

Internship Report
On
**An Evaluation of Human Resource Policies and Practices of Jamuna
Bank Limited**

Submitted To
Prof. Dr. Mostafa Kamal
Dean, Permanent Campus
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Letter of Transmittal

Date: 21st September 2019

To,

Prof. Dr. Mostafa Kamal
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Subject: Application for the Submission of internship report

Sir,

It is my extraordinary satisfaction to present the internship report entitled "**Human Resource Management of Policies and Practices of Jamuna Bank Limited.**", I have attempted my level best to outfit my report with pertinent information, which I have gathered during a quarter of a year's internship conduction period. I endeavored genuine endeavors to concentrate related materials, archives, watch activities performed in Jamuna Bank Limited, Kamarpara Branch and look at significant records for the readiness of the report.

I ask your thoughtful reason for the inadvertent mistakes that may occur in the report regardless of my best exertion. I trust that you would be benevolent enough to acknowledge this report.

Thank You.
Your Most obedient,

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Supervisor's Declaration

It gives me massive bliss to affirm that the foreseen report entitled "Human Resource Policies and Practices of Jamuna Bank Limited" has been done by Sheik Halima Akter, ID: 161-11-291, understudy of BBA program, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University, Dhaka under my supervision and bearing. As far as anyone knows, this is a special work, which has not been disseminated in any submitted to any establishment or division for any degree or authentication.

I do thusly acknowledge it a completely suggest Internship report for assessment

.....
Prof. Dr. Mostafa Kamal
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Students' Declaration

I declare along these lines that the work presented in this internship report has been completed by me and has not been submitted late to any other university / association for any educational qualification. The work I demonstrate does not crack any copyright infringement, and no piece of this report is reproduced from any work done before degree or confirmation.

I am trying to pay more to the department against any disasters or losses that have broken past responsibilities.

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Acknowledgment

First of all, I would like to thank Almighty Allah for helping me to complete the report without booked time and without any real emergency.

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List of Abbreviation

VP	-	Vice –Principle Officer
BBA	-	Bachelor of Business Administration
HR	-	Human Resource
HRD		Human Resource Department
DGDS	-	Double Growth Deposit Scheme
TGD	-	Triple Growth Deposit Scheme
MBS	-	Monthly Benefit Scheme
CSR	-	Corporate Social Responsibility
NGO	-	Non-Government Organization
CIPD	-	Chartered Institute of Personnel and Development
ACR	-	Annual Confidential Report
PPR	-	Periodic Performance Review
APA	-	Annual Performance Appraisal
BSR	-	Basic Salary Range

Chapter: 01

Introduction

1.1 Introduction

The bank is the core of an economy to keep the wheels pushing ahead and to assume the key job in the monetary advancement of the nation. The present monetary state of Bangladesh demands prompt improvement of the money related establishments. The banking segment has a lot of territories to enhance. One of the measures to improve this condition is to present style made professional programs that are intended to create administrative productivity. As satisfaction of the BBA program all around affirmed by Department of Business Administration, Daffodil International University, Bangladesh I needed to encounter a three months' internship program which is a pragmatic direction organize and will guide to the potential chiefs to develop a fruitful professional vocation. Subsequent to taking an interest in the internship program led in Jamuna Bank Limited, I am allocated to present a report on "Human Resource Policies and Practices of Jamuna Bank Limited". The report causes fundamentally to assemble a discernment about everyday issues of the bank. This report endeavors to portray the elements of a part of a business bank and some proposal for the development and effectiveness of a portion of those capacities.

1.2 Background of the study

Academic knowledge is far away from functional knowledge. It is very difficult to rehearse all the academic resources in corruption. In some cases, the establishment is particularly powerful for administrative choice and likewise to proceed with the continuous worldwide business pattern as opposed to hypothetical angles, which are found out in the foundations. Then again, as the world is getting to be abridged with the takes a break because of disturbing development of modern innovation and simultaneously individuals are getting drastically danged for sociality and business reasons, it is very difficult to manage the everyday exchange without the broadening help of banking part.

The bank assumes a significant job in the business areas and in the industrialization of a nation. Fundamentally, the banks take stores from the clients against premium and loan it to borrowers against enthusiasm for an end period. Under these conditions, the bank offers distinctive loan fees and different choices are regular among every one of the banks, yet just the client administrations and different offices shift from bank to bank. In our nation there are 4 kinds of the bank there are National bank, Nationalized bank, Private business bank (Islamic and customary) and Remote business bank (Islamic and conventional).

1.3 Origin of the Report

The report is an endeavor to provide a direction to genuine conditions wherein one can watch and assess the utilization and appropriateness of hypothetical ideas that were instructed in the BBA program. During the internship program, I was doled out to Jamuna Bank Limited (JBL), at Kamarpara Branch Dhaka to watch down to earth uses of my hypothetical knowledge.

1.4 Objectives of the Study

1.4.1 General objective

The primary target of this report is to have an evaluation of the general exercises of the Human Resource Department. In a more extensive point of view, I have additionally attempted to get familiar with every one of the exercises of Jamuna Bank Limited.

1.4.2 Specific objective

- Overall HR policy & practice in the organization;
- Understand the HR operations of Jamuna Bank Limited;
- Understand how basic HR activities of Jamuna Bank Limited;
- Recommendations on how to improve HR effectiveness.

1.5 Methodology & Sources of the Data

It is endeavored, in the examination, to distinguish the game plan circumstance and recommendations Human Resource Routine with respect to JBL. Some present reports, working papers, locales are also diagramed. In order to make the assessment significant and decent, both basic and helper wellsprings of data have been used.

1.5.1 Primary Sources

- Eye to eye discussion with the individual officers, administrators and likewise with the staff of the Branch.
- Casual transformation with the customers.
- Reasonable work exposures from the various work areas of the departments of the Branch secured.
- Important record study as provided by the officers worried at every work area of the departments I have worked.

1.5.2 Secondary Sources

- Annual Report of "Jamuna Bank Ltd."
- Such as published materials; Various books, "General Related Articles
- Banking functions, "foreign exchange operations and" credit policies "
- Various "procedure manuals" published by JBL.
- Circulars sent by JBL and Bangladesh Bank headquarters.

1.6 Limitations of the Study

This Internship Report is my first task outside of our course educational plan in down to earth life. I, the understudy of Department of Management contemplates, simply have finished our formal instructive stage. Subsequent to finishing the institutional experience, useful execution in the proper stages winds up troublesome. So in playing out this report our absence of legitimate knowledge extraordinarily affected in this presentation. Besides, I need to confront some different restrictions which are:

➤ **The time for the study was short to make an in-depth report.**

It was extremely difficult to gather information for making a near report on the presentation and the various bank's credit plans. So I was not ready to assemble all banks information for setting up a more inside and out introduction.

➤ **The ill-advised blend among different departments.**

Experience makes a man effective. I am not experienced enough to finish the investigation since I am an individual of new hand on such an examination. That is the reason freshness makes hindrances to pursue the foundational approach and consistent research strategy.

➤ **Modern data was not accessible.**

Adequate books, Productions, Facts and Figures are not accessible. These contract limited the extent of the precise investigation. On the off chance that these constraints were not being there, the report would have been increasingly valuable and appealing.

Chapter: 02

Literature Review

Human resources are considered the most significant resources of an association, however, not many associations can completely bridle its potential (Ahmed and Schroeder 2002). Human resources framework is a lot of particular yet interrelated exercises, capacities, and procedure that are aimed at drawing in, creating and keeping up or discarding firms' human resources (Lado and Wilson 1994). Banks, similar to some other firm, need to change contributions to yields at a productive rate so as to boost profitability and to get by under focused conditions. Along these lines, if a bank is utilizing more resource in the process than is in fact required, it will work underneath the "boondocks" of effectiveness. Boss among the resources are utilized to create yield is work or human resources which ordinarily devours between 33% and one-portion of the working costs (Jaffry and Ghulam 2008). Human resources are used for different resources. So appropriate supporting of them guarantee the accomplishment of a business bank. Human resources at the end of the day, very much educated able populace can improve the all-out capacity of an association, a general public, an administration organization and practice of a nation, of a country (khan, 2003).

Banking ventures over the world are experiencing a progression of rapid changes due to some extent to the pace of innovative improvement. Utilization of mechanized teller machines (ATM), advance measurable models for hazard management and Advance Record Posting Machines (ALPM) has changed the manner in which conventional banking movement was performed. Innovative headway has changed the idea of banks demand the worker perform banking exercises. PC proficient, talented specialists are in demand with better remuneration on offer contrasted with that gotten by low paid administrative and subordinate laborers even a couple of years' prior (S. Jaffry et al. 2008). The banking business is the knowledge-based industry. The knowledgeable and well-prepared representative is basic to work the business. Individuals can be changed into human resources when they are furnished with sufficient knowledge, abilities, and skills (Roknuzzaman, 2006).

Business banking framework rules Bangladesh money related segment. Bangladesh bank is the national bank of Bangladesh and the boss administrative power. The banking framework is made out of four state-possessed business banks, five specific advancements banks, thirty private business banks, and nine outside business banks. In Bangladesh, the greater part of

the human resources related choices is for the most part taken by focal management. In various branches, these choices are simply actualized (Afroj, 2012).

Compelling HR practices are found to prompt positive authoritative results (Becker and Gerhart, 1996, for example, turnover (Huselid, 1995) and efficiency (Katz et al., 1987). HR practices are commonly arranged into the accompanying: contracting and determination practices, motivating forces and rewards, security preparing, correspondence and input, specialist investment, management duty, and execution assessment.

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Human resource management (HRM) is considered a basic authoritative resource that enables an association to continue its successful activity. It is a significant territory that impacts some of the representatives' dispositions and conducts, for example, the expectation to leave, levels of employment fulfillment, and authoritative duty (Lee and Heard, 2000).

As shown by Lawler (2005), society has entered another period in the association between affiliations and their laborers. In this new period, people are the basic hotspot for an association's high ground and progressive prospering and perseverance depends upon how laborers are managed. The 'human' some portion of HRM is stressed over the association among business and delegate and is connected with the human relations improvement and the possibility of high obligation work practices made till the day (Walton, 1985).

There are the main four models of HRM, for instance, HRM's Fombrun, Tichy and Devana models, HRM's Harvard model, HRM's guest model, and HRM's Warwick model (Bratton and Gould, 1999). The best significance of agent recharging was displayed by

Lake (1976) who ized as a vocation fulfillment or agreeable state because of the assessment of the exercises of an individual. (Haque and Taher, 2008).

As per Robbins (1999), a fulfilled workforce can increment hierarchical efficiency through less diversion brought about by truancy or turnover, a couple of incidences of damaging conduct, and low restorative expenses. HR practices and employment fulfillment are examined widely in various pieces of the world. It is expected that HR practices are intently connected with employment fulfillment (Ting, 1997). Since numerous researchers and experts accept that sound HR practices bring about a superior degree of occupation fulfillment which at last improves authoritative execution (Appelbaum, Bailey, Berg and Kalleberg, 2000).

Gold William (2003) proved that the use of explicit HR practices in government agencies close to the Unified Kingdom was related to employment fulfillment, work environment confidence, accountability, hard work and authoritative execution. Correspondence / Cooperation, Pt Improving talent, managing performance, delegate rewards and employer stability (Huselid, 1995). It is conceivable that when delegates are considered reasonable and persistent in their behavior, especially in terms of accessibility and repetition, compensation and great oversight will create a positive perception of prosperity, which can evoke tension that reduces mistrust and turnover in the association. Gives (Nasurdin et. al., 2001).

Wayne et. al. (1997) suggested that HRM rehearses that hailed the affiliation intends to place assets into agents, (for instance, developmental International Survey of Management and Showcasing, Vol. 2, No.1, 2012, pp.52-58 54 experiences and getting ready) made increasingly raised measures of loaded with inclination various leveled obligation. HR rehearses, for instance, pay, focal points, and planning is antagonistically related to turnover since they spike laborers and "lock" them to their occupations (Lazear, 1986; Madrian, 1994; Gruber and Madrian, 1994).

Shaw et al. (1998) demonstrate that programmed turnover is affected by staffing rehearses (enlistment and decision method) and agent watching (execution assessment). DeCenzo and Robbins (1996) opine that delegate getting ready has ended up being continuously huge as an occupation has ended up being progressively present day and affected by imaginative changes. Bernardin and Russel (1993) opine that consistently, getting ready has ended up being continuously unmistakable as a HR device for improving delegate and managerial execution in the affiliation.

Buck and Watson's (2002) demonstrated nine significant HRM practices, for example, decentralization, Pay, Investment, preparing, improvement, work security, social connections, management style, interchanges, and execution examination.

Based on the above writing audit, the examination considers the HRM practices of the accompanying components impacts on the association towards' fulfillment, for example, enlistment and decision structures, compensation pack, proficient solidness, occupation advancement, planning and improvement, the executive's style, work. Plan and commitments, reward and motivation, and work environment.

Chapter: 03

Organizational Overview

3.1 Background of Jamuna Bank Limited

Jamuna Bank Limited (JBL) is a Banking Organization enrolled under the Organizations Demonstration, 1994 of Bangladesh with its Head Office right now at Hadi Chateau, 2, Dilkusha C/A, Dhaka-1000, Bangladesh. The Bank started its movement from third June 2001.

