

“An Analysis of the Human Resource Management Practices of Southeast Bank Limited”



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Letter of Transmittal

Professor Dr. Mohammed Masum Iqbal, PhD

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Subject: Submission of Internship Report on “An Analysis of Human Resource Management Practices of Southeast Bank Limited.”

Sir,

It's a bundle of pleasure to me as I, Suraya Yasmen, ID: 161-11-280 finally submitting my internship report on the topic of “An Analysis of Human Resource Management Practices of Southeast Bank Limited” which was assigned to me as a fulfillment of the degree "Bachelor of Business Administration." While making this report I came across many hurdles and pleasant experience. Yes, I have gathered valuable experience during this time & undoubtedly it will be benefited to me in the years ahead.

Hereby, I tried to describe my observations, learning and experienced what I gained in Southeast Bank "Ashulia Branch". I tried my best to comprehend and translate my experience and knowledge in this report.

I would like to thank you for your prolonged support and guidance during my internship and preparing the report. I hope that you would be kind enough to see inconvenience or mistakes that may have appeared beyond my knowledge.

Your most obedient,

.....

Suraya Yasmen

ID: 161-11-280

Major in Human Resource Management

Bachelor of Business Administration

Department of Business Administration.

Daffodil International University

Approval Certificate

It gives me monstrous joy to confirm that the anticipated report titled "**An Analysis of the Human Resource Management Practices of Southeast Bank Limited**" has been finished by **Suraya Yasmen, ID: 161-11-280**, understudy of BBA program, Department of Business Administration Daffodil International University, Dhaka under my watch and direction. Supposedly, this is a unique work, which has not been distributed in any diary or submitted to any foundation or division for any degree or certificate.

I do hereby accept it a fully recommend Internship report for evaluation.

.....

Professor Dr. Mohammed Masum Iqbal

Dean & MBA Coordinator

Department of Business and Economics.

Faculty of Business & Entrepreneurship.

Daffodil International University

Student's Declaration

I am Suraya Yesmen hereby declare that the report of internship program titled

“An Analysis of the Human Resource Management Practices of Southeast Bank Limited”

is uniquely prepared by me after the completion of three month work at, Southeast Bank Limited, Ashulia Branch.

I confirmed that, the report is only prepared for my academic requirement not for other purpose and not submitted this report in any place before. It might be with interest of opposite party of the corporation. I also assure that this report is not submitted anywhere of Bangladesh before me.

.....

Suraya Yasmen

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Major in Human Resource Management

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Chapter: 1

Introduction

1.1 Background of the Study:

There is no hesitation that pattern of work of the world is rapidly changing. As a part of an organization Human Resource Management (HRM) must be decorated to deal with the effects of changing world of the work. This means understanding globalization, changing technology, changing workforce and skills needs, understanding emergency sites for decentralized development initiatives, decentralized work sites. Here the employee involvement are the matter of confront. Now it is a great challenge for the Human Resource Management (HRM) to support the organization by providing the best personnel. Its state with recognizing the vacancies and planning for them. This is one of the major task. Moreover, attracting the suitable candidates and selecting the best person in time is a great challenge. The cost of the recruitment is significant. So by creating the right plan and the formula for those plans, the work needs more focus and improvement. Equal employment opportunity is also a essential part.

1.2 Significance of the Study:

Southeast Bank Limited, a leading 1st generation private sector commercial bank has come a long way in terms of its business process and people philosophy having its business network with 158 branches across the country. When applied in real theoretical life, not only theoretical knowledge is important. Although I have completed some theoretical courses in the BBA program, I do not have the practical knowledge to succeed in the real business world. As a business studies student, I have no clue about my practical knowledge of facing real-life situations. That is why the internship program part is so helpful to all BBA students.

1.3 Scope of the Study:

The report discusses the recruitment and selection process and also the training and development process in terms of theoretical perspectives and practical perspectives. The study will make allowance for learning about the recruitment and selection facts and issues, training and development process, importance, effective techniques and models that used to make it productive. The study will help leading companies learn practical methods. Further, the study will help to differentiate between practices and theories that may help to understand how the bank can enhance their human resources practices.

1.4 Objectives of the Study:

The study has been carried out with the following objectives:

- To illustrate the recruitment and selection procedure of Southeast Bank Ltd (SEBL);
- To analyze training and development of Southeast Bank Ltd (SEBL);
- To find out the problems of human resource management practices of Southeast Bank Ltd (SEBL);
- To make recommendations to overcome the identified problems;

1.5 Methodology of the Study:

The methodology of the study has been designed in the following ways:

1.5.1 Types of data used: Mainly two types of data were used:

❖ **Primary data:**

Primary data is the kind of data that researchers collect directly through surveys, observations and experiences. Like- when a researcher conducts a survey through the collected data, it is known as the primary data.

❖ **Secondary data:**

Secondary data is this national information that was taken by researchers from internal or external sources. This means that data, which was previously used for collection and other purposes, is called secondary data.

1.5.2 Sources of Data : Sources of data of this report can be divided into two categories:

- ✓ Primary sources;
- ✓ Secondary Sources.

❖ **Primary sources:**

- a. Through a structured questionnaire survey;
- b. Through observation and face to face conversation.

❖ **Secondary Sources:**

- a. Annual report of Southeast Bank Limited;
- b. Web site support from the internet;(www.sebl.com)
- c. Different text books;
- d. Several reports and articles which is related to study.

1.6 Limitations of the Study:

Due to the clear scrutiny and confidentiality, company employees generally do not want to reveal all information about their policies and procedures. Another vital part is time, where the duration of the internship was 12 weeks.

However, some of the limitations faced while making the report are shown below:

a. Time Limitation:

The time required to complete the study was limited to 12 weeks. There was very short time to know the details overview of the overall recruitment and selection process, training and development process and other HR practices of the bank.

b. Inadequate Data:

Due to the busyness of leading individuals to provide the necessary information, it is difficult to collect the required information. The staff is very busy in performing their respective works.

c. Lack of Record:

Inadequacy of sufficient written documentation required for a comprehensive study. In many cases the incurrence of the latest information was not available.

d. Lack of experiences:

Temporary number and being the first researcher in the organization. It was not possible for me to expose some sensitive issues as needed.



CHAPTER: 02

Overview of Southeast Bank Limited

2.1 Introduction:

Southeast Bank Limited is one of the fastest growing banks of all private commercial banks (PCBs) in Bangladesh. After the Uruguay Round, the appearance of Southeast Bank Limited on the eve of liberalization of global economic activities following an important event in the financial sector of Bangladesh. Experiencing the rich economies of Asian countries, and especially the Southeast, was a driving force and an alternative to the bank's strategic management policy.

As a Scheduled Bank in the private sector, Bangladesh Bank licensed Southeast Bank Limited to liberalize banking and financial services in Bangladesh. The Bank was established under the bank Company Act 1991. It also incorporated as a public limited company on March 12, 1995 under the Companies Act 1994 and commenced banking operations through the Principal Branch at 1, Dilkusha Commercial Area, Dhaka from May 25, 1995. The Finance Minister of Bangladesh, Mr. Md. Saifur Rahman, appointed a Branch. The bank was established by leading businessmen and prominent industrialists of the county in various departments of the national economy of Bangladesh.

The bank was extensively acclaimed by the business community, with an authorized capital of TK 15,000 million and issue, subscribe and paid up capital of T 1,054,492,702 from small entrepreneurs or big business and industrial companies to business perspectives and top corporate or row investors in innovative financial solutions. Very short time yet has enabled it to create an image for himself and the country's banking sector as a bank with vision, have gained considerable fame.

It accepts all kinds of banking transactions to promote trade and commerce in the country. On top of their services, they achieve goals for example- strengthening camel ratings, establishing a banking system, launching a fully automated system, ensuring adequate investment rates. It also maintain sufficient liquidity to meet maturity obligations, ensuring transparency and accountability at all levels of effective management method.

2.2 Profile of Southeast Bank LTD.

Name of the Company Southeast Bank Limited Legal Form	A public limited company incorporation in Bangladesh on 26th June 1983 under the act of 1994
Commencement of Business	March 12, 1995
Head office	Eunoos Trade Centre (Ground Floor), Plot #52-53, Dilkusha C/A, Dhaka-1000
Telephone No.	+ 88-02- 9567764
Fax no	+ 88-02-9571424
Website	www.sebl.com
Swift	SEBDBDDHCRP
Email	info@sebl.com
Chairman	Mr. Alamgir Kabir
Managing Director	Mr. M Kamal Hossain
No. of branches	158
No. of ATM	175
No. of SME center	02
No. of employees	3,374
Authorized capital	15,000 million
Paid up capital	8366 million

Mission & vision of SEBL

2.3 SEBL's vision:

The vision is to be a premier banking institution in Bangladesh and contribute significantly to the National economy.

