nations. It has 36.91% nearby and 63.09% remote investors. Up to Dec 2017, IBBL has 341 branches including 59 AD Branches and 03 Offshore Banking Units and additionally has in excess of 11381 staffs. Notwithstanding that IBBL keeps up its very own 621 ATM Booths, 33 IDM (IBBL Deposit Machine) alongside 6,000 shared ATM organize the nation over. IBBL activates around 27% of the nation settlement. In 2015, it serves USD 3,903.21 million out of USD 15,316.75 million of aggregate nation settlement. Accordingly, IBBL is the biggest private managing an account organize in Bangladesh. At the point when IBBL was built up, it was the principal bank in South-East Asia to give managing an account benefit dependent on Shari'ah. The bank is recorded with both Dhaka Stock Exchange Ltd. what's more, Chittagong Stock Exchange Ltd. Approved Capital of the Bank is Tk. 20,000.00 Million and Paid-up Capital is Tk. 16,099.90 Million having 33,686 investors as on 31st December 2016.

Global Finance, a rumored US-based quarterly magazine, granted IBBL as the best bank of Bangladesh for the Year 1999, 2000, 2004, and 2005 the best Islamic budgetary establishment of Bangladesh consistently from 2008 through 2013.

Foundation of Islamic Development Bank (IDB) by the OIC part states in the year 1975 has been ended up being an achievement in the extension of Islamic Shariah based fund and uncommonly managing an account all through the world. As an author individual from IDB, the Government of Bangladesh additionally had the responsibility to build up Islamic banks which was reflected in various advances taken by the legislatures of the nation. The OIC individuals agreed to the recommendations to present Islamic economy and saving money in their particular nations held in the remote clergymen's meetings in 1978 and 1980 in Dakar and Islamabad separately. In the year 1981, OIC in its third summit held in Makkah affirmed the recommendation presented by Bangladesh to present separate saving money framework following Islamic philosophy. According to choice, the GOB sent agents to the Middle Eastern nations to take in the current keeping money frameworks in those nations.

2.2 Mission & Vision

Mission: To build up Islamic keeping money through the presentation of welfare arranged managing an account framework and furthermore guarantees value and equity in the field of every single monetary movement accomplish balance development and evenhanded improvement through broadened venture tasks especially in the need parts and less created territories of the nation. To guarantee financial advancement and money related administrations to the lower salary network especially in provincial regions.

Vision: Our vision is to dependably endeavor to accomplish unrivaled monetary execution be viewed as a main Islamic Bank by notoriety and execution.

We will likely build up and keep up current managing an account methods to guarantee soundness and advancement of the money related framework base on in Islamic standards and to end up solid and effective association with profoundly energetic experts working for the profited for the general population dependent on responsibility straightforwardness and honesty so as to guarantee dependability of monetary framework. We will attempt to support reserve funds as immediate venture. We will to endeavor to empower especially in activities which are bound to prompt higher business.

2.3 Objective of the Bank

Islami Bank Bangladesh Limited has its own target to run the association and these are

- ✓ To guarantee clients' fulfillment.
- ✓ To guarantee welfare situated managing an account.
- ✓ To set up an arrangement of administrative progression and receiving mechanical changes to guarantee fruitful improvement of an Islamic Bank as a stable monetary organization.
- ✓ To organize the customers welfare.
- ✓ To develop as a more beneficial and more grounded bank at the highest point of the keeping money segment and proceed with stable positions in appraisals, in view of the volume of value resources.

- ✓ To guarantee enhancement by Sector, Size, Economic reason and geographical area astute Investment and extension require based Retail and SME/Women business person financing.
- ✓ To guarantee Corporate Social Responsibilities (CSR) through all exercises.
- ✓ To endeavor hard to end up a business of decision and supporting and creating ability in an execution driven culture.
- ✓ To pay more significance in HR and additionally budgetary capital.