The Bank gives a wide scope of assistance to trade, exchange, industry and for the most part the business of the country. JBL's assets are moreover open for the business individuals to set up promising new interests and BMRE of existing present-day units. The bank was developed by a social event of close-by business visionaries who are well-assumed in the field of trade, exchange, industry, and business of the country.

3.2 Vision of JBL

To turn into the main banking establishment and to assume a critical job in the improvement of the nation.

3.3 Mission of JBL

The Bank has been credited with fulfilling the various customer needs through various items at an aggressive price by exploiting fitting innovations and guaranteeing and maintaining spiritual administration with such a sustained development promise, intelligent return, and commitment to the progress of the nation.

3.4 Values of JBL

The value of Jamuna Bank Ltd. “Your Partner for growth”.

- Customer Focus
- Integrity
- Teamwork
- Respect for the Individual
- Quality
- Responsible Citizenship

3.5 Branches of JBL

JBL began its adventure through its first branch at, 32, Ismail Mansion, Mohakhali C/A, Dhaka, on June 3, 2001, in Bangladesh. The Bank is presently at 14 years old and in the meantime, it has set up upwards of 106 branches all through the nation and made a smooth and extensive system inside the nation just as around the world. At present area wise Branches of the Bank around the country is presented below:

Region	Number of Branches
Dhaka Division	53
Chittagong Division	22
Khulna Division	06
Barisal Division	01
Comilla Division	03
Sylhet Division	05
Rajshahi Division	16
Total	106

Table 3.1: Branches of JBL

3.6 Hierarchy of JBL

The hierarchy of Jamuna bank limited is given below:

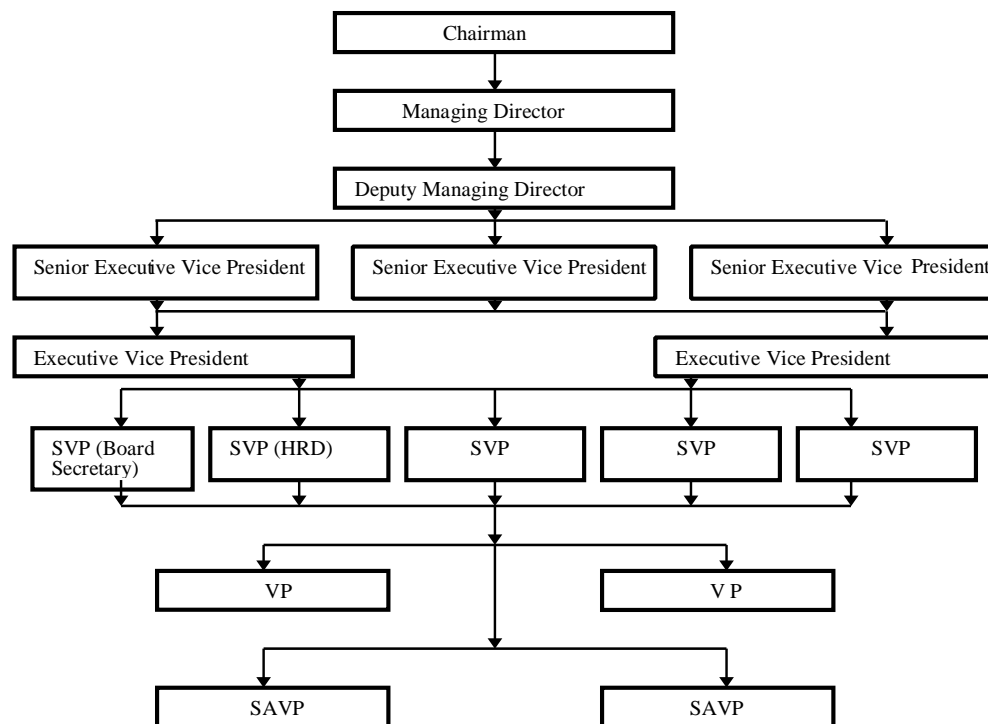


Table3.2: Hierarchy of JBL

3.7 Human Resource Department (HRD)

HRD is where I have examined my department more often than not, as it is intimately identified with this category. While watching this section, I found it occasionally successful and productive. I have sincerely appreciated their abilities, which are given below:

Functions of the Human Resource Department

- To control the administration of human resources of the bank
- To access and gather good staff who will be ideal for the bank
- To take a program and actualize for creating human resources.
- To make arrangement, advancement and assessing the ability of officer and stuff
- To make administration rules, revision, extension administration principles sub-rules, orders see, and so on for gathering and stuff.
- To Direct the Preparation and Improvement programs.
- To keep up an association with the legislature and another establishment
- To access and concede retirement offices at the hour of retirement

- To give a general taste to the splendid understudy of the university for selecting and finding the talented officer
- Building up an association with administration appropriate usage of work law
- To keep up an association with resigned or dead sorts of stuff and their families to know their condition
- To keep up and award leaves without standard leave
- To plan and usage arrangement about human resources and related exercises
- To control the exercises, the staff of the banks and make a legitimate move to execute PC innovation.
- To play out the exercises relegated by the department head

3.8 Services of Jamuna bank Limited

➤ Fixed Deposits

- ✓ Double Growth Scheme(DGDS)
- ✓ Triple Growth Deposit Scheme (TGDS)
- ✓ Monthly Benefit Scheme (MBS)

➤ Deposit Schemes

- ✓ Rural Deposit Scheme
- ✓ Millionaire Deposit Scheme
- ✓ Kotipati Deposit Scheme

➤ Islamic Banking

- ✓ Investment System Islami Shariah
- ✓ Mode of Deposits
- ✓ Profit Rates of Islamic Deposit Schemes

➤ SME Banking

- ✓ Jamuna Swabolombi
- ✓ Jamuna Chalantika
- ✓ Jamuna Green

➤ NRB Banking

- ✓ Basic Docs and Facilities for NRB F/C A/C
- ✓ Deposit Schemes for NRB
- ✓ Account & Scheme

3.9 Corporate Social Responsibilities of Jamuna Bank

Jamuna Bank is focused on releasing its obligations for the administration of oppressed individuals of the general public. The bank's CSR exercises are tied in with addressing the requirements of the considerable number of partners in an apposite and significant way. The bank authority built up Jamuna Bank Establishment for performing CSR exercises.

Financial Inclusion

The board endorsed a store of Tk. 10.00 Crore for payment of agro advance to the peripheral workers through well-rumored NGOs.

Education

- Providing month to month grant to 60 social-advantage denied understudies having a GPA of 5.0 at SSC and HSC test.
- Scholarships to Oppressed Understudy.
- Scholarship to the children of JBL Representative.

Disaster relief

- Given a mentionable add up to the administration during different catastrophic events.
- Provided money related help to well-known specialists for the treatment of hopeless sicknesses.
- Given to Head Administrator's Alleviation Reserve.

Health

- Free Eye Camp.

Chapter: 04

Human Resource Policies and Practices of JBL

HRM policies and systems are guidelines for supervisors and administrators to use as a wellspring of point of view for managing your staff. They state what agents can and can't do. They're set by you, the proprietor or the board, and these policies and frameworks are managed by the administration, state, and close by work laws.

This doesn't infer that you need to start without any planning. HRM policies and frameworks, similarly as models and designs, are available on the web. In the event that you're experiencing an advancement spurt, you could utilize an HR master to put your policies and systems together. If you go this course, make a point to get an electronic copy, so you can revive it when changes occur.

4.1 Human Resource Planning

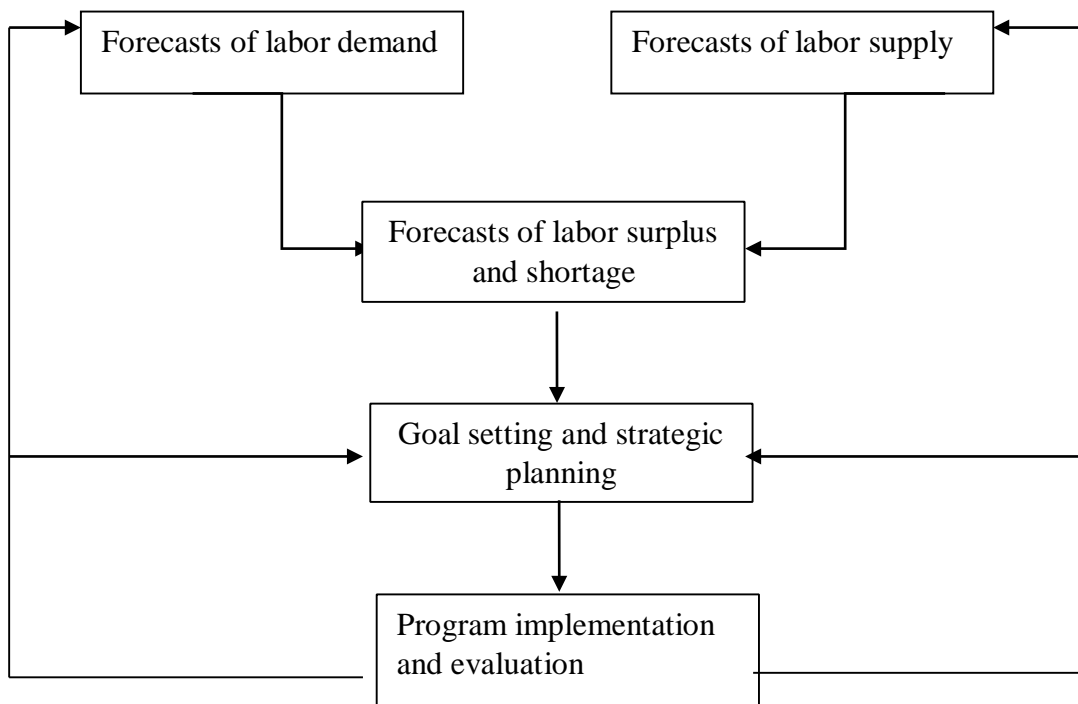


Figure 4.1: General process Human resource planning

4.1.1 Human Resource Demand Forecasting

When HR organizers have gathered information from both inside and outside sources, they forecast the interest for work. These forecasts are grounded in information about them at various times and in suspicions about what's to come. Various techniques for forecasting the interest for work require various suppositions. A portion of the more typical suppositions is that past patterns and connections among factors will hold up later on; that the efficiency ratio is steady (or pursues a referred to design) as the number of units delivered increments; and that the marketable strategies of the association, deal forecasts, etc. are sensibly clear of what will really occur. In a profoundly unpredictable business, these suppositions may not be substantial. It generally wishes to unequivocally show one's suppositions in forecasting and to put on more confidence in the forecast than in the suspicion on which it was based.

a) Judgmental Methods

Judicial methods are used to predict the future of the wise. This technique is very common. In it the directors sit together and discuss and present an image that will be in demand for future labor. The strategy may involve a 'bottom to top' or 'top to bottom' approach.

b) Ratio Analysis

Ratio analysis means using strategies to predict future staffing needs using the ratio between two factors. For example: dealer volume and number of workers required.

4.1.2 Supply Forecasting

Supply is another aspect of human resource assessment. It is concerned with the estimation of the supply of jobs by evaluating the current resources in the association and the availability of human resources in the future. It examines the future springs of HR that may be exposed to any uncertainty from outside of approval. Internal source cable has selected new competitors such as advancement, mobility, job growth and improvement, while the external source cable is respectfully performing on the connection. Just when energy is envisioned for work, assuming that the work that the association will now undertake to fulfill the requirements will be accessible right now, it is in the two types of essential guides:

Internal supply of labor

Promotion, transfer, demotion, replacement, skills inventories, etc.

The external supply of labor

The labor market, Agency, Campus recruitment, etc.

4.1.3 Forecasts of Labor Surplus and Shortage

In an organization there might be two types of gap exists:

1. **Shortage:** When demand is high and supply of human resources to certain organizations is less, which is called scarcity.
2. **Surplus:** When the supply is high and the demand for human resources in certain organizations is called surplus.

4.1.4 Goal Setting and Strategic Planning

- The motivation behind defining explicit numerical objectives is to concentrate consideration on the issue and provide a reason for estimating the association's accomplishment in addressing work deficiencies and surpluses.
- The objectives should come legitimately from the investigation of organic market.

- For every objective, the association must pick at least one human resource techniques.

4.1.5 Program Implementation and Evaluation

- When executing the HR system, the association must consider some individual responsible for accomplishing the objectives.
- That individual should likewise have the power and resources expected to achieve those objectives.
- Customary advancement reports ought to be issued.
- The assessment of results ought to take a gander at the genuine numbers as well as identify which parts of the arranging procedure added to progress or disappointment.

Authoritative Practices is appropriately trailed by JBL Bank Limited. Set of working responsibilities and determination exists in the association. On account of demand and supply of their human resource in various department and branches, they normally evaluate the demand and supply hole appropriately; therefore, representative surplus and lack have been found in their few department and branches too. on the off chance that there is a lack of worker they have attempted to discover the region and then search representatives from different territories and by giving legitimate preparing they sent them and if there are any surplus representatives exists the branch supervisor or divisional head normally educated Human Resource Department.

4.2 Recruitment Process of JBL

Jamuna Bank Limited follows a wide and broad selection system in search of the most ideal and qualified professionals. Testing methods are effectively designed to properly evaluate the skills and abilities required for a specific task.

4.2.1 Recruitment

When a vacancy occurs and employers get approval to fill it, the next step is a careful examination of the work and a count of the skills, and experience needed to successfully perform the job.