2.4 SEBL's missions:

- High quality financial services with state of the art technology.
- Express & proper customer service.
- Sustainable progress strategy.
- Maintain ethical standards in business.
- Constant return on shareholders' equity.
- Innovative banking at a competitive price.
- Attract and maintain quality human resource practices.

2.4 Objectives of Southeast Bank Limited (SEBL):

- ❖ To earn and maintain CAMEL rating strong.
- ❖ To establish relationship banking and service quality through development of strategic marketing plan.
- ❖ To maintain one of the best banking in Bangladesh in terms of profitability and asset quality.
- ❖ To establish fully automated systems through integration of information technology.
- ❖ To ensure an adequate rate of return on investment.
- ❖ To keep risk position at an acceptable range (including any off balance sheet risks).
- ❖ To remain adequate liquidity to meet maturity obligations and commitments.
- ❖ To sustain a healthy growth of business with desired image.
- ❖ To sustaining transparency in adequate control systems and procedures.
- ❖ To enlarge and maintain a quality work force through an effective Human Resources Management Practices.

2.5 Highlights of the Bank

- The bank was incorporated on March 12, 1995 as a Public Limited Banking Company.
- The Bank commenced its business on May 25, 1995 and has already completed successful 18 years of operation.
- The Bank has been listed with the Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited since 1999.
- The authorized capital of the bank is survival. 15,000,000,000 and the paid up capital is TK. 1,054,492,702 as of December 31, 2018.
- The Bank has been paying reasonable dividend to the shareholders every year.
- The Bank has a network of 135 branches at December 2018.
- There has been maintaining adequate provision against its non-performing assets.
- Number of correspondent banks is 183.
- Number of shareholders of SEBL is 94,060 at 2018.
- Bank started its Islamic banking operation in 2003.
- In the year 2012, SEBL has made a approximate profit of BDT 9 corer from its operation.

2.6 Financial Highlights (last 3 years)

Financial Highlights	2018	2017	2016
Financial Results	33,739.81	27,305.90	25,617.5
Revenue	9,961.90	6,628.68	3,728.28
Provision for Credit Losses	9,961.90	6,628.68	3,728.28
Expenses	5,178.92	4,870.74	4,349.23
Operating Net Revenue	5,178.92	4,870.74	4,349.23
Financial Results (%)			
Reported/Adjusted Efficiency Ratio	34.61%	34.96%	33.84%
Return on Common Shareholder's Equity (ROE)	9.17%	4.46%	9.06%
Net Interest Margin (NIM)	3.18%	3.42%	3.77%
EPS	2.35	1.11	2.66
Common Share Performance			
Market Capitalization	16,450.10	20,356.29	17,146. 97
Dividends (%)			
Dividend Yield	0.06	0.07	0.11
Reported/Adjusted Dividend Payout Ratio	0.43	1.18	0.75

2.7 Products and services provided by Southeast Bank limited:

Southeast Bank Limited offers full-pledged services including general banking services and foreign exchange business. The bank also offers investment service. The general banking service includes taking deposits. The following are the various types of deposits:

- ✓ Fixed deposit account;
- ✓ Current account;
- ✓ Saving deposit account;
- ✓ Special saving deposit account;
- ✓ Short term deposit account;

These accounts are mainly opened by the middle and lower income groups, sole proprietorship, partnerships, limited companies, clubs, societies and associates etc.

2.8 Clearing section

Cheques, Pay Order (P.O), Demand Draft (D.D.) collection of amount of other banks on behalf of its customer are a basic function of a Clearing Department. There is two type of clearing:

- ✓ Outward Clearing;
- ✓ Inward Clearing.

2.9 Bills Collection

In modern banking, smooth transactions and security have become more and more complex. The customer pays and receives bills from their counterpart as a result of the transaction. Commercial banks have the responsibility of collecting bills on behalf of their customers.

2.10 Accounts section

Accounts Department is called as the nerve center of the bank. In banking business, transactions are done every day and these transactions are to be recorded properly and systematically as the banks deal with the depositors' money.

2.11 Loans and advances:

- Home loan;
- Personal loan;
- Overdraft;
- Capital finance;
- Project finance;

2.12 Islamic banking products of Southeast Bank Limited

Southeast bank Limited have both conventional banking service and Islamic banking service abiding by the rules and regulations of Bangladesh bank. The principle of islamic banking is Islamic Shariah. Islamic banking is based on profit as the alternative of interest. The Islamic banking functions are completely separate from the conventional banking. Branches are maintain individual accounting system for islamic banking.

2.13 Small and medium enterprise banking (SME Banking)

The purpose of SME is helping on working capital, fixed deposit and renovation for business purpose.

2.14 SWIFT service

The Society for Worldwide Interbank Financial Telecommunication (“SWIFT”) operates a worldwide financial messaging network. Messages are securely and faithfully exchanged between banks and other financial institutions. Southeast Bank Limited has SWIFT services. The Swift address of the bank is SEBD BD DH.

2.15 Locker service

A client must have a CD or STD or SB or any type of account in the respective branch where they wants to avail the locker service.

2.16 ATM services

Southeast Bank Limited provides continuous ATM services all over Bangladesh through its National Payment Switch of Bangladesh (NPSB) through more than 175 ATMs of its own and 9000+ ATMs from member banks.

Facilities provided by ATM:

- Fast Cash
- Cash Withdrawal
- Balance Inquiry
- PIN Change
- Receipt Print
- Mini Statement

2.17 Card division

The card division of SBL is pretty new. The services is small in the sense that not too many services by this division is offered to the customers. So the work of the card division is very much limited. The functions of the card division are:

- Managing debit card and credit card account.
- All the works that are related to the ATM card such as managing the credit and debit balance of a client.
- Maintaining correspondence with the branches regarding different clients of ATM card.
- Works related to customer and vendor management.

2.18 Remittance services

Southeast Bank has entered late in the remittance compared to other private banks, through a network of contracts with reputed houses and overseas remittance houses, through a broad of network in remittances, the bank has made continuous efforts to facilitate remittances and build its remittance business around quality services. Network of countries distributing money to beneficiaries at their doorsteps at the fastest time and without hassle. The SEBL service provides beneficiaries free of charge.



CHAPTER: 03

Management of Southeast Bank Limited

Like every other companies/banks Southeast Bank Limited has different aspects of management.

- ✓ The Southeast Bank is organized according to the existing business location with 175 branches and every of them is responsible for its own performance level. The managing head is responsible for their unit or branch for their effectiveness.
- ✓ According to the corporate plan, Southeast Bank Limited has planned that branch offices cannot independently plan all their targets according to the corporate level set by the planning department.
- ✓ Southeast Bank Limited has basically two levels of recruitment. One is "Entry Officer" and the other is "Trainee"
- ✓ It was the responsibility of the Superior Officer of Southeast Bank Limited to monitor the subordinate officers. And all tasks are designed in such a way that no employee has to take on two tasks at a time, because the management method is acceptable.
- ✓ Southeast Bank Limited established their standards and they monitor their results and then compare them with their values from time to time.