IBBL's slogan is "Islami Bank, My Bank", and yearly slogan of the Bank in the year 2012 was "Let's go to the 165 million people, let's decorate our country".

2.4 Core Value of the Bank

- Trust in Almighty Allah,
- Strict recognition of Islamic Shari'ah,
- Highest standard of Honesty, Integrity and Morale,
- Welfare Banking,
- Equity and Justice,
- Environmental Consciousness,
- Personalized Service,
- Adoption of Changed Technology and
- Proper Delegation, Transparency and Accountability.

2.5 Products and Services of IBBL

IBBL has the scope to explore the market niche through various types of its product and services. IBBL offers wide range of products and services as below.

Deposit Products

Islami Bank Bangladesh Limited mobilizes deposits through different types of accounts.

- ✓ Al-Wadeah Accounts
- ✓ Mudaraba Accounts

Al-Wadeah Accounts: Islami Bank Bangladesh Limited works Al-wadeah Current Account on the standards of Al-wadeah. The Bank resolves to discount cash saved in these Accounts on the interest of clients. Then again the Bank takes authorization from clients that the Bank may use their cash. Clients may work these Accounts as their wants. No benefit is dispensed in these Accounts and investors don't bear any misfortune.

Mudaraba Accounts: In the point of view of these Accounts the Bank is 'Mudarib' and clients are 'Shahib Al-Mal'. For the benefit of investors, the Bank contributes their saved cash and disperses least 65% of speculation salary earned through arrangement of Mudaraba assets among Mudaraba contributors after the end of the year [14].

- Al-Wadeah Current Account (AWCA),
- Mudaraba Savings Account (MSA),
- Mudaraba Term Deposit Account (MTDR),
- Mudaraba Special Notice Account (MSNA),
- Mudaraba Hajj Savings Account (MHSA),
- Mudaraba Special Savings (Pension) Account (MSSA),
- Mudaraba Savings Bond (MSB),
- Mudaraba Monthly Profit Deposit Account (MMPDA),
- MudarabaMuhor Savings Account (MMSA),
- MudarabaWaqf Cash Deposit Account (MWCDA),
- Mudaraba NRB Savings Bond (MNSB) Account,
- Mudaraba Foreign Currency Deposit Account (MFCD),
- Students Mudaraba Savings Account (SMSA),
- Mudaraba Farmers Savings Account (MFSA).

Investment products: The extraordinary element of the Investment Policy of the Bank is to contribute based on benefit misfortune imparting framework in agreement to the precepts and standards of Islamic Shari'ah. Acquiring of benefit isn't the main thought process and goal of

the Bank's Investment Policy rather accentuation is given in accomplishing social objective and target in making business openings. Following modes are used for investment in IBBL

1. Bai- Modes

Bai-Murabaha, Bai-Istijrar, Bai-Muajjal, Bai Salam, Istisna'a & Bai-As-Sarf.