4.2.2 The Recruitment Cycle of the JBL

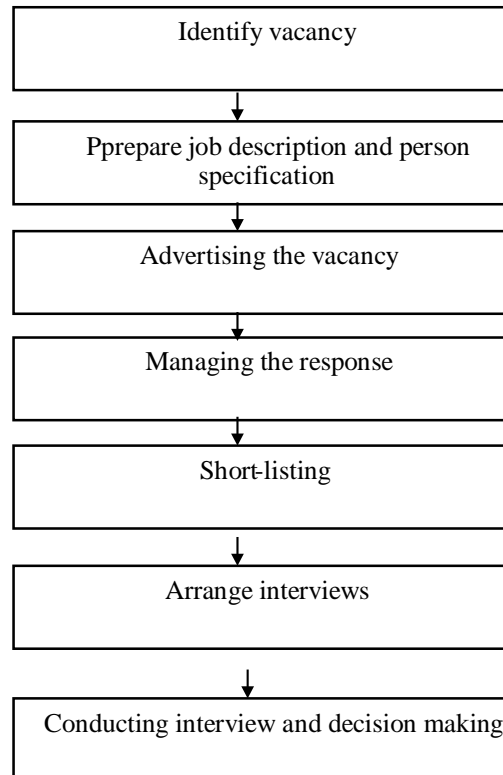


Figure 4.2: Recruitment Process of the JBL

a) Identification of Vacancy

The enlistment procedure starts with the human resource department getting orders for enrollment from any department of the organization. These contain

- ✓ Posts to be filled
- ✓ Number of persons
- ✓ Duties to be performed
- ✓ Qualifications required

b) Preparation of Job Description and Job Specification

The job description is a list of common tasks or tasks and position responsibilities. This can often include those who have location reports, specifications, such as the qualifications or skills required by the person at work or the salary range. A job specification describes the knowledge, skills, education, experience, and skills you need to perform a specific task.

c) Advertising the Vacancy

After selecting the appropriate source, the vacancy is passed on to the candidates through suitable mediums such as television, radio, newspapers, internet, direct mail etc.

d) Managing the Response

In the wake of getting a sufficient number of reactions from occupation searchers, the sieving procedure of the resumes starts. This is a fundamental advance in the enrollment determination process in light of the fact that choosing the right continues that match the activity profile, is significant. Normally, it must be done rather skillfully by an individual who understands every one of the obligations related to the assignment completely. Candidates with the given range of abilities are then picked and further called for a meeting. Additionally, the utilization of candidates that don't coordinate the present idea of the position, however, might be considered for future prerequisites are recorded independently and protected. The enlistment procedure is promptly trailed by the determination procedure.

e) Short-Listing

When the application due date has shut, Human Resources will send the Presiding Part the applications got together with an in-order outline posting of the considerable number of candidates. On receipt of all the significant documentation following shortlisting, the Enlistment and Choice Administrator will welcome the shortlisted candidates for the meeting. Candidates will be educated at this stage on the off chance that they will be required to attempt choice exercises notwithstanding the board meeting for example introduction, psychometric appraisal.

f) Arrange Interviews

Interview dates ought to be concurred at the soonest opportunity and ideally distributed in the activity ad to guarantee candidates will be accessible for the determination procedure.

g) Conducting Interview and Decision Making

The interview is intended to empower the Choice Board to look for further elaboration on a candidate's cases and to survey likely "fit" in the work region. It is likewise intended to empower the candidate to get a reasonable employment see, which may bring about

the candidate either proceeding or withdrawing their application. The structure and organization of the interview ought to be resolved well ahead of time. By and large, a designed, board interview is suggested. The enlistment procedure is promptly trailed by the determination procedure, for example, the last interviews, and the basic leadership, passing on the choice and the arrangement customs.

4.2.3 Sources of Recruitment

There are two methods of recruitment:

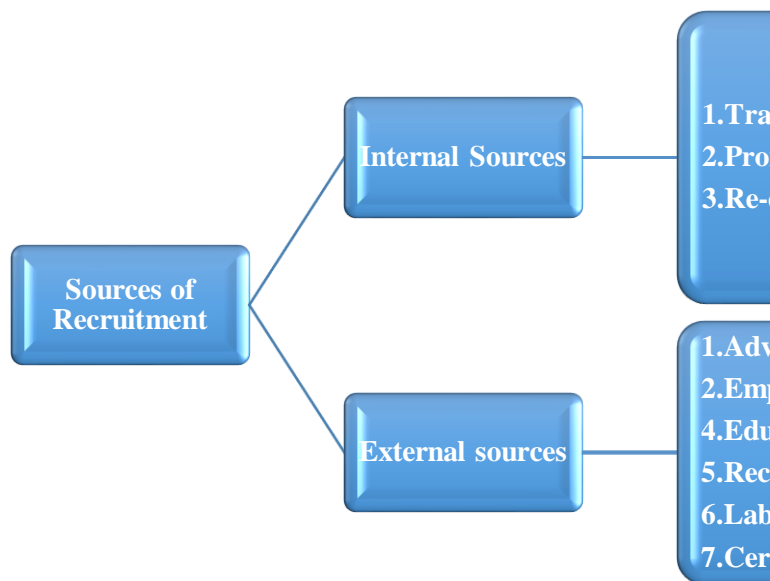


Figure 4.3: Sources of Recruitment of JBL

a) Internal Recruitment

Most companies fill vacancies internally. Several internal recruitment methods are used for different levels of work.

b) External Recruitment

Despite scanning inside for candidates, it is standard for the relationship to open up enrolling tries to the outside system. Through the enlisting system, the contracting boss ought to stay in close to contact with the determination agent. The enrolling executive should take a gander at resumes or application that have passed starting screening by the enlistment expert and should in like manner study a segment of the application that the determination agent rejected during the underlying advances. Such a relationship concerning the securing boss licenses analysis in regards to whether the spotter's decisions are unflinching with the getting boss' tendencies.

- ❖ Recruitment through Advertising
- ❖ Internet Recruiting
- ❖ Employment Agencies
- ❖ Unions
- ❖ Campus Recruiting
- ❖ Executive Search Firms etc.

4.3 Selection Process of JBL

The path toward meeting and evaluating the possibility for a specific movement and picking a person for a business reliant on explicit criteria. Agent decision can stretch out from a direct system to a tangled methodology depending upon the firm contracting and the position. Certain business laws, for instance, against isolation laws must be complied with during agent decision. Assurance of the right specialists is noteworthy for an affiliation. Laborers with the right capacities and attributes will make a predominant appearing for the association. Laborers without these aptitudes won't perform effectively and in this manner, the firm will persevere.

Assurance practices generally have a standard model for engaging in basic screening meetings and final word decisions. The assurance strategy generally has eight stages:

Initial screening interview

1. Completing the application form
2. Employment test
3. Comprehensive interview
4. Background investigation
5. A Conditional job offer
6. Medical or physical examination
7. The permanent job offers.

4.3.1 Initial Screening

As a result of our hiring efforts, the organization must be prepared to begin a preliminary review of potential acceptable candidates.

4.3.2 Completion of the Application Form

When the underlying screening is disorganized, candidates are contacted to make the association application form noise. Measures of information required can be just the candidate's name, address, phone number and other information.

4.3.3 Employment Tests

The company generally relies to a significant degree on insights, turns, abilities and conspiracy tests to make a significant contribution to the method of choice.

4.3.4 The Comprehensive Interview

Applicants can be interviewed by an HRM interviewer, a senior manager at the organization, a potential caregiver, a potential colleague or all of these or some of them.

4.3.5 Background Investigation

The going with stages in the process is to get a handle on a foundation appraisal of those up-and-comers who seem to offer potential as workers. This can circuit touching base at past organizations to guarantee the contender's work record and to get their evaluation of their introduction, landing at different business-related and individual references, attesting the educational achievements appeared on the application, checking credit reference and criminal records, and despite utilizing pariah appraisal, to do the verifiable affirmation.

4.3.6 Conditional Job Offer

In case a job candidate "passed" every movement of the decision technique up until this point, it is generally standard for an unforeseen work suggestion to be made. Prohibitive work bids, when in doubt, are made by an HRM delegate. On a very basic level, what the prohibitive business bid recommends is that if everything sees "alright passing a particular restorative, physical or substance abuse test" the unexpected idea of the work bid will be ousted and the offer will be interminable.

4.3.7 Physical/ Medical Examination

Physical tests must be utilized as a determination gadget to screen out those people who can't physically agree to the necessities of a vocation.

4.3.8 Job Offer

That individual who performs successfully in the preceding steps is now considered to be eligible to receive the employment offer.

4.4 Training and Development

4.4.1 Training institutes of Jamuna Bank Limited

Jamuna Bank Preparation Foundation was established on September 20. Since then, the company has been conducting a variety of preparatory programs on various financial issues so that the education, skills and frame of the staff of the bank can be framed.

4.4.2 Training Methods of Jamuna Bank Limited

Methods are the means by which employees are trained. Jamuna Bank Limited uses different methods depending on the situation and training objectives. However, training methods can be classified into two types:

a) On the job training

Hands-on preparing, generally, a senior worker or chief pays on the bank's worksite. The worker is told the best way to play out the undertaking and is permitted to do as such under the supervision of the teacher. Various types of employment preparing include:

Job Instruction Training

The sequence of instructional procedures that trainees use when they work in their assigned job sequences describes the knowledge, skills and methods of working for a caretaker trainee or employee. The supervisor then asks the trainee to do the work himself. The supervisor provides feedback.

Job Rotation

Work rotation is also called cross training method. This approach requires a person to learn a variety of tasks in a work unit or department and perform each one for a specific time period.

Apprenticeship Training

Apprenticeship training is a framework where a representative is guided by experienced workers or laborers in an accessible and predictable part of all the work required for a talented calling.

b) Off the Job Training

Work training is usually provided at the Training Institute of Jamuna Bank Limited. Common forms of completion are as follows:

i Class Room Training

One of the most well-known methods of training in work opportunities is classroom training. This is a lecture method of training to provide information to larger groups quickly, with little or no knowledge of the topic.

ii Video Presentation

Television, film and slide presentations are very similar to lectures and very useful for training newcomers.

iii Conferences and Seminars

Under this approach, group discussions and ideas are exchanged that help participants develop leadership qualities. Two-way communication proved effective.

iv Lecture method

It shows the verbal identity of the data by the subject authority for gathering audience members. This is a powerful method for transmitting honest data to a large group of visitors over a short period of time. Through this technique, ideas, ideas, ideas and values are clarified. It underscores the single-way correspondence. Preparation of readiness and encouraging the exchange of divisions is weak. It is less powerful in frame of mind and encouraging social change.

4.4.3 Activities of Training Institute

General Courses for the training institute Dhaka.

Course Summary for the of 2017

A-I	General Course Title	Duration	Frequency	Participants
1	Foundation course for probationary officer	30	2	75
2	Credit management course	15	3	50

3	Industrial credit & project financing course	15	5	25
4	Credit risk analysis course	12	4	50
5	Banking laws	9	3	25
6	Human resource management course	6	4	25
	Total		21	250

Table 4.4: Course Summary for the of 2017

Course summary -2017

YEAR	Location	No. of course/Ref. course/workshop/seminar	No. of participants
2013	JBTI, Dhaka	60	300
2012	JBTI, Dhaka	45	180
2011	JBTI, Dhaka	30	100

Table 4.5: Activities of Training Institute of JBL

4.4.4 Evaluating Training Programs

After completing the training at the institute, the trainees will have to take the written exam and the certificate is provided by the Jamuna Bank Training Institute. Also, skill-based outcomes are learned or measured by the use of skills and work skills.

4.4.5 Problems Faced by Jamuna Bank Ltd.

In Imparting Training & Development

- ❖ Developing a good technical training system requires a clear vision, strategic planning, initiative and effective implementation. This system is constantly subject to change arising out of the need for response from society and the banking industry.
- ❖ The most important challenge is that the Jamuna Bank training system remains relevant and responsive to the changing skilled manpower requirements for the banking industry. The system needs to be integrated and yet comprehensive and flexible in order to accommodate the existing and emerging needs of the economy.

- ❖ Executives who attend training programs usually come from different backgrounds and do not always have basic knowledge about banking.
- ❖ Often executives will not be able to distance their employees from customer and other job responsibilities because there is no "relief" staff available to perform the duties of others who have "gone to training".
- ❖ The evaluation of the training program at Jamuna Bank Limited is not very extensive, usually by the caretakers.

4.5 Performance Appraisal

4.5.1 Basic Concept

Performance appraisal (or performance audit) is a procedure for individual representatives and those worried about their performance, commonly line directors, to talk about their performance and improvement, just as the help they need in their job. It's utilized to both survey late performance and spotlight on future goals, openings and resources required. Since performance appraisal is generally done by line directors instead of HR professionals, it's significant that they understand their job in overseeing performance and how performance appraisal adds to the general points of performance management. CIPD research focuses on the significance of a positive connection among individuals and line supervisors. Completed delicately, the performance appraisal is a significant vehicle in creating and keeping up this relationship.

4.5.2 Steps involved in performance appraisal

- A system of annual reporting on the work performance and conduct of the employees shall be laid down by the Board, and such report shall be called the Annual Confidential Report (ACR).
- The competent authority may also call for Special Confidential Report on any employee as and when considered necessary.
- An employee shall not have any access to his Annual Confidential Report (s), but he shall be informed, in writing, of adverse remarks, if any, in order to make him aware of such weaknesses and also to give him an opportunity to explain his position or to correct/improve/ rectify himself.