3.1 Hierarchy management of Southeast Bank limited

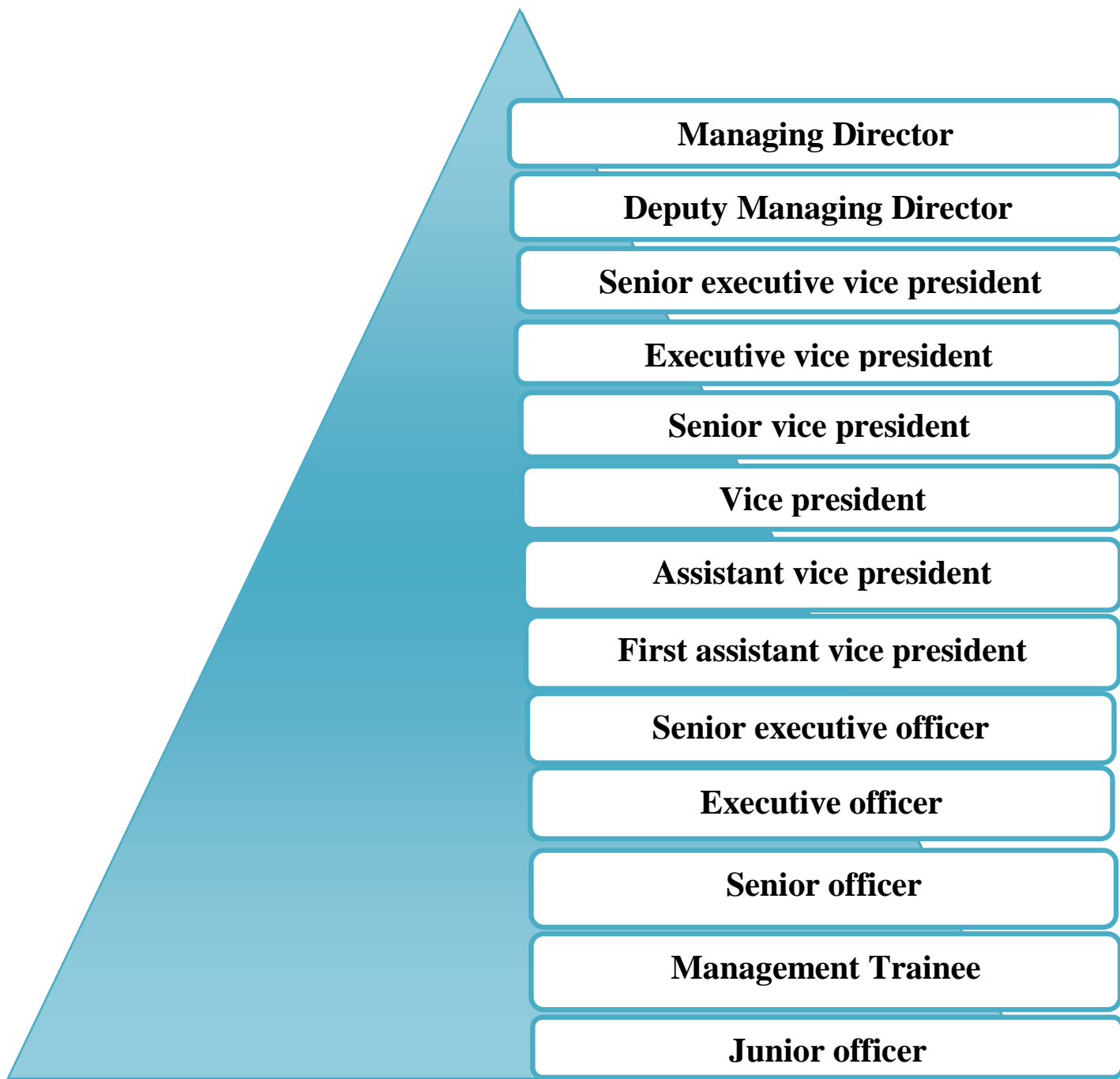


Fig: Hierarchy management of Southeast Bank limited.



Chapter: 4

Theoretical Aspects

4.1 Definition of Human Resource Management:

- Human resource management is the process of collecting, holding and finalizing, developing and properly applying human resources in an organization.
- Human resource management is a set of organizational actions that are managed to attract, develop and sustaining an competent work force.

4.2 Functions of Human Resource Management:

- HR planning
- Recruitment & selection
- Training & development
- Performance appraisal
- Compensation
- Motivation
- Labor Relation

4.3 Human Resource Planning

The Human Resource and Personal Management dictionary defines what the HRP Process Firm needs to fill up and how to fulfill it, defining the Human Resource(s) Plan (HRP) as the future need for the organization. Deciding what will happen. It takes all future actions from maintenance clerk to CEO. However, most companies, call the decision-making process how to meet a working job succession plan.

4.4 Definition of Recruitment and Selection:

Recruitment:

Recruitment is the process of assembling a lagoon of capable candidates for a position is to create a diverse lagoon of candidates, who are eligible for the available positions. Diversity implies not only the characteristics of the candidate official population, but also their background and experience in that field of work. One must not limit this lagoon with equal skills, knowledge and skills, but must consider where to find people who have transferable skills that allow the candidate to execute well in the position.

Selection:

The selection process, often called the hiring process, evaluates candidates to ultimately decide who will be hired for vacant positions. The goal of the selection process is to be able to determine the best candidate for the position. It is important to remember that who is determined to be the best candidate is established by the criteria used to evaluate candidates. Managers must be careful to ensure that the selection criteria are not tendentious and adversely affect the protected class. (The Encyclopedia of Human Resource Management 2018).

4.5 Factors Affecting Recruitment:

✓ External Factors:

- Supply and Demand of Employee
- Unemployment Rate
- Labor Market
- Political-social
- Competitors

✓ Internal Factors:

- Recruitment policy
- Human Resource Planning
- Size of the firm
- Cost
- Growth and Expansion

4.6 Sources of Recruitment: Internal and External Sources:

4.6.1 Internal Sources of Recruitment:

1. Transfer:

Transfer involves shifting of persons from jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

2. Promotion:

Promotion means that individuals are promoted to higher status, higher responsibilities and higher wages through their work performance that meets the official standards. Higher terms that are zero can be filled from within the organization. Does not increase the number of individuals in a promotion company.

The person who holds the higher position collectively for a long period of time will vacate his current position. That way the opportunity for getting a promotion will motivate employees to improve their performance so that they too can get promoted with excellent skill and performance.

3. Present Employees:

One concern is that current employees are probably notified of zero terms. Employees suggest their relationships or individuals know them intimately. The management has been relieved of the search for potential candidates. Persons recommended by staff may generally be suitable for work because they know the requirements for different positions. Existing staff takes full responsibility for what they have to offer and ensure their proper behavior and effectiveness on that work space.

4.6.2 External Sources of Recruitment:

1. Advertisement

It is often a method of recruitment for skilled workers, clerks and superiors. Advertising can be done in newspapers and professional journals. These ads attract highly variable quality applicants as newspapers have been a great source for getting applicants in the past and present for organizations.

Creating good advertising is a special task. If you want to anonymize with it, a "blind ad" will ask applicants to apply for a post bag or box number or an advertising agency.

2. Employment Exchanges:

Employment exchanges in India are governed by the government. It is often used as a source of recruitment for non-skilled, semi-skilled, skilled, clerical terms, etc. In certain cases, it is a mandatory act for business concerns to notify their vacancies of employment exchange. In the past, employers simply turned to these companies as the latest solution. Employers and employees are brought in contact through employment exchanges.

3. Schools, Colleges and Universities:

Direct recruitment from educational institutions to specific tasks (such as placement) that require technical or professional qualifications has become a common practice. A close communication between the organization and the educational institution helps to find suitable candidates. Students are spotted during the study. Such junior level executive or managerial trainees can be recruited as such.

4. Recommendation of Existing Employees:

Working staff know how to recommend both the agency and the candidate. That is why some companies encourage their existing staff to help them get applications from people they know. In some cases, awards can also be given if the candidates offered by them are actually selected by the company. If the recommendation leads to prejudice, it will hurt staff morale.

5. Factory Gate:

Specific workers attend the factory gate daily to engage the enemy. This method of recruitment is very popular in India for skilled or semi-skilled labor. The preferred candidates are selected by the first row supervisors. The major disadvantage of this arrangement is that the selected person may not be suitable for the vacancy as they don't get appointed through any practical process or selection method.

6. Casual Callers:

Employees who unfortunately come to the organization for employment can also be considered for vacancies. This is the most economical method of recruitment. This method of recruitment is seen or found in developed countries and it is very popular there as well.

7. Central Application File:

A file of past applicants who were not selected earlier may be maintained. In order to keep the file alive, applications in the files must be checked at periodical intervals

8. Labor Unions:

All employers generally come from unions in certain professions. Such as construction, hotels, maritime industries, etc. (such as industries where there is employment unrest). This is pretty much convenient from a management standpoint as it saves the cost of hiring. However, unions in other industries may be asked to recommend candidates either as a gesture of goodwill or as a courtesy to the union.

9. Labor Contractors:

Contractors does the work of staying in touch with labor and bring workers where they need to. They receive commissions for the number of people they provide.

10. Former Employees:

Employees who were discharged of illness or left their workplace on their own will with reasonable cause are also great applicants if they are skilled and promising as their record state. Selection choice can be made easily if they meet the work standards of the organization and good track record of their work performance.

4.7 Recruitment and Selection Process

Recruitment process:

There are nine steps in the recruitment process for permanent employees to ensure that the unique needs of your business can be matched to the best possible staff.

1. Recruitment strategy design: Organizations consultant will take the time to meet with candidates in person to discuss the hiring strategy, which will be designed to address candidate's specific needs within the time frame that meets candidate's needs.