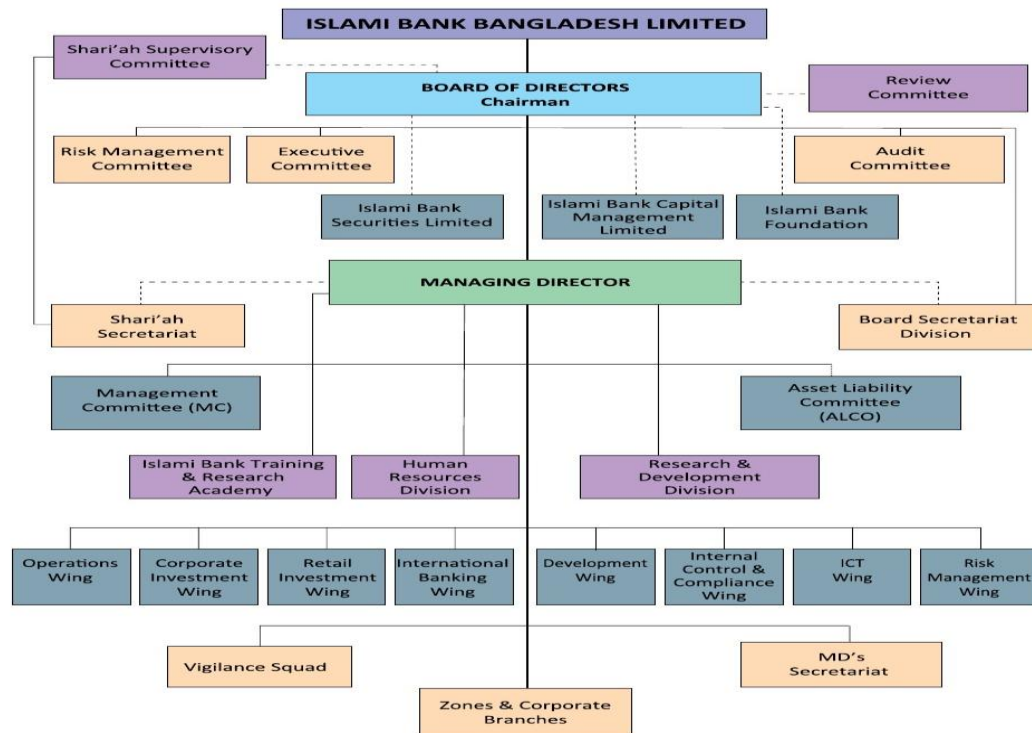
2. Share-Modes

Mudaraba and Musharaka.

3. Ijara-Modes

Hire Purchase Under Shirkatul Melk.

2.6 Corporate Structure



CHAPTER THREE

HUMAN RESOURCE MANAGEMENT OF

ISLAMI BANK BANGLADESH LIMITED

3.1 Human Resource Management at IBBL

Islami Bank Bangladesh Limited is a Joint Venture Public Limited Company occupied with business managing an account business dependent on Islamic Shari'ah with 63.09% outside shareholding having biggest branch organize (add up to 341 Branches) among the private division Banks in Bangladesh. The IBBL pursues sound HR approaches according to its very own administration rules covering arrangements on work conditions, execution examination, general conduct and order, pay and progression plan. Add up to staff quality of the bank starting at 31 December 2007 was 8083 which was 13.32% higher than YE 2006 when it was 7133. Amid the FY2007 the bank enlisted 1140 authorities and advanced 1489 Officials. Meanwhile 97 representatives left the bank for the most part field officer – RDS. The IBBL is presently overseeing 186 branches with working quality of 43 representatives (estimated) per branch the board trusts that this labor quality is adequate to keep up focused development rate.

Four elements of HRM enrollment and choice, preparing and advancement, compensation and pay, execution examination are decidedly connected with hierarchical equity. Additionally the initial three measurements have positive effect on workers' dedication.

Islamic human asset the board is one of the rising patterns in Islamic administration writing with restricted examinations directed in this explicit field. The present exertion is one of the principal endeavors to experimentally explore this generally new build with regards to Iran.

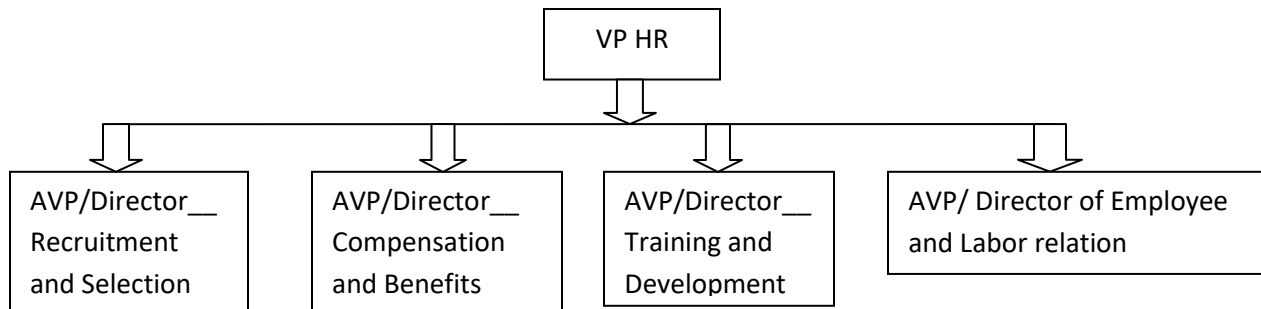
Human Resource Department is in charge of the primary element of individuals of the association.