4.5.3 Performance appraisal system of Jamuna Bank Limited

Employee performance appraisal system as adopted in Jamuna Bank with effect from September 2005, is a part of the whole system to Human Resource Development. There are two components of the Jamuna Bank appraisal system.

4.5.3.1 Periodic Performance Review (PPR)

Periodic Performance Review is used for assessment of skill and to identify the development need of the employees. This assessment is done once a year.

4.5.3.2 Annual Performance Appraisal (APA)

The yearly performance evaluation forms at the Jamuna Bank are planned by following a basic administration model that the workers at lower level require a greater amount of specialized abilities through representatives moving upwards step by step require a greater amount of calculated and human aptitudes.

Management Model

Based on the management model the employees at the Jamuna Bank have been grouped as follows—

- Group A:** Executive Vice -President/Senior Vice- President/First - Vice President/Vice- President.
- Group B:** Senior Asst. Vice -President/ First Asst.-Vice President/ Asst. Vice- President.
- Group C:** Senior a Staff Officer/Staff Officer/Officer Grade-1.
- Group D:** Officer Grage-2/Asst. Officer.
- Group E:** Officer Assistant.
- Group F:** Driver/Security staff/Officer Attendant.

4.5.3.2.1 Rating

All employees are rated on 100 marks. That is allocated to different factors. The different boards' categories of factors are given different weight age depending on the categories of the employees. These are-

- 1. Excellent (over 70%)**
- 2. Good (over 55% and up to 65%)**
- 3. Average (over 40% and up to 55%)**
- 4. Unsatisfactory (40% and below)**

After finishing the marking of an employee by the reporting officer the Annual Confidential Report (ACR) is taken to the manager or supervisor for signing. Then the report is sent to the Human Resource Department (HRD). Next, the HRD finds out the overall performance of an employee. If the performance of an employee is excellent, then he or she is awarded by the HRD, like a bonus, increments, etc. the HRD also has the authority to punish any employee if he or she does not abide by any rules and regulations of the JBL.

The reward and the punishment policies which are imposed by the HRD of JBL are discussed in the next topic: Employee benefit & compensation and Discipline & punishment.

4.6 Employee Benefits and Compensations

Jamuna Bank is focused on seeking after a sound, aggressive and adaptable compensation strategy. The Board will reconsider and survey the approach on the suggestion of the last expert for endorsement of the strategy and intermittently on the proposal of the Managing Director/Steering Committee. The bank's compensation arrangement will cover all people utilized in the bank's changeless administration. The distinctive activity grades at Jamuna Bank are as per the following:

- Managing Director
- Associate Managing Director
- Deputy Managing Director
- Senior Executive Vice President
- Executive Vice President
- Senior Vice President
- Vice President
- Senior Assistant Vice President
- Assistant Vice President

- First Assistant and Vice President
- Senior Executive Officer
- Executive Officer
- First Executive Officer
- Officer
- First Officer
- Assistant Officer

4.6.1 Salary Structure of Jamuna Bank Limited:

DESIGNATION WISE SALARY	
Managing Director	TK 600000 – TK 800000
Associate Managing Director	TK 600000 – TK 700000
Deputy Managing Director	TK 500000
Senior Executive Vice President	TK 300000
Executive Vice President	TK 250000
Senior Vice President	TK 200000-TK 220000
Vice President	TK150000 –TK 180000
Senior Assistant Vice President	TK130000- TK 150000
Assistant Vice President	TK 100000 – TK 120000
First Assistant Vice President	TK 85000 – TK 90000
Senior Executive Officer	TK 75000 – TK 80000
Executive Officer	TK 65000- TK 70000
First Executive Officer	TK 55000- TK 60000
Officer	TK 30000 – TK 35000
First Officer	TK 25000-TK 30000
Assistant Officer	TK 20000 – TK 25000

Table 4.6: Salary Structure of JBL Source Kamarpara Branch, JBL.

Salary is confidential between the employees and the management concerned. The salary range for this job grade is reviewed from time to time.

HR temporary and outsourced staff have no assigned work grade. The agreements receive a consolidated payment each month, and no entitlement other than the commission, based on the standard of work, applies.

4.6.2 Basic Pay

The Basic Salary Range (BSR) is consistent with the grade of the job and is determined by the board on the recommendation of the managing director. The Board reviews the BSR at least once every two / three years.

4.6.2.1 Initial Pay

- The initial pay of an employee on the first appointment shall be the minimum to the time-scale of pay of the post to which he is appointed.
- The initial pay of an employee appointed on promotion to a higher post shall ordinarily be fixed at the initial stage of the scale of pay of the post to which he is promoted, and the pay so fixed shall be his substantive pay.
- Provided that if his substantive pay in the previous scale of pay is higher than the initial pay of the post to which he is promoted, his pay in the higher post shall be fixed at the stage of the scale of the higher post which is next above his substantive pay in the previous scale of pay.
- An officer/employee may, in the case of the first appointment, in recognition to his special qualification, experience, and merit be granted higher initial pay in the scale of pay of the post by the Appointing Authority, and the reason for such action is to be recorded in writing; provided that this will not give the employee any claim in the matter of his seniority.

4.6.2.2 Annual Increment

- When an increment in pay falls due to an employee, his service records and the ACR of the preceding year shall be submitted to the Competent Authority and:
- Where the service records & ACR are satisfactory, the Competent Authority shall sanction the increment; but
- Where the service records and ACR are not satisfactory, the Competent Authority may put the employee on special report for a period not exceeding 6 (six) months, and upon receipt of such report may sanction the increment either from retrospective or from immediate effect or may defer it for the whole year.
- An employee may, in recognition to his outstanding and meritorious performance or merit be granted one or more advance increments not exceeding three in a single year by the Board or any other Competent Authority empowered by the Board to do so in this behalf, the particulars of which shall be recorded in writing.
- When the competent authority orders the reduction of an employee to a lower post as a measure of penalty, such authority may allow him to draw any pay but not exceeding the maximum pay of the lower post, which it may think proper.

When a competent authority withholds an increment or orders stoppage of pay at a particular stage as a measure of penalty, such authority shall state the period on which such penalty shall remain operative.

4.6.3 Festival Bonus

- ❖ All general and recognized staff receive two awards each year. One is in Eid-ul-Fitr and the other in Eid-ul-Azha only for Muslims and representatives of different religions receive the award during their separate religious celebrations.
- ❖ In addition to the above benefits there is a Provident Store Framework, a Tip Framework, security measures, employee protection and welfare stores that are maintained by the Bank.
- ❖ General and accredited staff will be able to apply for house building credit and vehicle advance. The ellipses are only accessible to general and accredited representatives, but vehicle restorations are only for the above evaluation of the Associate VP (AVP).
- ❖ There is a yearly increase in remembrance of all ordinary and recognized representatives of their joining. The Celebration Prize will be awarded to each single authorized officer / staff for a month's basic compensation which will be paid twice per scheduled year. Every single eyewitness received a reward during the Eid Ul Fitr and one for the other, for Eid Ul Azha and others who depended on their individual religious celebrations.
- ❖ Non-confirmed employees will be entitled to the Festival Bonus on a pro-rata basis based on the date of their joining.
- ❖ HR contract and outsourced staff will receive 1 bonus, which is 50% of this total salary.

4.6.4 Pay for time not worked

4.6.4.1 Weekly Holiday

The security guard (male) can enjoy one vacation for 15 working days per week (Friday and Saturday) for Jamuna Bank employees. That means they get 2 vacations a month.

4.7.4.2 Annual Holiday

According to the published list of the holidays of the head office, the annual holiday planning decisions of the employees of Jamuna Bank have been decided. These holidays are essentially public holidays. It is scheduled on a public holiday.

4.7.4.3 Sick Leave

14 days' sick leave with compensation is given to the staffs of Jamuna every single year.

4.7.4.4 Maternity Leave

Jamuna Bank provides its female employees with maternity leave with months. JBL employees are also given an additional 6 months' paid maternity leave

4.7.4.5 Paternity Leave

All JBL guaranteed employees will be granted paternity leave on extended days. Non-confirmed employees are not eligible for this holiday.

4.7.4.6 Accidental Leave

Every employee can take this leave due to an accident due to surgery or due to an accident at work due to hospitalization. JBL offers its employees 21 days of paid leave in case of accident or surgery. If more holidays are needed, JBL staff can take more days off, but it will be paid free. In some cases, authorities provide 21 days of additional leave.

4.7.4.7 Compulsory leave

Those who work five days a week get five days of compulsory leave a year.

4.7.4.8 Extraordinary leave

Employees must work for JBL for at least 5 years to get this leave without pay deductions. Those who work 5 years are given 1-year extraordinary leave in extended time.

Those who work 10 years or more are given 2 years of extraordinary leave at an extended time.

4.7.5 Gratuity

Gratuity funds are a terminal benefit that an employee receives at retirement / retirement.

4.7.5.1 Eligibility

Regularly confirmed workers who have completed 5 years of continuous administration at any rate are eligible for the benefit of the tips.

4.7.6 Security Fund

The goal of the store is to give foreordained fiscal advantage against death and the lasting inability of standard affirmed staff to his/her Dependent/Heir/Nominee by the Bank. All Regular Confirmed workers are qualified to profit this advantage. The reserve for this advantage is made exclusively with The Bank's Contribution.

The Bank will contribute Taka 5.00/Thousand on a yearly premise against the last essential pay of each qualified representative. (The pace of commitment might be changed depending upon the endorsement of the board.) The Bank keeps up a risk record to deal with the store.

4.7.7 Exclusion from Employee Security Benefit

Employees will not be eligible for the benefit if Death or disability is caused by:

- For further injuries to staff with pre-existing degrees of disability.
- Attempting suicide or self-injuring injuries.
- Civil tensions, attacks, killings or any war
- To be arrested as a law officer.
- Commit a serious crime.
- Racing on wheels
- The employee was attacked by alcohol / drugs during the accident.

4.7.8 Jamuna Bank Employee's Provident Fund

The Jamuna Bank delegates' ideal save requires the business, for instance, Jamuna Bank Limited to add to the hold 10% of essential pay for all ordinary avowed laborers. Every person from this store on retirement is outfitted with a sum of money as constrained by the developed rules for the hold on retirement or relinquishment from their organizations.

4.7.9 Contribution

As expressed by the principles, every part contributes a whole equivalent to 10% of the fundamental compensation every month that is deducted by the bank at the hour of installment. JAMUNA Bank Limited matches the representative's commitment with a regularly scheduled installment equivalent to 10% of the fundamental compensation of

every part. Each half-year, every part's record is attributed with premium relevant to the pay earned on the ventures from the reserve. The whole of cash given by the individuals and the sum contributed by the bank are attributed independently to his/her record in a unique record kept by the trustee at the head office of the bank in Dhaka.

4.7.10 Payment

At the hour of renunciation or retirement, the worker is entitled to get the business' commitment and the gathered intrigue subject to their length of participation in the contributory provident reserve.

On the off chance that the representative has been a part for not exactly or equivalent to the year then he/she won't be qualified to get any of the previously mentioned commitments. He/she might have the option to get his additional commitments over the time of his enrollment. The equivalent is appropriate if there should arise an occurrence of a worker rejected from the bank because of unfortunate behavior or misrepresentation. Nonetheless, for such purposes, just the trustees will be the sole judge of whether the reason for rejection or constrained retirement is huge enough or not.

4.7.11 Car Loan Scheme

The benefits of car employees for employees of grade PO or above have been increased. The amount of loan these employees can borrow varies according to their respective work grades.

	Car Loan Amount
Principal and Senior Principal Officers	Tk.800, 000
AVP, FAVP, SAVP	Tk.10, 00, 000
VP and SVP	Tk 14, 00,000

4.7.12 Car Allowances

AVP grade employees are also provided with car allowance which is spent on fuel, drivers and maintenance.

	Car allowance Per months
AVP, FAVP, SAVP	TK.29, 000.

4.7.13 Staff Loan

Staff loans are regularly provided to the sure employees of the bank. The employee's term of service must be at least one-year long. Employees can apply for loan at interest rate of 10% up to five times their total salary.

4.7.14 House Building Loan

Employees who have a job length of 5 years or more can apply for housing construction. A committee will monitor the loan application and determine the location for the employee's burden of rationing and other relevant issues for the home. Approved loans must be 50% or below the employee's debt ratio to be approved. The repayment schedule must be before the employee retires. Loan interest rate is 3%.

4.7.15 Termination Benefit

When an authorized representative is contacted by the concerned authority to leave his administration without any explanation, he is eligible to file a one-month notice as a hard copy or pay as one month's minimum salary. If the worker is properly notified with one month's notice, he will not be eligible for any remuneration for the end of the administration.

4.7.16 Suspension Benefit

If a report/data about unfortunate behavior or misrepresentation is gotten against a representative, he/she needs to experience phases of disciplinary procedures. The representative is given a charge sheet and is given 4 days to think of a clarification. A starter request council is shaped and a request notice is issued that denotes the start of a legitimate household request. In the event that the representative is seen not as blameworthy, he/she is held with due regard. During the time of the request, the worker might be suspended and will just get half of his fundamental compensation.