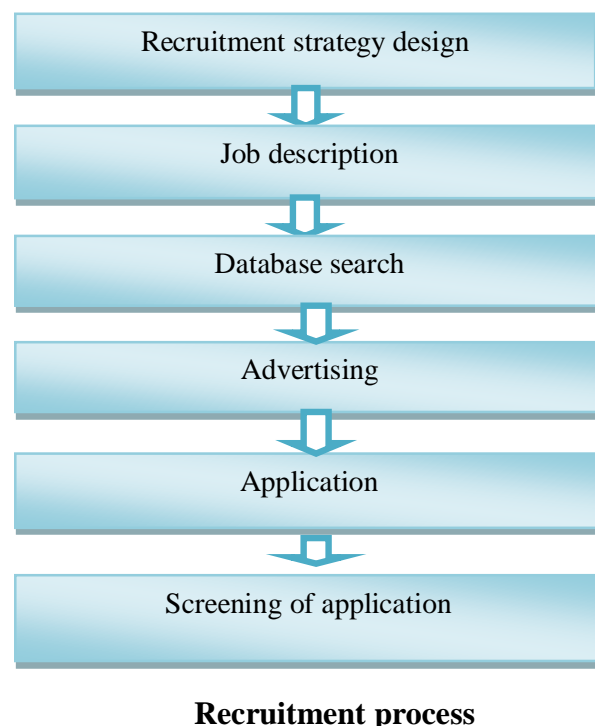
2. Job description: The organization will take a complete job description and skill analysis from you, or if not readily available, we can design the job description and skills analysis to ensure that we have a complete understanding of the position and expectations.

3. Database search: Source search from the Pre-Registered Listings by Database Search has taken on candidates who have the skills to match the job description.

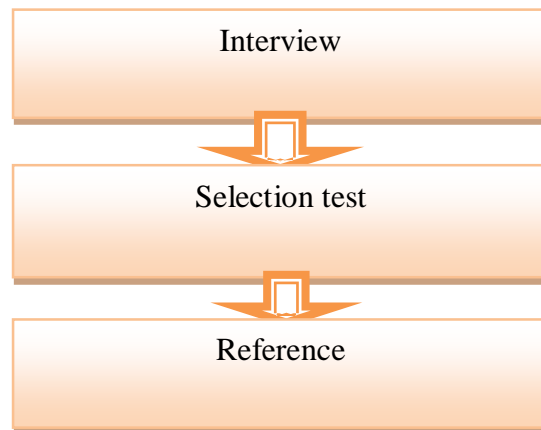
4. Advertisement: In addition, the organization will write and design specifically to match as job description and attract candidates with the required skills.

5. Application: The organization has seen "recruitment" as the first process to identify and attract potential candidates. This is a formal request from the applicant for a job request in response to an advertisement.

6. Screening of application: The requirements of a particular job are given in the "Job Description" Desirable qualities of a suitable candidate in terms of age, education, qualifications and experience.



Selection process:



1. Interview: Interviews are the most commonly used device for selection. It can be written orally or both. It enables the organization to acquire or activate a candidate's vision, with knowledge, personality, and intelligence and attitude towards life.

2. Selection test: Psychological tests are done to select candidates. It is a systematic process of knowing the direction of individual behavior, performance attitude tests can be of various types - trend test, intelligence test, mechanical trend test psycho motor test, personality test, interest test etc.

3. Reference: Most application forms include list of reference and some cases applicant are asked to produce letters of recommendations of such reference.

❖ **Character reference:**

Who vouch for proper character and conduct?

❖ **Experience Reference:**

Who clarify for the right type of experience?

❖ **Provisional selection:**

When a candidate has successfully completed various steps including references, he / she will be considered to have been temporarily selected for the post for which the selection process has begun.

❖ **Medical examination:**

All the candidates selected temporarily are subject to physical treatment examination by a qualified medical examiner. The criteria for the treatment test vary with the nature and type of work.

❖ **Final selection:**

Temporarily selected candidates who have qualified in subsequent treatment exams and have presented documentary evidence regarding qualification experience and any other statutory and requirements are eligible for final selection.

❖ **Placement :**

Workplace placement interviews and test applicants to achieve a suitable job placement that is a good match between the skills management needs of employees and the qualifications of employees.

❖ **Employee orientation:**

New employee orientation is a process that you use to welcome new employees to your organization. New employee orientation, led by a meeting with the HR department, usually includes information on safety, work environment, new job description, benefits and qualifications. Company culture, company history, organization charts and anything relevant to working in a new company.

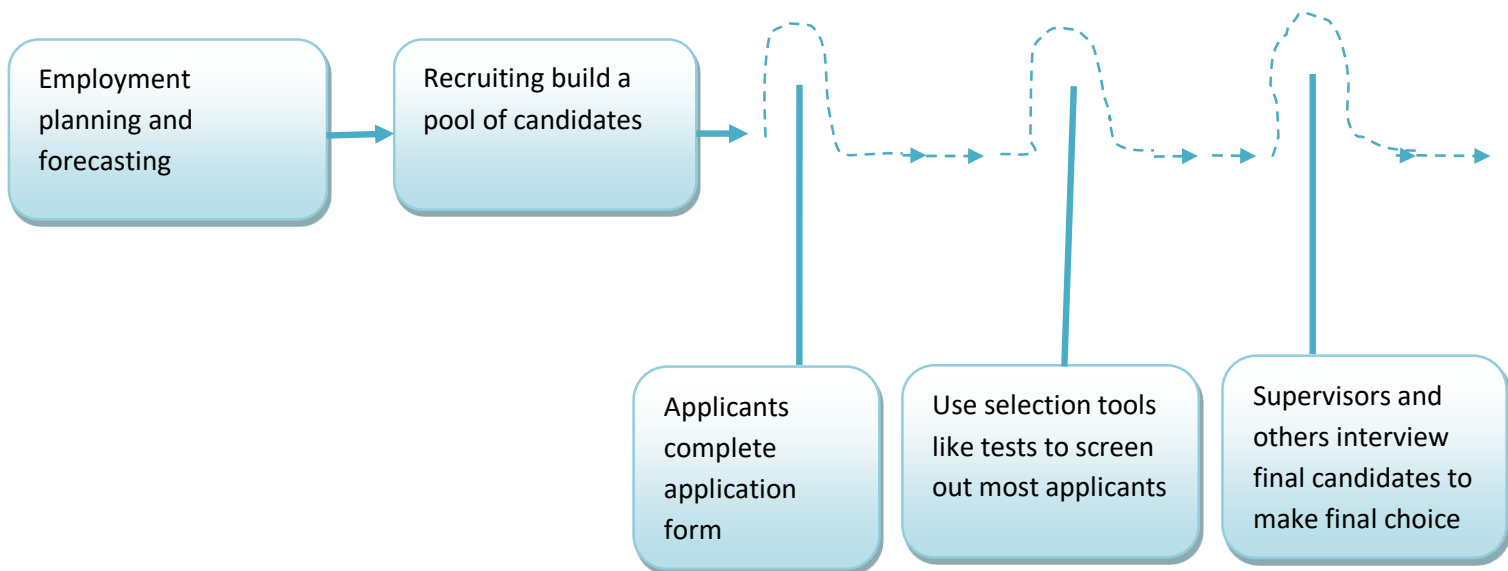


Figure 3.3 Recruitment and selection process (Dressler 2018)

4.8 Definition of Training and Development:

Training is the process of learning the sequence of programmed behaviors. It improves employee performance at current job and prepares them for their intended job.

Development not only improves work performance but also increases personality. Individuals become more and more individual, not just mature about their potential.

It is the process of acquiring new skills to work properly. Training changes employees' attitudes and behaviors. Develop up-to-date skills and knowledge and skills. These include employee training, education and career development.

- ✓ Ongoing retaining is necessary to accommodate technology changes.
- ✓ Development of employee is necessary to prepare organizations for future challenges.
- ✓ Career planning identifies paths and activities for individual employees as they develop within the organization.
- ✓ A career is the sequence of position that a person holds during his entire working life.

4.9 Performance Appraisal:

Performance Evaluation A review and discussion of the performance of an employee's assigned duties and responsibilities. The employee does not evaluate based on the employee's personality traits based on the results obtained in his or her work. Evaluation measures the skills and achievements with appropriate accuracy and uniformity. It provides a way to identify various or performance enhancements and assist professional growth.

4.10 Compensation:

Compensation is the reimbursement or price of labor. The goal of the Compensation Administration is to design a minimum wage structure that will attract, motivate and retain competent employees and these factors must be considered by these employees.

4.10.1 Reward:

Reward basically provided to the employees of the organization for their good performance. It is of two types:

(1) Intrinsic & (2) Extrinsic.