It is responsible for:

- Hiring equipped individuals,
 - Training them,
 - Helping them perform at abnormal states and instruments,
 - Ensure that these representatives keep up their profitable association with the association
- HR Department of IBBL is additionally exclusively in charge of,
- Recruitment,
 - Training and Development,
 - Ensuring Compensation and Benefits of staffs,
 - Performance Appraisals and Rewards.

With all those core functions Human Resources Department linkage its operations meet the organization's objectives.

HR Organogram of IBBL



3.2 Functions of the Human Resource Department at IBBL

- Human Resource Planning
- Job Analysis
- Recruitment
- Selection
- Human Resource Development __ Training & Development
- Compensation and Benefits
- Performance Appraisal
- Employee Reward & Non-financial Benefits
- Safety and Health
- Employee and Labor Relation

Importance of HRM for Organizational Success

The act of HRM must be seen through in general key objectives for the association rather than a unit based or a small scale approach. The thought here is to take a general perspective of HRM so that there is no short methodology and the HRM arrangement is completely refined with authoritative objectives. Staffs preparing needs are dependably met with conclusive preparing on thorough issues, yet not solidly where workers invest energy in preparing but rather losing bearing.

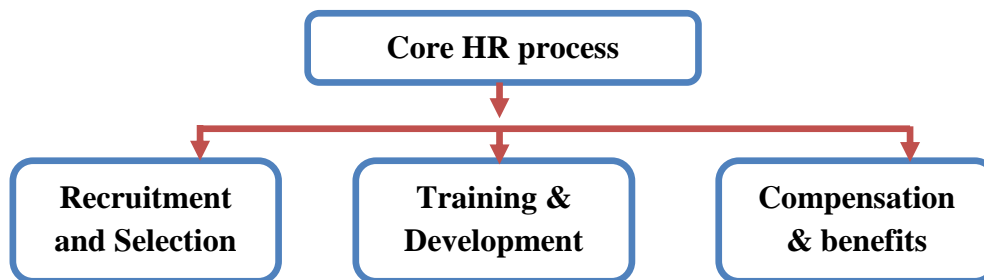
The act of HRM should be incorporated with the general technique to guarantee powerful utilization of individuals and give better comes back to the associations regarding ROI (Return on Investment) for each taka or dollar spent on them. Except if the HRM practice is planned in appropriate way, the organizations remain to lose from not using individuals completely. What's more, this does not look good for the achievement of the association.

3.2.1 Human Resource Planning

By breaking down the present workforce will enable the organization to assess the office execution and acknowledges what sorts of representative are required so as to shape the aptitudes which they required. After then administrators can utilize the correct number of worker so as to make a proficient workforce.

For example, at Fluor Corporation a multinational engineering & construction firm that employs 60,000 people and also well-known for having robust career development strategies for its high performers, attention to individual talent risk is driven by one of the company's biggest talent risks—competitors coming after their best people.

❖ Human Resources Department Function within Islami Bank Bangladesh Limited



3.2.2 Job Analysis

A job analysis is a procedure used to gather data about the obligations, duties, important aptitudes, results, and workplace of a specific employment. And two essential parts of job analysis are:

- i. **Job Description:** It contains job titles, location, summary, reporting to, and working condition of the job.
- ii. **Job Specification:** It contains required qualification, experience, training, skills, and responsibilities for the job.