4.7.17 Others Benefits

- ❖ Board's Commendation Letter
- ❖ Honorarium/ Cash Award

- ❖ Bonus
- ❖ Conveyance Allowance, etc.
- ❖ House Rent Allowance
- ❖ Residential Facilities
- ❖ Medical Facilities
- ❖ Income Tax
- ❖ Overtime Allowance

4.8 Discipline & Punishment

4.8.1 Grounds for Punishment

An employee who is in the opinion of the competent authority, without prejudice to any provision contained in these rules:

- Submits a break of the arrangements of these standards; or
- Presentations carelessness in the release of his obligations; or
- Does anything hinder to the premium and cooperative attitude of the bank; or
- Contradicts guidance issued to him regarding his doled out authority obligation; or
- Submits a break of order, or is blameworthy of some other demonstration of offense, departure or defiance; or
- Is indicted for any offense including moral turpitude; or
- Is wasteful, or has stopped to be productive, regardless of whether by an explanation of illness of psyche or body;
- Is liable of burglary, misappropriation, theft or extortion;
- Is degenerate or may sensibly be viewed as degenerate,
- Is locked in, or is sensibly associated with being locked in, in incendiary exercises or is sensibly associated with being related with others occupied with rebellious exercises, and whose maintenance in administration is viewed as biased to national security;
- The authority may force on him at least one punishments under these guidelines.

Explanation: If a person has been charged with corruption during his employment in more than two branches / departments of the posting department, it will be presumed that he has a regular reputation for corruption.

4.8.2 Kinds of Penalties

There shall be two kinds of penalties which may be imposed under these rules;

1. Minor penalties
2. Major penalties.

4.8.2.1 Minor Penalties

The following are the minor penalties: -

- Issue
- Retaining, for a predetermined period, of advancement or of augmentation generally than for unfitness for advancement, or money related progression
- The stoppage, for a predefined period, at a proficiency bar in the time-size of compensation, generally than for unfitness to cross such bar;
- Finding of a sum proportionate to 7 (seven) days substantive compensation
- Decrease to a lower organize in the time-size of compensation

4.8.2.2 Major Penalties

The following are the major penalties: -

- Decrease to a lower post or time-size of compensation.
- Recuperation from compensation or some other sum because of the worker of the entire or part of monetary misfortune caused to the Bank by the representative because of carelessness or break of requests.
- Expulsion from the administration.
- Rejection from the administration.

Not removal from service, but termination of service will disqualify you from future employment under the Bank or its components.

Explanation

Without prejudice to the generality of the word, "delusion" for the purposes of these rules includes the following exclusions and functions of the Commission:

- ❖ Rebellion alone, or in the mix with others, noncompliance to any legal or sensible request of unrivaled;
- ❖ Burglary, extortion, or contemptibility regarding the Bank's matter of fact or property;

- ❖ Ongoing late participation, constant leaving from office early, or coming back to the workplace late from mid-day break;
- ❖ Nonappearance from obligation without acquiring the earlier authorization of the skilled power;
- ❖ Intoxication, chronic drug use, betting, crazy, scattered or revolting conduct while on obligation;
- ❖ Striking, picketing, or unsettling in any structure inside the Bank premises and in spots where it is legitimately disallowed;
- ❖ The illicit striking of work, separately or with others, in contradiction of any law or guideline until further notice in power, or impelling others to strike;
- ❖ Refusal to work in another activity/post or at some other office or spot of the Bank as might be coordinated by the skillful expert in or outside Bangladesh.
- ❖ Constant indiscipline and leaving of work without authorization, vanishing from the seat or work environment without consent during the obligation hours;
- ❖ Unapproved utilization of the Bank's property;
- ❖ Malingering, slow-down of work, undue deferral in the release of obligation, refusal or carelessness to do an official request of the predominant;
- ❖ Rupture of Bank's guidelines, standing requests or orders and directions;
- ❖ Ill-advised and non-utilization of outfits, whenever provided, while on obligation;
- ❖ Composing a mysterious letter, or scrutinizing the prevalent or making trouble with the bosses;
- ❖ Undermining or scaring any worker inside or outside the Bank premises;
- ❖ Refusal to acknowledge a charge sheet, request or some other correspondence by the able power;
- ❖ Inability to advise the Competent Authority of the progress of present location inside seven working days;
- ❖ Inability to advise the left address before continuing on approved leave;
- ❖ Marking of participation register for another representative or requesting that another worker sign his participation;
- ❖ Doing individual or private work inside the workplace with or without apparatuses/materials/gear having a place with the Bank, without the past composed consent of the Head of the Office. Rebellion alone, or in the mix with others, noncompliance to any legal or sensible request of unrivaled;

- ❖ Burglary, extortion, or contemptibility regarding the Bank's matter of fact or property;
- ❖ Ongoing late participation, constant leaving from office early, or coming back to the workplace late from mid-day break;
- ❖ Nonappearance from obligation without acquiring the earlier authorization of the skilled power;
- ❖ Intoxication, chronic drug use, betting, crazy, scattered or revolting conduct while on obligation;
- ❖ Striking, picketing, or unsettling in any structure inside the Bank premises and in spots where it is legitimately disallowed;
- ❖ The illicit striking of work, separately or with others, in contradiction of any law or guideline until further notice in power, or impelling others to strike;
- ❖ Refusal to work in another activity/post or at some other office or spot of the Bank as might be coordinated by the skillful expert in or outside Bangladesh.
- ❖ Constant indiscipline and leaving of work without authorization, vanishing from the seat or work environment without consent during the obligation hours;
- ❖ Unapproved utilization of the Bank's property;
- ❖ Malingering, slow-down of work, undue deferral in the release of obligation, refusal or carelessness to do an official request of the predominant;
- ❖ Rupture of Bank's guidelines, standing requests or orders and directions;
- ❖ Ill-advised and non-utilization of outfits, whenever provided, while on obligation;
- ❖ Composing a mysterious letter, or scrutinizing the prevalent or making trouble with the bosses;
- ❖ Undermining or scaring any worker inside or outside the Bank premises;
- ❖ Refusal to acknowledge a charge sheet, request or some other correspondence by the able power;
- ❖ Inability to advise the Competent Authority of the progress of present location inside seven working days;
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- ❖ Marking of participation register for another representative or requesting that another worker sign his participation;
- ❖ Doing individual or private work inside the workplace with or without apparatuses/materials/gear having a place with the Bank, without the past composed consent of the Head of the Office.

4.8.3 General Guideline for Imposing Penalties

General guidelines for imposing penalties are:

- For inefficiency, any penalty except censure and dismissal from service;
- For any other inefficiency, any penalty except dismissal from service;
- For misconduct, any major penalty;
- For desertion, any penalty;
- For corruption, any major penalty except reduction to a lower post/timescale of pay, or recovery of the pecuniary loss;
- For subversion and sabotage, dismissal.

4.8.4 Power to Impose Penalty

The ability to force a punishment upon a worker will vest in the position equipped to make an arrangement to the post which is held by the representative in the Bank. In any case, the Board/Skillful Authority may assign Officers to grant minor discipline for an offense other than recorded underneath: -

- Corruption;
- Involving himself in any assault case;
- Theft, misappropriation, embezzlement or fraud;
- Willful misrepresentation; or suppression of facts leading to the loss of property or causing damage of the image or goodwill of the Bank;
- Involving himself in any criminal offense which may call for police investigation;
- Desertion, sabotage or subversion.

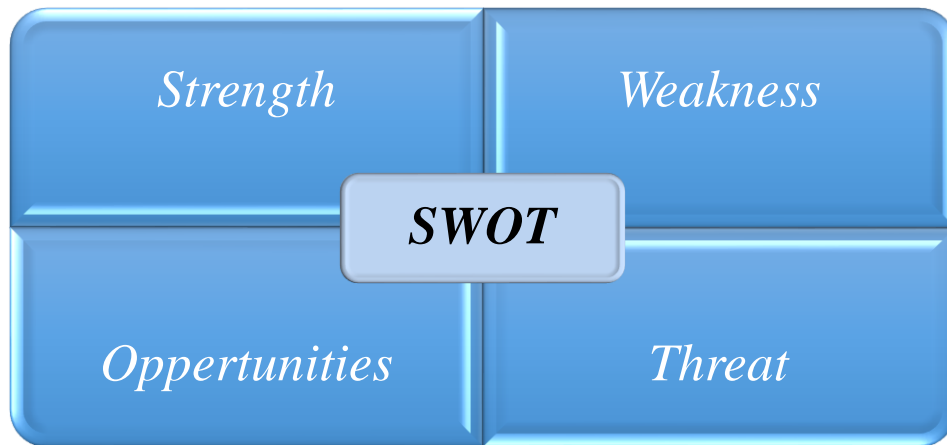
Chapter 05

Findings and Analysis

5.1 SWOT Analysis of Jamuna Bank Limited

After analyzing the functions and performance of Jamuna Bank Limited, we find out some strengths and some problem with the bank. And from this point, we can do a SWOT analysis of Jamuna Bank Limited.

SWOT analysis contains –



5.1.1 Strength of JBL

- Efficiency and effectiveness of the employees.
- Formal training program for a new employee
- Formal and Informal training program for an existing employee.

5.1.2 Weaknesses of JBL

- Insufficient presence of modern communication equipment.
- Lack of development program for an existing employee.
- Lack of fair entrepreneur class.
- Lack of promotional activities.
- There is not sufficient Office staff enough for operating the Branch.

5.1.3 Opportunity of JBL

- By expanding the number of branches in country regions, JBL can give more administrations to rustic individuals just as urban individuals.
- Its up-to-date training program makes the employee more effective.
- Because of on-line banking, it can serve the quicker service to the clients.
- The banking sector is the most raising institution in this competitive world.

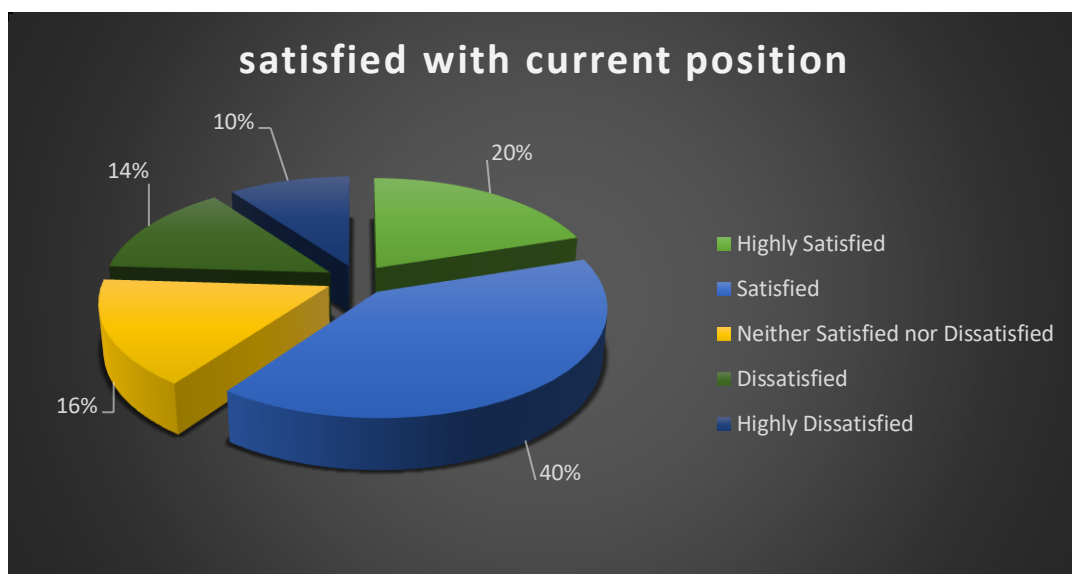
5.1.4 Threats of JBL

- Lack of the number of efficient employees
- Lack of promotional activities for the clients

5.2 Survey Analyses:

Question 01: How satisfied are you with your current position at this company?

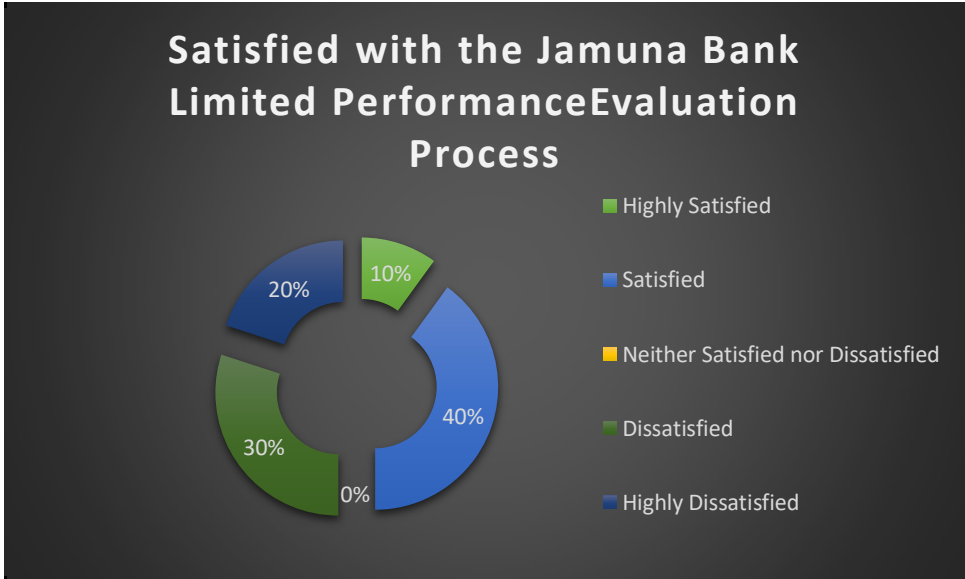
	Number of Respondents
Highly Satisfied	10
Satisfied	20
Neither Satisfied nor Dissatisfied	8
Dissatisfied	7
Highly Dissatisfied	5
Total	50



Clarification: Here, among of the 50 respondents are Give opinion for the question, where 20% of respondents are highly satisfied, 40% of respondents are satisfied 16 percent of the respondents are neither satisfied nor Dissatisfied. And only 24% of respondents are disagreeing about this question. That means most of the respondents are agreed about this question and they are satisfied with the current position.