(1) Intrinsic Reward:

It is a personal satisfaction derived from one's own work. These are self-rewarding awards, such as being proud of one's work.

(2) Extrinsic Reward:

It includes money, promotions and benefits. Their common thread is that they come from external and external sources of employment, mainly management.

4.10.2 Benefits:

Benefits include mandatory protection programs, unpaid work hours, protection plans, private retirement plans, and a variety of other services.

4.11 Motivation:

Motivational tasks, including individual and motivational strategies such as job satisfaction, employee performance appraisal, and recognition that each individual needs to be compensated.

4.12 Labor relation:

The term labor relations, also known as industrial relations, refers to the way employers, workers, and their representatives interact directly or indirectly with the government to determine the basic rules for managing work relations.

The process of dealing with employees when they are presented by a union.



Chapter: 5

Recruitment & Selection Procedure of Southeast Bank Ltd.

The corporate vision of the bank is to develop Southeast Bank Limited as a banking entity that can withstand test times and debut at a global modern bank. On reaching the target, the bank plans to achieve sustainable growth in all areas of performance index.

The Board of Directors SEBL single-handedly wishes that the bank will continue in the mainstream of banking with a highly disciplined, experienced and dedicated workforce, and that human resources and other issues will be settled by setting rules / policies / plans.

In keeping with the objectives, the Board of Directors of SEBL is pleased to formulate and approve the Service Rules and Rules.

5.1 Commencement of Service Rules

These rules will be effective immediately and will be binding on all employees of the Bank regardless of its grade status. Rules, however, will not question any decisions already made and / or implemented prior to the commencement of these Rules. Each employee will be fully aware of the content of these service rules. Heads of departments / heads of departments / department heads must be fully conversant with the contents of the employees' service rules and follow them carefully when processing and handling various administrative and personal matters.

5.2 Amendment

The Board of Directors has the right to make any changes / additions to any existing amendments. In order to make new rules, the Board shall pass appropriate which shall be communicated to each employee of the Bank through a circular.

5.3 General Conditions

Application these rules apply to all bank employees, whether operating in Bangladesh or abroad. They may no longer apply to these Rules, except as otherwise provided or to a certain extent or generally determined by the Board of Directors, to the following:

- The managing director
- The officers and the staff employed on part time basis
- Persons casually engaged on daily/ weekly/ monthly wages for any specific job.

➤ **Scope**

These rules will be effective from the date of incorporation of the company and these rules will be binding on all employees of the bank, including an employee employed by the bank before the commencement. However, these rules do not apply to former employees who are no longer in the bank's service.

➤ **Power to amend**

The bank's board of directors reserves the right to make any changes to any service rules of the bank if necessary. Changes to any existing rules will not apply until the new rules or changes are passed by the board's resolution and issued in the form of a notice.

➤ **Authority to delegate**

The Managing Director may impose, transmit, delegate or delegate all or any powers conferred upon him by this Rule to an Executive or the Steering Committee constituted by him under certain conditions.

➤ **Interpretation**

The decision of the Board shall be considered final as an explanation of the rules contained in the Southeast Bank Limited Employee Services Rules and Rules. All employees of the Bank to which the Rules of the Provident Fund have been enforced shall be members of Southeast Bank Limited employees.

5.4 Recruitment policy

➤ **Preamble**

Managing human resources is of paramount importance for managing a bank. To achieve the organizational goals, the bank's physical resources, human resources and technology must be integrated into one productive system. Appointment of human resources involves the proper planning process for determining the right type of employee to be appointed by the bank from its specific human position to its desired position and the right job at the right time.

➤ **Recruitment Principle**

All appointments and appointments of the Bank are done by direct appointment or by promotion as per the Promotion Policy approved / updated by the Board of Directors from time to time.

➤ **Recruitment for recruitment**

No person shall be appointed in the service of the bank unless:

- Applicant is a citizen of Bangladesh. Provided that relaxation is not allowed in the case of employers abroad or in consideration of special circumstances by the Board but this is not applicable. The applicant should be certified physically and mentally fit by a qualified doctor that is acceptable to the bank.
- The applicant those who have been terminated from the employment of former employers after submitting their resignation with the intention of joining Southeast Bank Limited will be outside the scope of the adjacent entrance sub-rules.
- Applicant's age range is between 18-30 years and for lateral entry, maximum age limit should be 50 years.

➤ **Educational Qualification**

The Bank will give priority to the recruitment of self-driven and consequent graduates with good track record in academic studies. In order to enter all sides as a bank officer / executive, the job expectation must be a minimum graduation with a minimum of 7 points in the academic career.

POST	REQUIREMENT
Probationary Officer	The applicant should be at least a Master degree or BBA holder from a reputed and recognized educational institution with minimum 9 points. No third division or class is acceptable.
Trainee Officer	The candidates having good academic as well as family background, enough knowledgeable and smart, good looking with BBA/MBA/M.A in Finance or banking/ economics/ management/ accounting with having no third class in the academic history.

Trainee Junior officer	The applicant should be a Master degree holder from a recognized and reputed educational institution with minimum 8 points required from the academic record.
Trainee Computer officer	The candidate should have sufficient computer knowledge for PC operation with a graduation degree of minimum 6 points from the academic record.
Trainee Cash officer	Just a graduation with minimum 6 points from the academic record.
Massager	Minimum SSC degree.
Bank Guard	Minimum class 8 pass with “ANSAR” or ex-army, police, BDR personnel along with the age limit of 21-35 years old.
Cleaner	Minimum class 8 passes.
Driver	Valid driving license. Having an experience of at least 5 years of driving with an age limit of 21-35 years. A minimum of class 8 pass degree.

The admission officer will be appointed as some other equivalent standard of IBA after taking a competitive written test conducted under the IBA or Viva with the participants who have successfully passed the written test. It states that no entry officer will be appointed directly to the bank. And the existing staff who wish to appear before the recruitment process for the Entry Officer must fulfill all requirements for this position. All applications will fall into the Human Resources section for the right channel.

GENERAL FLOW CHART OF SELECTION PROCEDURE

Advertisement/submission of CVs at HRD, Head Office



Sorting out of Applications



Preparation of preliminary list



Calling the selected applicants for the written test



Holding the written test



Selection of eligible candidates for the interview



Calling the selected candidates for the interview



Conducting the interview



Investigation of applicant details



Final approval by the competent authority



Physical fitness for employment



Appointment and placement

Marks Distribution

The marking system to be followed by the competent authority or selection committee is as follows:

1. Education	12 Marks	} Total 32 Marks
2. Interview Performance	20 Marks	

Written Test

An external authority may appoint to conduct a written examination for the appointment of an admissions officer. All new graduates must take the written test in accordance with the grading or marking policy. The written test can be general knowledge, mathematics and English. All procedures and identification systems shall be determined by the bank and not by the external authority.

Examination Division/Class	SSC	HSC	GRADUATION / HONORS	BBA	MASTERS	CA/ICM (Other)
1 st	3	3	3	3 (CGPA 3.00 or above)	3	3 (CGPA 3.00 or above)
2 nd	2	2	2	2 (CGPA 2.75 or above but less than 3.00)	2	2 (CGPA 2.75 or above but less than 3.00)
3 rd	1	1	1	1 (CGPA 2.50 or above but less than 2.75)	1	1 (CGPA 2.50 or above but less than 2.75)

Interview Performance

The following marking system for interview shall be followed

1. Dress, physical appearance, personality and confidence level (5 Marks);
2. Knowledge in related sector (5 Marks);
3. General knowledge (5 Marks);
4. Analytical ability, communication skill and potentiality (5 Marks).

General Rules of Requirement

A panel of successful candidates will be prepared in order of merit for recruitment in the bank.

- The appointment letter will be issue from the panel after the approval of the authority based on final evaluation and on the basis of the requirement that the bank has set.
- A candidate selected for appointment for the desired post must be medically. Any physical or mental disorder might result in the cancelation of his/her appointment.
- Each candidate shall have to mention at least two respectable persons in his/her resume.
- The confidential opinion of the referees about the character of the candidate shall be obtained, besides the bank management will also try to gather information from other sources about the character and past records of the candidate.
- If any negative is received, the appointment of the candidate can be cancelled or terminated without assigning any reason whatsoever.

Authority of Appointment

Managing directors will be made below the two terms of the post of recruitment directors in the bank service. All other appointments must be made by the Board and, when necessary, duly approved by the Bank's Organogram.

Recruitment

The appointment of employees of all grades can be arranged by the Managing Director, as the Board may from time to time approve / approve / amend the recruitment policies.