Yet, I have seen IBBL isn't legitimately pursued this procedure amid my entry level position period. Subsequently representative surplus and lack have been found in their few offices. Rather, if there is a deficiency of representative they have discover pick workers from different zones by giving appropriate preparing and did not educated about the surplus representatives presence to Divisional head or HRD.

3.2.3 Recruitment

Recruitment is the way toward finding and hiring the best and most qualified candidate for a job on time, in a cost-effective manner. There are two methods of recruitment and they are:

- A. **Internal Recruitment:** when we decided to fill up a vacancy with our internal or in house talent/employee.
- B. **External Recruitment:** when we hire people from outside. This methods often classes into two classes:
 - a. **Formal Methods:** This is the process of searching a labor market for hiring an employee. This can be take place through newspaper advertisement, head hunting firms, campus recruitment and company website job posting or internet ads.
 - b. **Informal Methods:** Informal method is also known as word-of-mouth advertising as it is quick, effective, and usually inexpensive. Here employees suggest their friends and well known persons for hiring. Basically this process has been used for hiring bottom level employees.

During internship, I have observed that they follow job posting, promotion and transfer as internal recruitment. And they follow newspaper advertisement as external recruitment.

Recruitment Process: IBBL use to recruit employees in both formal and informal ways. Formal enlistment as a rule happens through paper ads. Basically they recruit fresher for entry-level but sometimes they recruit experience person for mid and top level.

IBBL follow two steps in recruitment process and they are-

- a. **Written Test:** The enrollment test is a blend of elaborative and M.C.Q question. What's more, one applicant needs to inspire certain imprints to pass the examination.
- ii. **Viva Test:** Qualified competitors subsequent to finishing composed test need to meet the viva test. Viva normally taken by best administration of the bank.

Only qualified shortlisted people entitled the job.

3.2.4 Selection

Hiring a right person for specified position is called the selection process. So if one take the skill and wise person against a post then it will prove better for our company. On the other hand if we fail to select right person then all our efforts and cost will go in vain.

The selection pattern is given below:

- ✓ **Preliminary Interviews:** The process of eliminating those candidates who doesn't meet the job specification criteria set by an organization.
- ✓ **Application blanks:** Competitors those pass the fundamental meeting are permitted to fill the application spaces. It contain information record of the hopefuls like capability, work involvement, and so on.
- ✓ **Written Test:** Written test is taken place as an employee selection. It consists of intelligence test, reasoning test, personality test, etc. These tests are utilized to equitably evaluate the potential hopeful.
- ✓ **Employment Interviews:** It's the cooperation between the questioner and the potential applicant. It is utilized to discover whether the applicant is most appropriate for the required activity or not.
- ✓ **Medical examination:** Medicinal tests are led to guarantee physical wellness of the potential representative. It will diminish odds of worker non-attendance.
- ✓ **Appointment Letter:** A reference check is made of the chose hopefuls and after that he is selected by giving a formal arrangement letter.

Selection Process

IBBL follow below steps for employee selection.

- ✓ Resume or Application Screening
- ✓ Interview
- ✓ Employee Background investigation
- ✓ Conditional Job Offer
- ✓ Medical and Physical Test
- ✓ Training
- ✓ Permanent Job Offer

3.2.5 Training

Basically it is the way of teaching basic skills to newly joined employee so that he/she can perform the job. Basically training arranged for new or entry level employee.

- **On-the Job Training:** The process of learning through doing. When new employee start work that time senior guide him/her the way of working.
- **Off-the Job Training:** The process of being well trained and then go to field for doing job. Here an employee trained for 15 to 20 days out of office. Like lecture course, seminars, outdoor training, etc.

Training process

IBBL give training to every one of its representatives during the time in its all around brightened preparing organization IBTRA. The organization has claim mentor and furthermore bring leader as a visitor speaker for trainer. Representatives are likewise sent to BIBM for preparing.