Question 02: How much are you satisfied with the Jamuna Bank Limited Performance Evaluation Process?

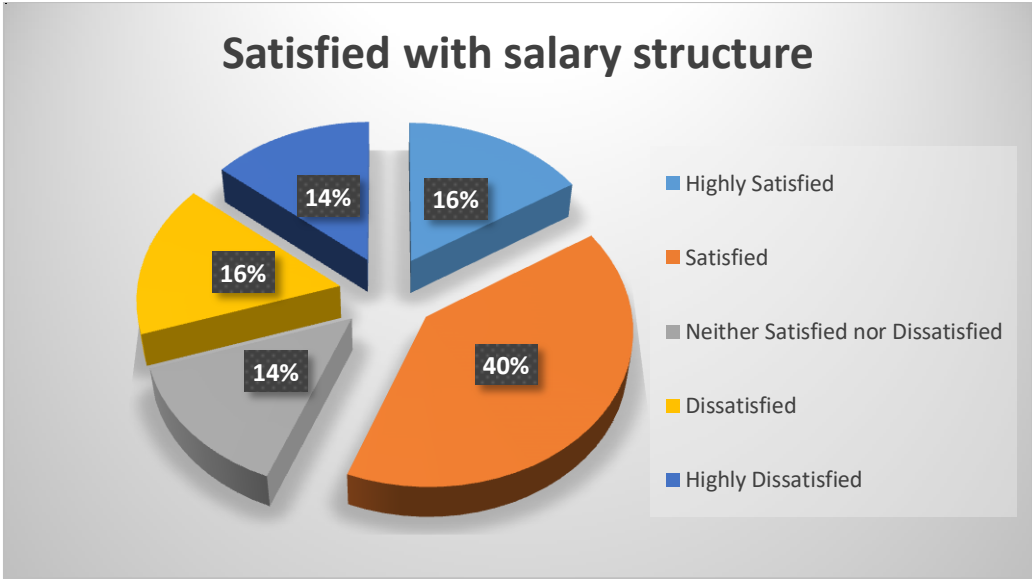
Highly Satisfied	05
Satisfied	20
Neither Satisfied nor Dissatisfied	00
Dissatisfied	15
Highly Dissatisfied	10
Total	50



Clarification: Here, among of the 50 respondents are Give opinion for the question, where agree and disagreed are equals. None of the respondents are neutral here. After analyzing the study can say, JBL performance evaluation process is satisfied.

Question 03: How much are you satisfied with your salary structure?

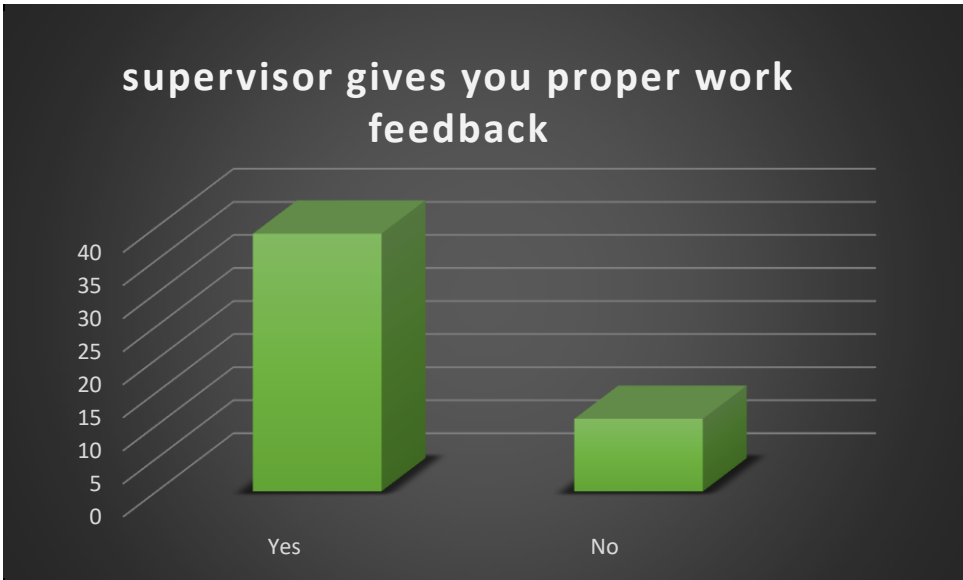
Highly Satisfied	8
Satisfied	20
Neither Satisfied nor Dissatisfied	7
Dissatisfied	8
Highly Dissatisfied	7
Total	50



Clarification: Most of the respondents among the 56% out of 50 respondents are satisfied with the salary structure of Jamuna Bank Limited

Do you think your supervisor gives you proper work feedback?

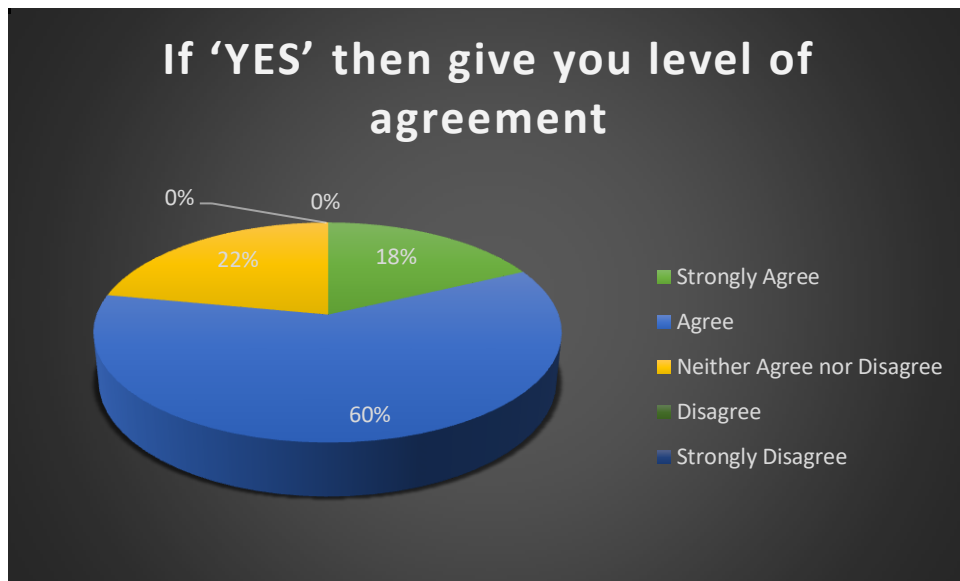
Yes	39
No	11
Total	50



Clarification: Among the 50 respondents of 56 % are Satisfied with this question and only 44% of the respondents are disagree.

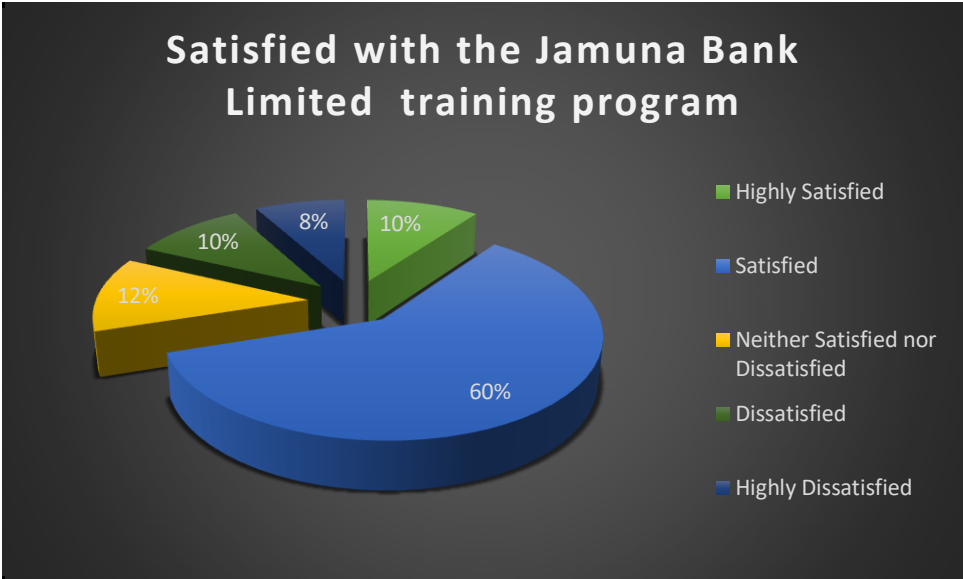
Question 03: If 'YES' then give you the level of agreement

Strongly Agree	9
Agree	30
Neither Agree nor Disagree	11
Disagree	00
Strongly Disagree	00
Total	50



Question 04: Whether you are satisfied with the Jamuna Bank Limited training program?

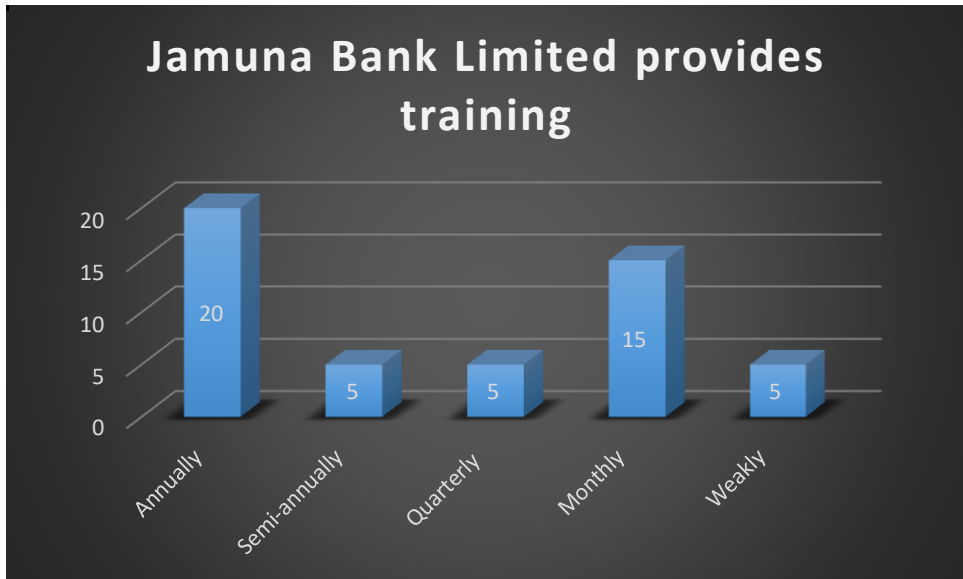
Highly Satisfied	5
Satisfied	30
Neither Satisfied nor Dissatisfied	06
Dissatisfied	05
Highly Dissatisfied	04
Total	50



Clarification: Most of the respondent 60% of 50 respondents are Satisfied with this question.

Question 05: Jamuna Bank Limited provides training

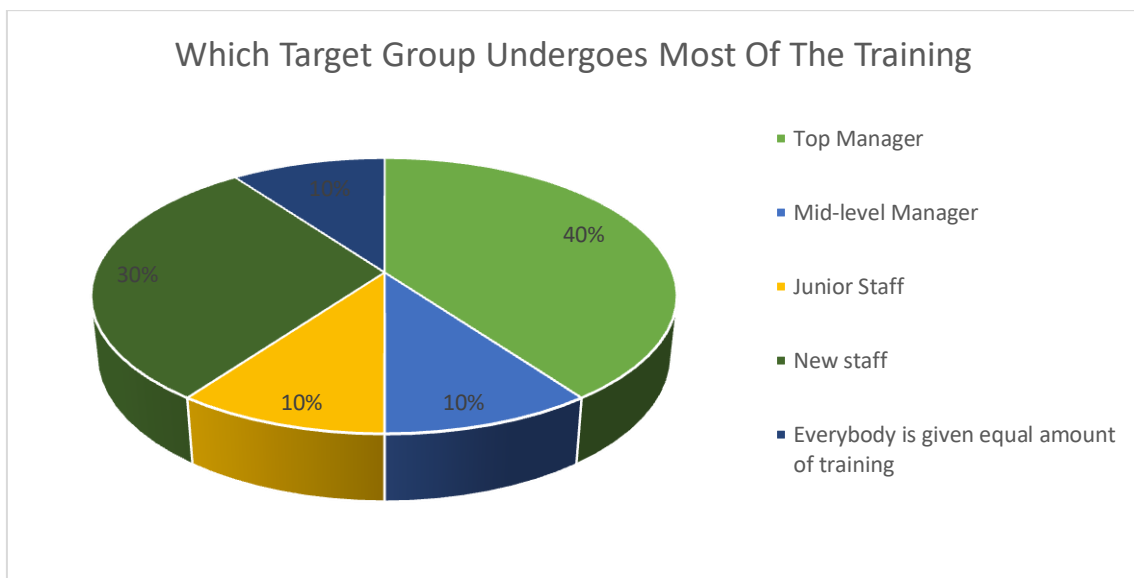
Annually	20
Semi-annually	05
Quarterly	05
Monthly	15
Weakly	05
Total	50



Clarification: Here, among 50 respondents of 20 people are said JBL provides training annually, 5 people are said, semi-annually, 5 are said quarterly, 15 are said monthly and 5 are said weakly provides training JBL.