Appointments on Contract/Temporary Basis

Appointments on contract or temporary basis shall not entitle such staff to further extension or confirmation in the grade, unless otherwise decided by the Board.

Pay on Appointment

All appointments will be made to the minimum wage of the grade, but in cases where the hiring person has additional experience or special qualifications or both, the competent authority may allow higher starting pay on the grade pay scale.

Probationary Period

Unless otherwise decided by the competent authority, the Entry Officer shall keep the examiner for 2 years, a trainee junior officer for 2 years, the trainee computer officer, the trainee cash officer for 2 years and the bank correspondent or bank guard for one year. Thus, employees may not be absorbed in certain grades after successful completion of the test period or to increase their entry time or to increase their performance and effort during the entry-time period.

Age Limit

No person shall be employed as a Entry Officer / Trainee Junior Officer / Trainee Cash Officer / Messenger / Guard, who is under the age of 3 years and above 5 years. For lateral entry, the maximum age of entry without contractual appointment is 50 years, where the age limit does not matter. On the other hand, the retirement age is 60 years if the employee maintains good health.

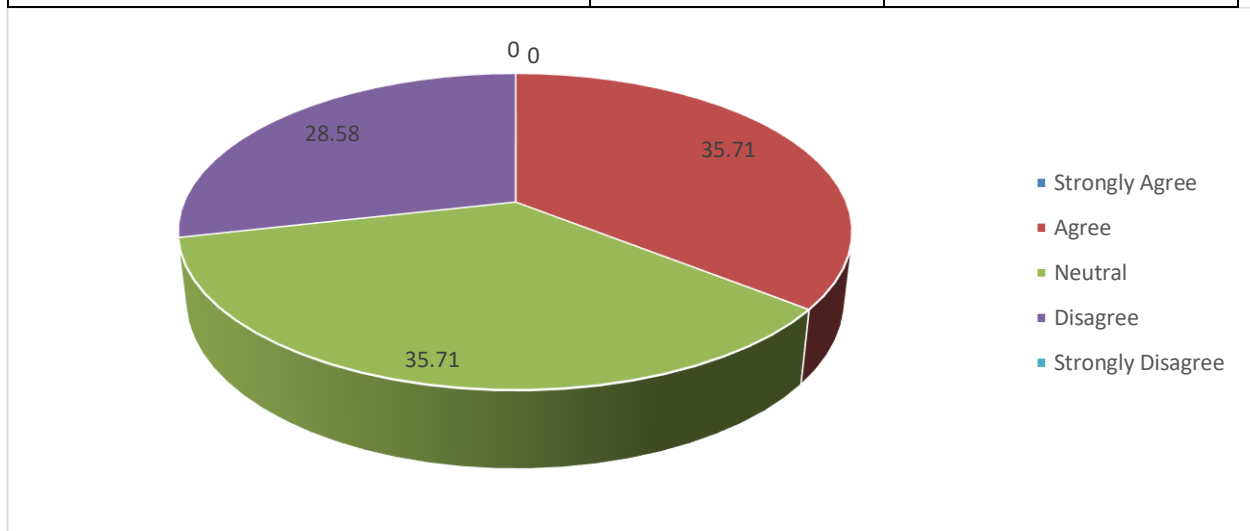
Medical Fitness

No person shall be employed in a bank service unless he has been physically and mentally fit by a qualified doctor which may be acceptable to the bank.

5.5 Questionnaire Analysis

1) The Recruitment and Selection process in your organization is satisfactory and effective.

Remark	Percentage	Number of Respondent
Strongly Agree	0%	0
Agree	35.71%	5
Neutral	35.71%	5
Disagree	28.58%	4
Strongly Disagree	0%	0

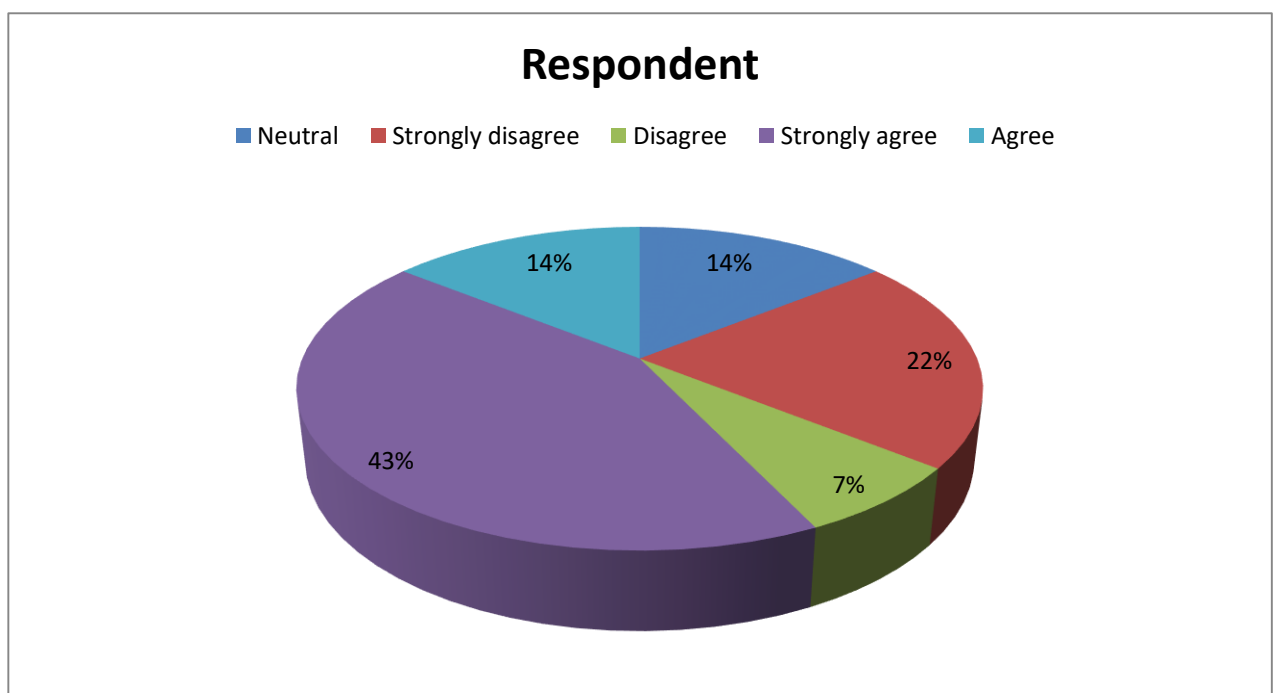


Explanation: According to the graph, Southeast Bank Limited, there are 35.71% employees in the agreed range, 35.71% employees whose range is neutral and 28.58% employees whose range of disagree. The reason may be that the process is free from bias and nepotism.

Comment: The overall recruitment and selection process of SEBL is following many ways to choose the right candidates.

2) The Recruitment and selection process is completely free from biasness?

Factor	Respondent	Percentage
Neutral	2	14.29%
Strongly disagree	3	21.42%
Disagree	1	7.16%
Strongly agree	6	42.81%
Agree	2	14.32%