3.2.6 Performance Appraisal

It is a procedure of assessing a representative's execution contrast and his/her execution standard. We can evaluate worker's execution by setting a flat out work standard, relative guidelines and target or point. The appraisal procedure comprises of six stages:

- i. Establish execution standard,
- ii. Communicate execution desires to representatives,
- iii. Measure genuine execution,
- iv. Compare genuine execution with the principles,

- v. Discuss the evaluation with the worker and
- vi. If important begin remedial activity.

The appraisal is always taken place in a forecasted and formal method. Few performance appraisal methods are given below:

- a. Assessment Center Method:** The motivation behind these techniques is to test candidates in social circumstance. It evaluates the performance of senior level employee or assigning manager, how they deal with their colleague, subordinate or boss. It causes manager to comprehend the limit and capacity of the person in social settings.
- b. Behaviorally Anchored Rating Scale:** Typically tied down rating scale is a most recent fair procedure in examination strategies. It is a mix of story strategies like exposition assessment and quantifiable systems like rating scale. It is normally ensures accuracy and viability.
- c. Critical incident method:** It includes making explanations that depicts both the positive and the negative responses to upgrade by the representative at his work put. Tracking phenomenally great or bothersome instances of a worker's business related conduct and surveying it with the representative at foreordained occasions.
- d. Essay Evaluation:** This strategy includes composing a descriptive detail of an individual execution by the representative's immediate director or supervisor. It portrays the different qualities, shortcomings, frame of mind and conduct of the person towards occupation obligations.
- e. Graphic Rating Scale:** Graphic rating scale is a rundown contains various characteristics and a scope of execution for each. The representative is then evaluated by distinguishing the scale that best depicts his or her dimension of execution for every characteristic.
- f. Paired Comparison Method:** Positioning representatives by making a diagram of every single conceivable match of the workers for every characteristic and demonstrate the better representative combine. This process followed when company wants to evaluate all team performance rather than an individual.

IBBL Performance Appraisal Process: After 3 years of job completion an employee's face a written test and interview to measure their performance and on basis of performance they get promotion or reward.

3.2.7 Job Evaluation

Job evaluation is a procedure of estimating and deciding the estimation of each activity in connection to all employments inside the association or organization. It is an attempt to assess the worth of each job relative to other jobs. Few widely used methods of job evaluation are given below:

- a) **Job Ranking:** Job ranking is to rank the situations inside an organization dependent on their commitments toward the association objective. In occupation positioning strategy, occupations and the representatives are positioned from most astounding to least contingent upon their amount and estimation of the association.
- b) **Job Classification:** This technique enables one to predetermined the activity classes. Occupation characterization is to take a gander at positions in the national government where grouping and pay depends on the review of the activity. Somebody functioning as a GS-4 is normally an understudy or assistant where a GS-13 is a best dimension supervisory position.
- c) **Factor Comparison:** Rank each employment as indicated by an explicit arrangement of variables, for example, physical exertion, mental exertion or duty – all of which have foreordained weights showing their significance to progress. The reason for existing is to apply these elements to all employments inside the organization and make work to-work correlations with rank every one likewise.
- d) **Point Method:** Point strategy estimates execution through scales and occupation factors as opposed to concentrating on positioning workers against one another. It works by distinguishing key employment factors and after that appointing focuses dependent on significance.

After consulting with the coordinator Mrs. Masuma Begum, SPO of IBTRA I can say IBBL use factor comparison method for their job evaluation.

3.2.8 Compensation

Compensation refers to all types of pay or rewards going to worker and emerging from their business, and it has two primary parts. There are immediate monetary installments as wages, pay rates, motivating forces, commissions, and reward and there is aberrant installment as budgetary advantages like business paid protection, training plan and excursions.