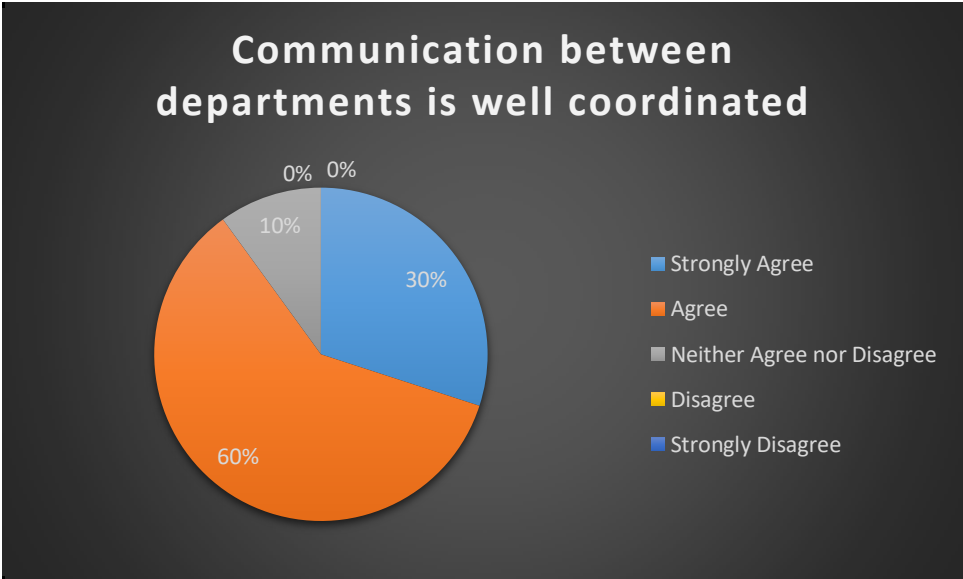
Question 06: Which target group undergoes most of the training?

Top Manager	20
Mid-level Manager	05
Junior Staff	05
New staff	15
Everybody is given an equal amount of training	05
Total	50



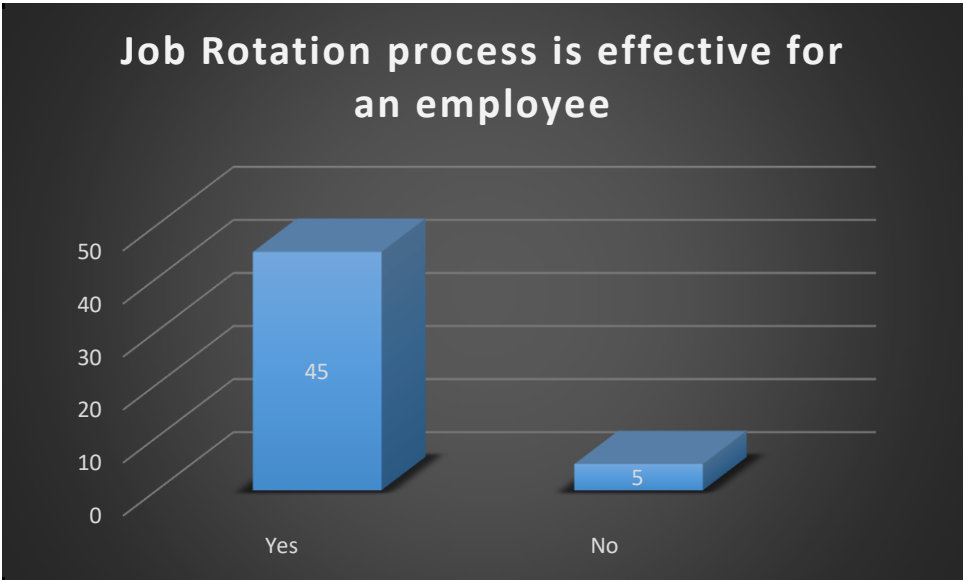
Question 07: Communication between departments is well coordinated.

Strongly Agree	15
Agree	30
Neither Agree nor Disagree	05
Disagree	00
Strongly Disagree	00
Total	50



Question 08: Do you think Job Rotation process is effective for an employee?

Yes	45
No	05



Question 09: If 'YES' then provide your level of Importance

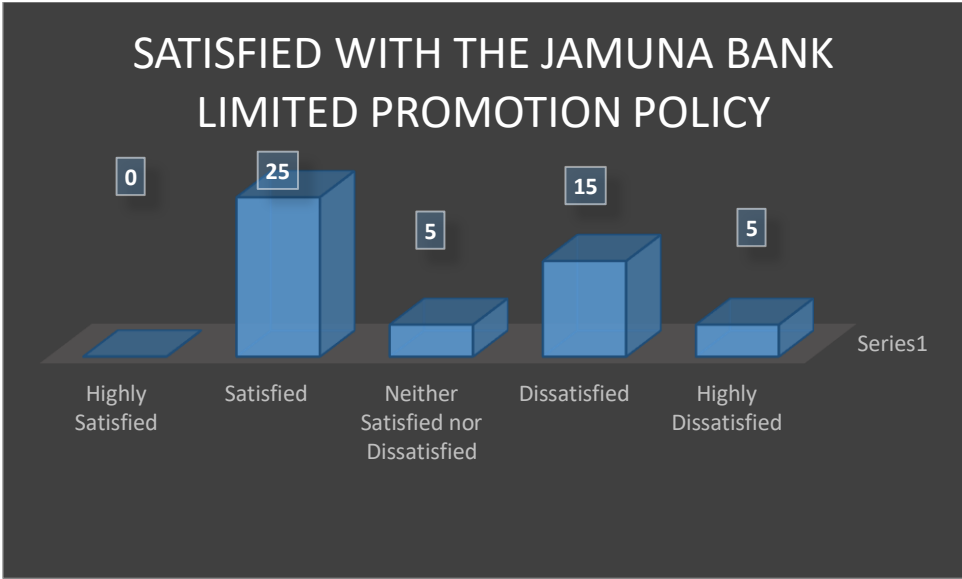
Highly Important	30
Important	15

Unimportant	00
Highly Unimportant	05



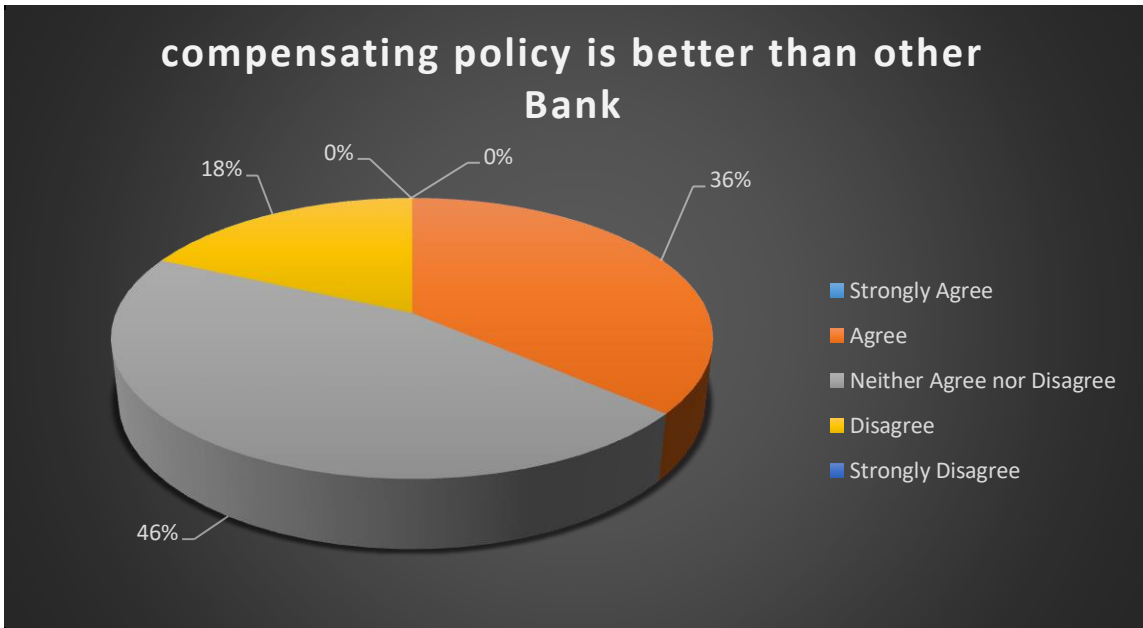
Question 10: Are you satisfied with the Jamuna Bank Limited promotion policy?

Highly Satisfied	00
Satisfied	25
Neither Satisfied nor Dissatisfied	05
Dissatisfied	15
Highly Dissatisfied	05



Question 10: Jamuna Bank Limited’s compensating policy is better than other Bank?

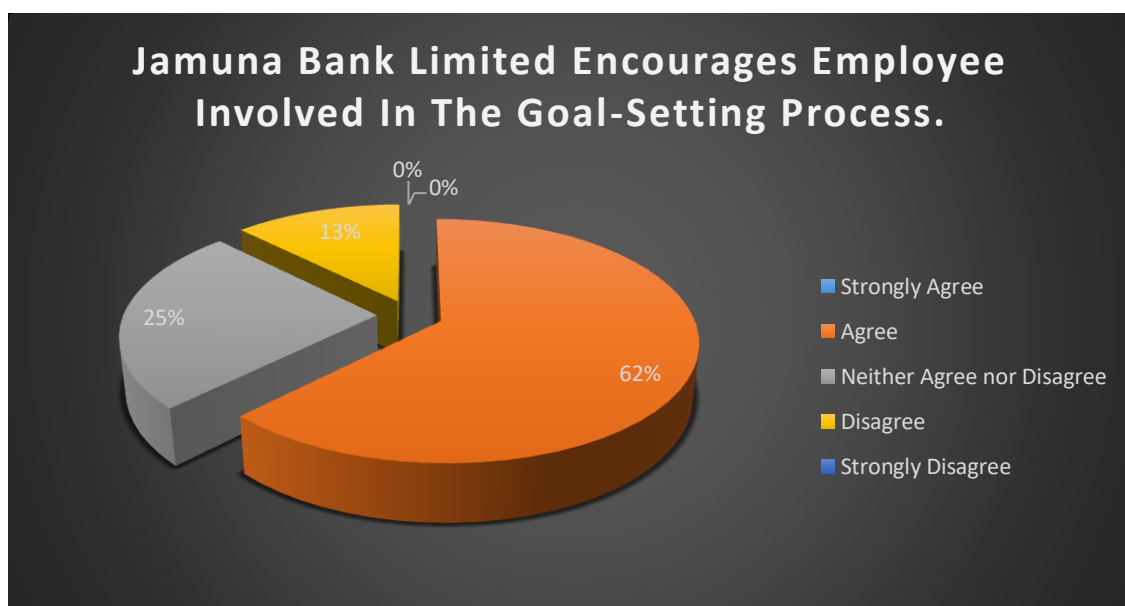
Strongly Agree	00
Agree	20
Neither Agree nor Disagree	25
Disagree	10
Strongly Disagree	00



Question 03: Jamuna Bank Limited encourages employee involved in the goal-setting process.

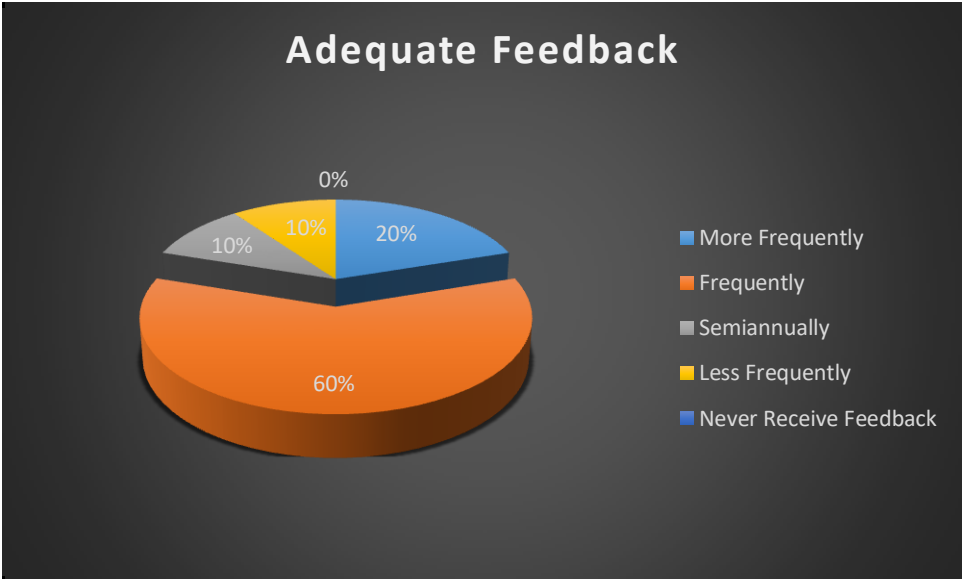
According to the chart we can see that, the maximum portion of the employee of Jamuna Bank Limited. has agreed with Jamuna Bank Limited encouragement for employee involvement. Here among 50 respondents, the number of agreed employee is 25, disagreed employee is 5 and neutral is 10. This is a good sign for the bank.