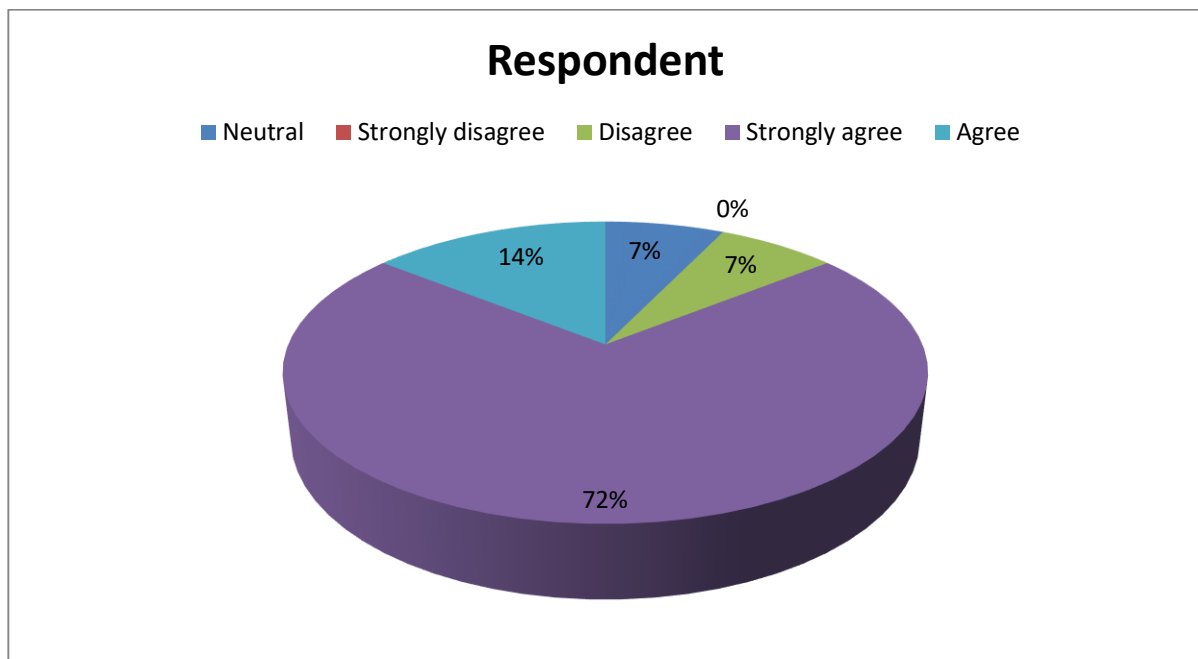


Explanation: According to the graph of 14.29% of SEBL neutral respondents, 21.42% strongly disagreed, 7.16% were dissatisfied that the recruitment process was free from business, where 42.81% strongly agreed and 14.32% agreed recruitment and selection. The process is from business.

Comment: SEBL recruitment & selection process is mostly free from biasness because this section is very sensitive and needs lot of measurements to select the probable candidates.

3) Recruitment and selection process follows objective criteria and is connected to achievement of organizational goal.

Factor	Respondent	Percentage
Strongly Agree	10	71.56%
Agree	2	14.21%
Neutral	1	7.16%
Disagree	1	7.7%
Strongly disagree	0	0%

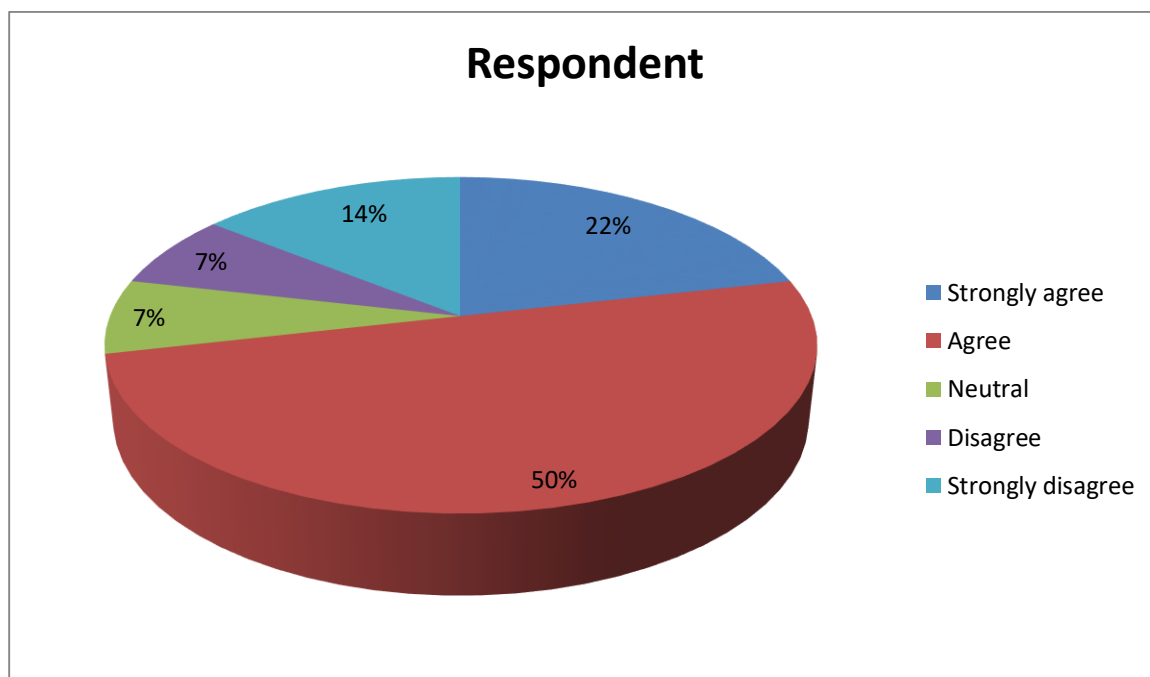


Explanation: According to the graph, the question of whether the SEBL recruitment process follows objective criteria, 71.56% of respondents strongly agree, 14.21% of respondents agree, 0% strongly disagree at this time, 7.16% disagree, 7.7% of respondents are neutral.

Comment: SEBL recruitment & selection process follows objective criteria and is connected to achievement of organizational goal.

4) Recruitment and selection process generate hassle to the applicants.

Factor	Respondent	Percentage
Strongly Agree	3	21.36%
Agree	7	50%
Neutral	1	7.20%
Disagree	1	7.20%
Strongly disagree	2	14.24%

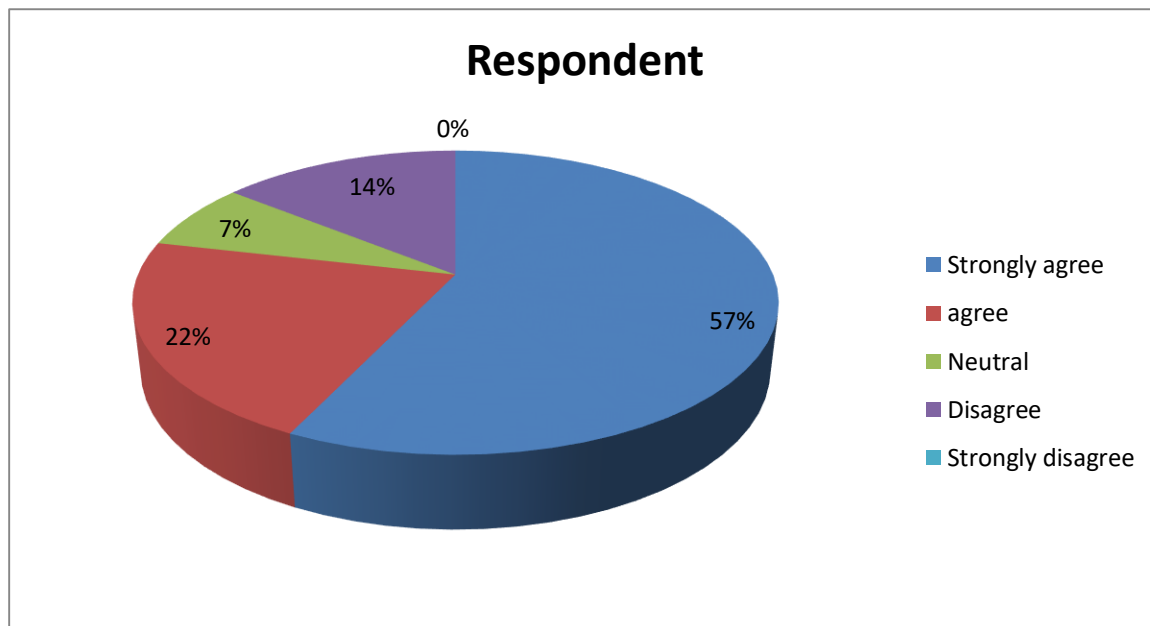


Explanation: According to the graph, 21.36% strongly agree, 50% agree that the SEBL causes applicant trouble, where 7.20% disagree, 14.24% strongly disagree, 7.14% neutral recruitment and selection process generates hassle to the applicants.

Comment: SEBL recruitment & selection process generates a little hassle to the applicants.

5) Recruitment & Selection process should be improved in the organization.