Coordinate money related and circuitous installments of Islami Bank Bangladesh Ltd. are given below:

◆ **Compensation of the Employees:**

Allowance for House Rent:

- a) Add 50% of Basic pay from SVP to DMD
- b) Add 50% of Basic pay from FAVP to VP
- c) Add 50% of Basic pay from officer to JAVP

Allowance of the probationary officer:

- a) Probationary officer : Tk. 20,000/- (consolidated)
(To be absorbed as FEO offer satisfactory completion 1 year service)
- b) Officer on probation: Tk. 15000/- (consolidated).

Car loan schemes:

- a) DMD to MD: One full time vehicle with fuel, driver and upkeep cost. Furthermore, 1 vehicle gave according to rank. Existing vehicle advance plan.
- b) AVP to SEVP: Car will give as standard the Bank existing vehicle credit plot.

Ceiling for Furniture:

It starts from AVP one and half lac to DMD four lac as BD currency.

◆ **Bonus/incentive:**

Every employee gets 1+1 =2 Festival Bonus in a year, which is 100% of the basic salary. Beside this, they also get incentive bonus that is given on the profit of the Bank, generally they get 4-8 incentive bonus, which is Also 100% of their basic salary

◆ **Leave:**

- ✓ Ordinary leave (with full payment)
- ✓ Leave on half pay
- ✓ Advance leave
- ✓ Leave without pay
- ✓ Special disability or handicap leave

- ✓ Maternity leave
- ✓ Casual leave

◆ **GPF benefits:**

According to required by Bangladesh's law, the organization needs to make commitment to the General Provident Fund for the majority of its staff.

◆ **Medical Facility:**

IBBL has been providing treatment facilities for its personnel's. There are two doctors in the head office for the employees.

For example, if anybody needs open heart surgery he/she will get financial support for treatment.

◆ **Reward:**

Financial: Best performer or achiever of the branch or bank can be compensated quarterly/half yearly/yearly to make a test among every one of the individuals. Air ticket for couples or family, settled money, blessings can be paid also.

Non-financial: Certificates, peaks and awards are given to the remarkable performer for their execution. Sometimes photo may be published in the newspaper. Unique welcome might send the workers on the event of their birthday, marriage and so on.

For their family: Children scour great outcome/accomplishments will get prize bond, money as monetary and watch, decorations and so forth as non-financial reward.

3.2.9 Discipline

Discipline is the direction and tweak of human exercises to deliver a controlled execution. It is to urge representatives to affirm to set up standards of occupation execution and to carry on sensibly and securely at work. The first reason of establishing and maintaining a firm discipline line is given below:

- When there is TOO HIGH of discipline then get people are insulted and the result is low productivity.

- On the other hand when there is TOO LOW of discipline that time people take liberties and organization face low productivity.

3.2.10 Employee Relation

The term worker relations allude to an organization's push to oversee connections among bosses and representatives. An association with a decent worker relations program gives reasonable and reliable treatment to all representatives so they will be focused on their occupations and faithful to the organization.

IBBL engages its entire employee to two funds as a good relation among all. One of them is IBBL Employee Provident Fund/Staff Welfare Fund, which kept running by the workers out of their ordinary commitment and kept on remaining by its individuals for their prosperity. Another is IBBL Super Annulations Fund where a leading body of trustee is controlled by the bank to give staff individuals a whole of cash as acceptable under the principles on anybody end or retirement from the bank administrations or to the chosen one or legitimate agent if there should arise an occurrence of death.

The bank urges its workers to shake off tedium by connecting with them in recreational exercises as games and culture. Its soccer and cricket groups, qualified in the First Division and the chief Division League, have routinely been taking an interest in different competitions. The bank likewise belittles sports and social exercises all through the nation.

3.2.11 Environmental Policy

IBBL environmental management stipulates steadiness to natural wellbeing and security controls and rules, shunning business that impedes the capacity of our future ages to address their very own issues. The approaches with respect to security, wellbeing and condition the executives are likewise being seen in our loaning rehearse.