Strongly Agree	00
Agree	25
Neither Agree nor Disagree	10
Disagree	05
Strongly Disagree	00



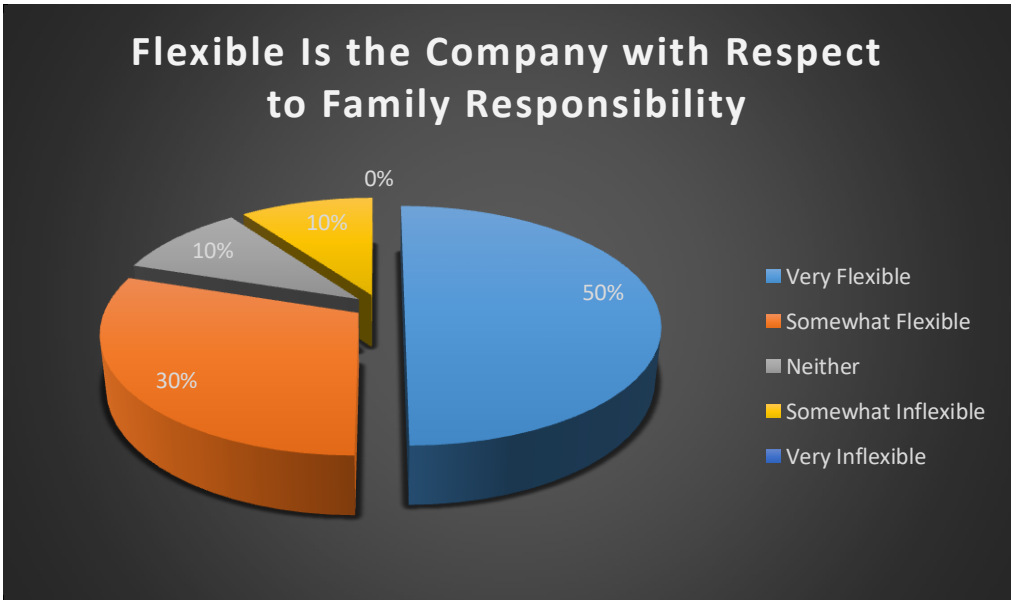
Question 12: I received adequate feedback on my Work Performance.

More Frequently	10
Frequently	30
Semiannually	05
Less Frequently	05
Never Receive Feedback	00



Question 13: How flexible is the company with respect to your family responsibility?

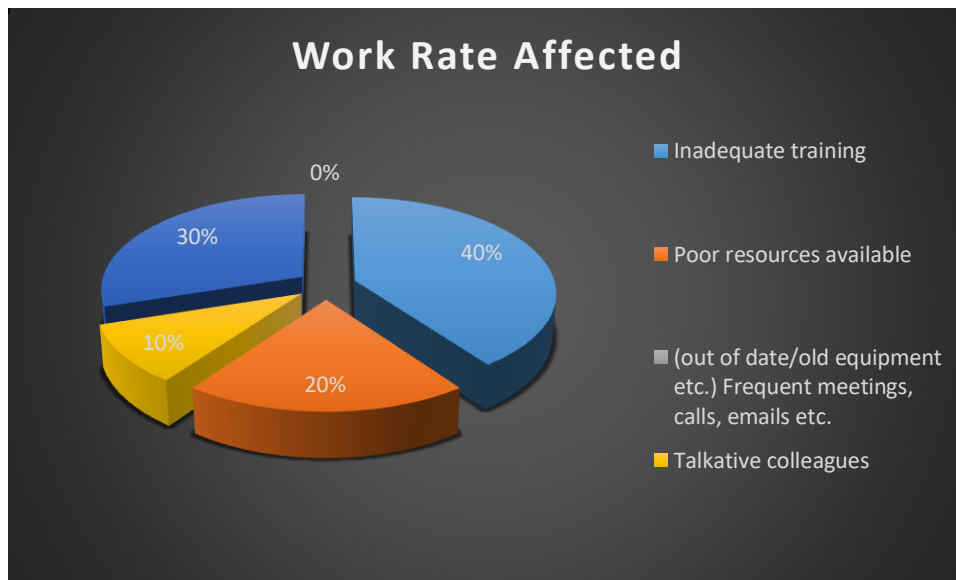
Very Flexible	25
Somewhat Flexible	15
Neither	05
Somewhat Inflexible	05
Very Inflexible	00



Question 14: Is your work rate affected by any of the following?

Inadequate training	20
Poor resources available (out of date/old equipment etc.) Frequent meetings, calls, emails etc.	10

Talkative colleagues	05
Too much bureaucracy	15
My work is not affected by anything	00



Question 15: If you were to leave the company what would be the reason for doing so?

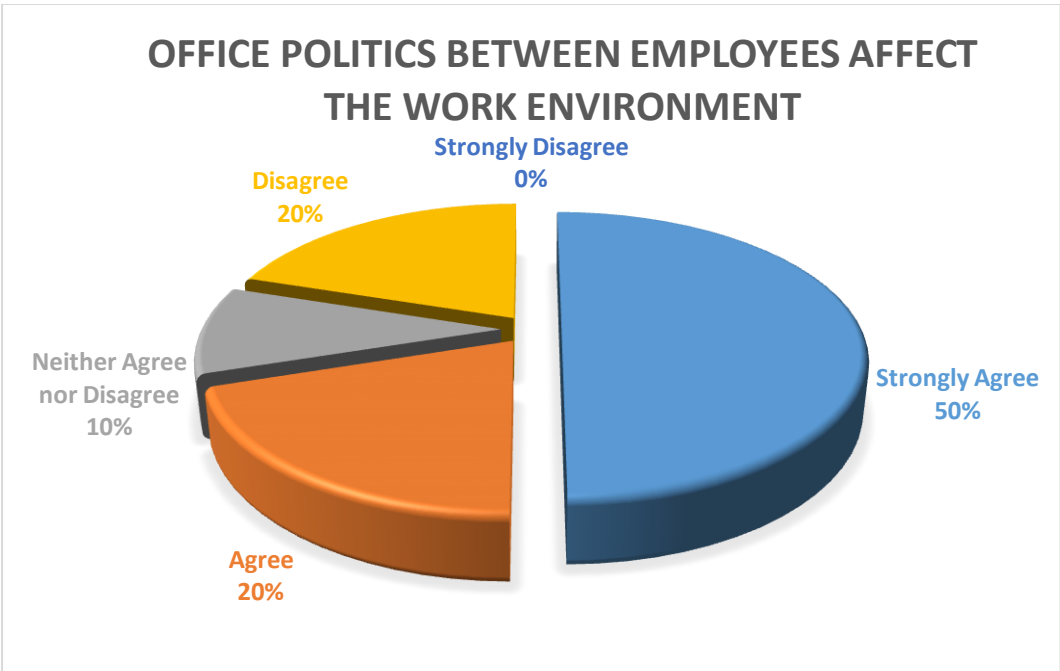
Salary/wage	10
Manager/colleague relationship	05
High stress	15
Lack of opportunity to grow in the company	15
Career growth/development	05



According to the chart, we can see that the majority of the employees of Jamuna Bank Limited say that high pressure and lack of opportunity for growth in the company is the main reason for leaving their job and the percentage is 30%. This is not a good sign for the bank.

Question 16: Do you think office politics between employees affect the work environment?

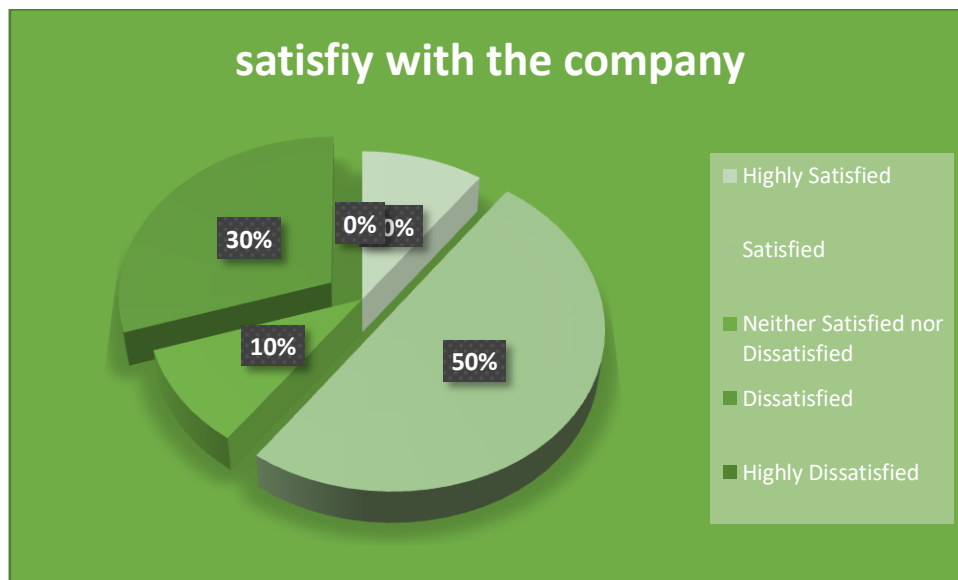
Strongly Agree	25
Agree	10
Neither Agree nor Disagree	05
Disagree	10
Strongly Disagree	00



According to the chart, we can see that the maximum portion of the employee of Jamuna Bank Ltd. has agreed on office politics that affect the work environment. Here among 50 respondents, the number of strongly agreed employee is 50%, agreed employee is 20% and neutral is 20%. This is a good sign for the bank. 10 % of the respondent are neutral.

Question 17: Overall, how satisfied are you with the company you work for?

Highly Satisfied	05
Satisfied	25
Neither Satisfied nor Dissatisfied	05
Dissatisfied	15
Highly Dissatisfied	00



According to the chart, we can see that the maximum portion of the employee of Jamuna Bank Ltd. is overall satisfied in this organization. Here among 50 % of respondents, and dissatisfied employee is 30 %. This is a positive indicator for the bank.

5.3 Problems Identification

During the collection of information and data from JBL for this report the following problems have been found:

- Regarding the large number of applicants, lack of specialized skills, political pressure, union pressure, nepotism etc. are the problems measured by the organization.
- The total number of employees in comparison with needed is very short. This is hampering the daily operation of the bank.
- There is hardly any arrangement for the training of lower-level employees.
- Numbers of branches are not enough to serve the people of all places of the Country.
- JBL bank provides performance awards. The performance appraisal system of JBL bank is quite backdated.
- JBL Bank provides many compensation packages. But Compensation for its employees is not satisfying.
- The salary structure of the bank is not impartial. There is a wide gap between the officers and the staffs. That's why the rate of switching is so high.
- Turnover rate is not proficient as per JBL target.

Chapter 06

Recommendations and Conclusion

6.1 Recommendations

1. For a general stream of work Mining employed a very nice number of employees and officers.
2. Effective application of credit policies and recovery rates depends on highly educated, trained and skilled staff. This type of employee should be collected and developed for the bank's own branch.
3. People from different corners of Bangladesh need modern banking services and credit facilities for total economic uplift of the country. So JBL should consider this matter from a realistic point of view and set up new branches.
4. If they can arrange full-time faculty for their training sessions, it will very effective for the organization. If they have full-time faculty, they would be able to present attractive training sessions and the employees will be able to learn their works quickly and properly.
5. The bonus should be positive for employees of all departments a few times. For recruiting and selecting employees it provides arrange outside training facility to make specialized on a particular job.
6. JB should provide promotion every year on the basis of greater efficiency, as a result, every employee will be more assertive, attention and try to show better performance for promotion.
7. Job analysis should be prepared every half-year of JB so that employees will be neglected to work. It should use a greater pay scale, efficiency people to reduce absenteeism.
8. It should be taken procedure of discharge against the employees if any employees violate its banking rules and regulation.

9. Recruitment is an important issue for any company. The process of hiring JBL Bank is prevalent. In this case all they can do is go to campus recruitment, hire various well-established institutes to assist them in recruiting people. This is the current method.
10. JBL bank should use Modern Performance appraisal system, like- 360 Degree Performance appraisal, Management by Objective, etc.

6.2 Conclusion

The fast growing private bank of the country, Jamuna Bank Limited, has created a sense of public participation through its various activities in the last 16 years. Client service recovery and the number of supporters have increased rapidly. It received wide publicity for diversified banking services and created a special image in the banking sector of the country.

The report is aimed at Human Resource Practice. Jamuna Bank Limited (JBL) can expand the distribution network through improving their capacity to deliver unique value to their customers by improving productivity, distribution and communication network and strengthening IT platform to provide faster information and customer service. JBL continues to be a customer-centric, need-based and solution-driven bank. Their products and services are strongly supported by IT infrastructure and online banking facilities, which are constantly upgraded and expanded. JBL offers their customers a banking service 24 hours a day and 365 days a year.

At last, I want to say that JBL performance based on HR service is very much appreciable, outstanding and qualitative. If they can maintain these services for their customers, then I hope they could be one of the top banks in Bangladesh within 4 to 5 years.

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