Factor	Respondent	Percentage
Strongly agree	8	57.14%
Agree	3	21.43%
Neutral	1	7.14%
Disagree	2	14.29%
Strongly disagree	0	0%

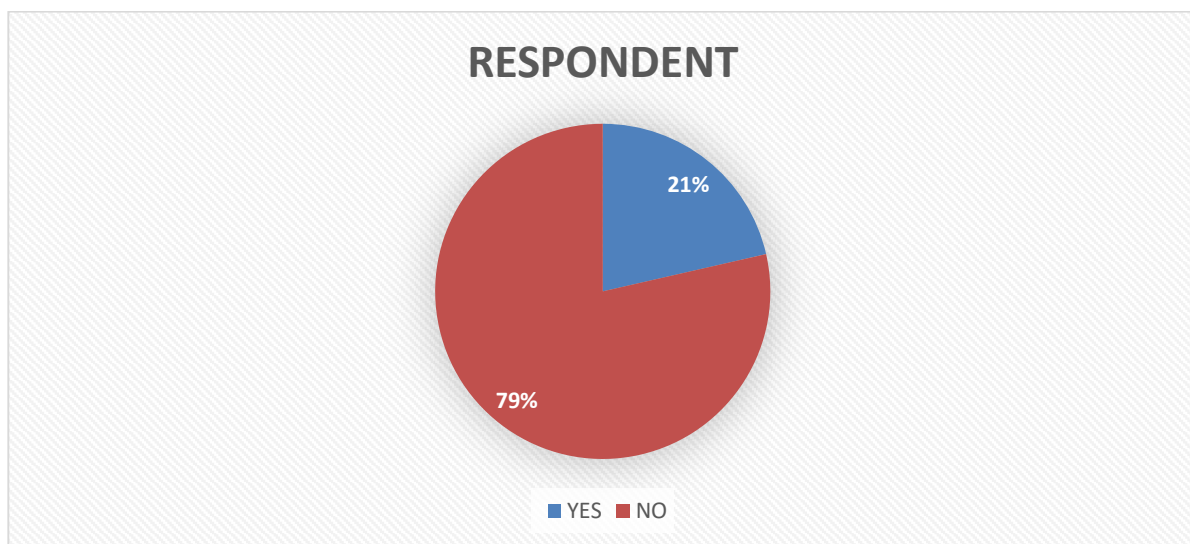


Explanation: According to the graph, that 57.14% of the respondent of SEBL strongly agree, where 21.43% of the respondents agree with it. And 14.29% disagree, 7.14% of respondent were neutral that recruitment and selection process should be improved.

Comment: Because of technically some other internal reasons behind the SEBL Recruitment and Selection process, so that it should be improved.

6) Is there any interference by any party while selecting employee?

Factor	Respondent	Percentage
Yes	3	21.43%
No	11	78.57%



Explanation: According to the graph it is seen that 21.43% employees are agreed. And 78.57% of employees are disagree.

Comment: It means there is low interference while selecting.

5.6 Summary of Questionnaire Survey Analysis:

In a review of the recruitment and selection process of Southeast Bank Limited (SEBL), I found that 60% of staffs were satisfied with the process. However, the other 30% of employees are still fairly satisfied and dissatisfied. Strongly satisfied employees are another 10%. Because the SEBL recruitment process is not totally free from biasness. SEBL employees are satisfied that the organizational process of hiring is cost effective. The SEBL recruitment and selection process is completely different from theoretical studies. The SEBL recruitment and selection process is smooth and systematic.



Chapter: 6

Trainings & Development Procedure of Southeast Bank Limited

6.1 Orientation training of entry & trainee officer with specifications for marketing banking products and customer services:

The main objective of this training is to provide training in various operational aspects of general banking. For the evaluation of various concepts, policies, strategies, procedures, important laws related to general banking, including accounting practices, to develop efficiency in the application of banking activities. Moreover, this training will raise awareness of cash management and the rules of Bangladesh Bank for currency management.

The training helps develop customer service, inform human relations behavior and communication strategies. In fact, a review of SEBL's Terms of Service, SEBL's activities - its mission and vision, credit risk management, credit management and foreign trade financing, general banking and general banking and general irregularities in its loyalty. The training course outlines include management functions, inspiring staff, banking policies, human behavior in the workplace, financial ratio analysis and general accounting principles at banks. Is also given on deposit.

Clearing house-knowledge trainees are also taught about compatibility with internal clearing also external clearing, clearing return and accounting entries along with OBC, IBC. The responsibilities and duties of the banker and the collection of the banker are also discussed here. How to protect a check book against stolen or lost checks - Stop payments, permanent instructions will appear here.

6.2 Training courses on credit risk management:

Credit risk grading (CRG) is a joint definition based on a pre-specified scale and reflects the underlying credit-risk for a given introduction.

Credit risk grading establishes a number / alphabet / symbol as the primary summary index of risk associated with credit exposure. Credit risk grading is the primary module for developing a credit risk management system.

The duration of the training session is only for one day with creditors and branch officers at the Head office. In the session, both internal and external speakers are participate. It occurs once a year. The method of this session can be group discussions, lectures and experience sharing. At the end of the training there is a short overview session based on a general overview of the CRG and a general overview of the classmates of the session and the instructor's group presentations and following their own views.

Figure: The proposed CRG scale consists of 8 categories with Short names and Numbers are provided as follows:

Grating	Short Name	No
Superior	SUP	1
Good	GD	2
Acceptable	ACCPT	3
Marginal/Watch list	MG/WL	4
Special Mention	SM	5
Sub standard	SS	6
Doubtful	DF	7
Bad & Loss	BL	8

Purpose of training banks and risk grading systems enhance trainees' ability to improve the quality of their portfolios by banks and financial institutions. These grading systems measure credit risk and distinguish between them by distinguishing between independent credit and credit groups. This training session will allow participants in the training course to understand and monitor changes and trends in risk levels. The process helps bank management manage risk to optimize returns.

6.3 Training on corporate governance & CSR

Corporate governance is a system of rules and practices and processes by which a company is governed and regulated. It essentially involves the balance of interest of many stakeholders in a company such as partners, customers, suppliers, governments and communities.

For any company, this training session is very important and all employees should be aware of all the set of corporate governance assigned by the firm. SEBL ensures that managers and junior-level officers at both the headquarters and branch levels, from manager operations to executives. The duration of the session is 1 day through speech and open discussion. Both internal and external speakers handle it, which is once a year around September.

The main objective is to familiarize participants with the concepts and issues of corporate governance and corporate social responsibility. Participants will have a clear knowledge of governance, policies, corporate governance, internal monitoring, reporting and transparent evolution in banks.







Chapter: 7





Problems, Recommendations and Conclusion

7.1 Problems Identified:

The following problems have been identified related to Human Resource Management Practices of Southeast Bank Ltd:

-  The recruitment and selection process is questionable for somewhat biases. This is why sometimes the best and skilled employees missed their opportunity to perform here. It is a barrier to the organizational goals and thus, bank remains far from as it is designed.
-  The training programs for the employees are not sufficient. Most of the employees aren't good at new technology and services. That's why they can't provide better service to the customer. Even, it causes to lessen the proper utilization of time and the popularity of the bank, too.
-  The job analysis of the organization is not well functioning. For this reason, the organization often failed to determine their demands for the situation. Alike, the efficiency of the employees is not progressing & the progress of the work is running slowly.
-  The ATM service of the bank is not up to date. Customers are often facing technical problems when they use ATMs, like- network error, connection failed" and the issued money is stuck on the ATM. It creates customer dissatisfaction & organization may lose its customers.

7.2 Recommendations:

-  The recruitment and selection process should be completely freed from being biased. A proper, active, effective and most importantly- a transparent selection board should be ensured and maintained.
-  The bank should add some new training programs for the employees as per the situation.
-  The job analysis system need to be reformed.
-  The ATMs need to be updated in terms of ensuring better services and to increas banks' popularity.

7.3 Conclusion:

- Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface. You have to create the circumstances where they show themselves.¶ — Ken Robinson

The human resources of every organization should cherish in this way. They should recruit to their potential and train in the workplace.

Banks play vital role in the modern economy. Human resource management (HRM) issues play an important role in every organization including the banks. No organization can achieve its goals unless it satisfies its employees.

Organizational members can play the role of crew who transform corporate goals into reality and success. The highly educated and strategic staff in the banking sector need to create a competitive position and hold it for a long period. The performance of Southeast Bank Limited is best in the banking industry. They are expanding their network, they are trying to modernize and update their banking services day by day according to technology. They value their customers in every possible way and serve the people of every section of society. The number of clients in the bank is increasing comparatively then the others in the bank industry for its quality service.

In order to provide its excellent services, the Southeast Bank is each uniquely planned and carefully designed to train the best appointed officers. I had the pleasure of completing my internship program at Southeast Bank Limited, the country's leading bank. The overall experience of mine was good. I hope the report is well-prepared and executes the purpose, despite several limitations.

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Appendices

Questionnaire

NAME:

Designation:

Mobile No:

1) The Recruitment and selection process in your organization is satisfactory and effective.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

2) The Recruitment and Selection process is completely free from business.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

3) Recruitment and Selection process follows objective criteria and is concerned to achievement of organizational goal.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

4) Recruitment and Selection process generate hassle to applicants.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

5) Recruitment and Selection process should be improved in the organization.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

6) Is there any interference by any party while selecting employee?

- a. Yes
- b. No