3.2.12 Corporate Social Responsibility

An organization awareness of other's expectations towards the network and condition (both natural and social) in which it works organizations express this citizenship through their waste

and contamination decrease process; by contributing instructive and social projects and by gaining satisfactory profits for the utilized assets.

The Corporatization of our bank has made ready for our corporate pioneers to start and keep up a solid and powerful corporate structure in accordance with the orders and rules of the Government and Bangladesh Bank.

Banks are exceptionally delicate to the general public that we work inside. They have a profound duty, dedication and a high awareness of other's expectations to our country and the general population.

Corporate Social Responsibility of IBBL is relief & relief distribution activity, health care service & medicare programs, educational programs, hospital, etc. IBBL ethics is not to earn excess profits, but to operate in a rational and sensitive way.

CHAPTER FOUR

PROBLEMS, RECOMMENDATIONS &

CONCLUSION

4.1 Problems Identified

- 1) In IBBL, there is no alternative recruitment policy such as internship, overtime, sub-contracting, etc. for hiring people.
- 2) IBBL takes around 2 to 6 months to appoint a selected employee. After employee selection and appointment the time gap is very high to consider for a candidate.
- 3) Now a day's every large and medium company start using head hunting firm & HIRS software for HR activities or hiring employee. Whereas IBBL still follows traditional method to hire an employee like application screening, interview, employee background check, medical & physical test, conditional job offer, training process and then offer a permanent job.
- 4) The compensation policy of IBBL deals through central accounts department. And this policy is separate from human resource. Without knowing their compensation HR people set their employee job responsibility which sometimes fails to match with the actual ground.
- 5) Employees get eligible for promotion every 3 years.
- 6) IBBL give more emphasize on duration of work as employee selection and promotion.
- 7) Trainers are more focused on theoretical training rather than practical.
- 8) Sometimes after training, employees don't get posted in the right post.
- 9) There is a chance to violet rules of Islamic shari'ah in investment department.

4.2 Recommendation

- 1) They can start campus recruitment or internship recruitment as alternative process of hiring employee.
- 2) The time gap between employee selection and joining need to reduce. That can be reduce employee frustration and also helpful for the company.
- 3) IBBL can use head hunting or HRIS software of HR activities for hiring an employee.
- 4) IBBL should engage its human resource in compensation policy and central accounts department for keeping records. With clear idea about compensation policy, HR personnel can perfectly set their job responsibility.
- 5) Though promotion is considered as performance appraisal but it is quite back dated in IBBL. In IBBL, employees are eligible to get promotion after each 3 years of working. This may

make employees frustrated because nowadays maximum organization starts yearly promotion strategy.

- 6) It would be better if IBBL start selecting and promoting employee on basis of their performance. And their employee motivation will increase and employee turnover may reduce.
- 7) Trainer should provide theoretical as well as practical knowledge accordingly.
- 8) After selection and training one must appoint at the mentioned post. If IBBL have select and train an employee for general banking, then they should post that person on general banking not to investment or foreign exchange department.
- 9) IBBL doesn't sanction investment to all sectors equally as they require, rather it concentrates its investment within some limited fields and categories. And their investment process depends on appraisal/ evaluation of a client. So IBBL employers may violet islamic shari'ah by submitting wrong appraisal and evaluation of investment proposal.

4.3 Conclusion

The way toward enlisting and creating workers with the goal that they turned out to be more profitable to the association is called human resource management. HRM is truly representative administration with an accentuation on those workers as resources of the association or business. In this specific situation, workers are now and then refereed as human capital as business resources, the objective to powerful utilization of representatives by decreasing danger and expanding quantifiable profit. Now a day's HR software has become widespread and adopted by large and midsize organization in terms of human capital management. IBBL is one of the leading local private conventional banks in Bangladesh with more than 11381 staffs. Through this report I try my best to give a basic knowledge about Islami Bank Bangladesh Limited and its human resource management activities/functions ground.

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