



**Daffodil**  
*International*  
**University**

**Internship Report**

**On**

**Practice of Human Resource Management of National  
Bank Ltd.**

**Submitted to**

**Gouranga Chandra Debnath, PhD**

Associate Professor & Head

Faculty of Business & Entrepreneurship

Daffodil International University

**Submitted by**

**Nusrat Jahan**

ID: 182-14-2726

Program: MBA, Major: HRM

Daffodil International University

**Submission Date:**

# Letter of Transmittal

Date:

To:

**Gouranga Chandra Debnath, PhD**  
Associate Professor & Head  
Faculty of Business & Entrepreneurship  
Daffodil International University

**Subject: Submission of Internship Report on Practice of Human Resource Management of National Bank Ltd.**

Dear Sir,

I am very happy to declare that the report, “**Practice of Human Resource Management of National Bank Ltd.**” is an integrated part of my MBA program which is very much enriches my academic background about to enter the professional field. I am glad to submit it as part of completion of my internee with you.

Three months of internship at **National Bank Ltd.**, at Elephant Road Branch was a worthwhile experience for me as it provided me with wide exposure to the real life working situation. The project study also enriched my knowledge about how a bank operates and performs its banking activities by maximizing profit as well as providing best customer service in a competitive financial market of Bangladesh economy.

I have tried my level best to follow the guidelines of your. I am very much glad that you have given me the opportunity to prepare this report for you and hope that this report will meet the standards of your judgment.

Yours sincerely,

*Nusrat Jahan*

.....  
**Nusrat Jahan**

ID: 182-14-2726

Program: MBA, Major: HRM

Daffodil International University

## Letter of Acceptance

This is proved that **Nusrat Jahan**, ID: 182-14-2726, Program: MBA, Major: HRM is a regular student of the department of Business Administration, faculty of Business and Economics, Daffodil International University. She has completed her internship at National Bank Ltd and prepared her internship report under my supervision. The data and findings presented in this internship report seem to be authentic. Thus, it has been accepted for presentation in the internship defense.

I wish her all success in life.



.....  
**Gouranga Chandra Debnath, PhD**  
Associate Professor & Head  
Faculty of Business & Entrepreneurship  
Daffodil International University

# Acknowledgement

I would like to take this opportunity to express my deepest appreciation to all those who provided me the possibility to complete this internship report. My acknowledgement begins with thanking my academic supervisor Gouranga Chandra Debnath, PhD, Associate Professor & Head, Faculty of Business and Entrepreneurship, DIU, whose help and guidance mattered a lot regarding certain aspects of this report, and also for giving me the opportunity to learn how the theories in the book are actually implemented in real life situations.

I am especially grateful to Zakir Hossain Bhuiyan (Senior Principal Officer) for his invaluable support and direction that lead me to the successful completion of my internship report. I have done my whole internship period under his supervision and really grateful to him for a big time for helping me in my each and every step of work at the office.

After that I would like to thank Md. Sabir Ahmed (Sr. Asst. vice President) for his kind assistance regarding the report. Without him, it would be impossible for me to complete this internship report. I also convey my deep gratitude to him for sharing his vast experience and knowledge with me and helping me to get reliable information about the National Bank Ltd. I got all necessary information; guidelines, cooperation, and advice from him to complete this complicated task.

# Executive Summary

Present day Banking is a result advancement driven by changing financial exercises and way of life. It offers-the most stretched out scope of financial services-uncommonly credit, reserve funds, and installment services and plays out the vastest scope of financial elements of any business firm in the economy. By definition, bank gathers stores from the money holders and contributes the collected sparing of the investors as credit and other financial services to the customers. At one hand the bank pays enthusiasm at a higher rate from borrowers to Realize benefit. Along these lines, we find that money works both as the info and yield of the banking business. The significant element of banking activity is to acquire a decent picture of reliability to manage money of the investors.

National Bank Ltd. is one of the perceived banks in our nation. Business banks are one of the key supporters in the economy of creating nations. The go about as financial go-between by performing of preparing the assets for one gathering and driving the equivalent to another while making a sensible measure of benefit subsequent to meeting the expense of store. Banking division in Bangladesh has been seeking after the approach of development and development of branches. Individuals and the administration itself are particularly reliant on the services gave by the 55 banks in the financial markets. To realize how well business banks perform really. The banking practice of regular banking and Islamic banking is exceptionally not quite the same as the idea.

The report is starting presented Introduction chapter. At that point this report is shows the banking segment in Bangladesh. At that point, the report present National Bank Ltd. This shows the hierarchical chapter, the foundation, crucial, destinations, No of branches, No of employee's, Activities. the following chapter shows fundamental piece of the report Human Resource Management practices and National Bank. The last chapter shows discoveries of the investigation, Recommendations, end and references.

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# **Chapter-1**

## **Introduction**



## **1.1 Introduction**

I have finished my internship at National Bank Limited (NBL) as an obligatory prerequisite to finish my Bachelor of Business Administration Degree. As a HRM major, I have chosen "Human Resource Management of National Bank Limited" as the point of my internship report. I tried to coordinate my theoretical knowledge of HR and consolidate it with the commonsense HRM rehearses as saw at NBL during my internship. I have tried to cover all the significant elements of NBL's Human Resource Management, for example, enrollment, choice, pay and advantages, preparing and advancement, and pass on my understandings of the various elements of the bank's HRM rehearses through this undertaking. Toward the finish of the report I have directed a SWOT Analysis on both the HRM Practice of NBL and the association all in all, trailed by talking about basic focuses. I have additionally tried to give a few proposals dependent on my knowledge and perception during my internship.

## **1.2 Background of the Study:**

Gnostic down to earth applications from any scholastic course of research are significant. Theoretical knowledge will become good for nothing is it isn't actualized, all things considered. Subsequently, the right utilization of my knowledge will make it progressively compelling from some profit by my theoretical knowledge. Such an application might be conceivable through internship.

As a component of the internship program of MBA course, I was selected to internship for a quarter of a year of National Bank Limited. Inside the inward time of the Natioanl Bank, the Elephant Road branch is limited.

My report is "HR practice of Natioanl Bank Limited", which fills in as the leader of the MBA branch of my internship manager, Gouranga Chandra Debnath, Associate Professor and FBE Department of Daffodil International University

## **1.3 Objectives of the Study**

The examination has been led with the accompanying goals:

- **Broad Statement:**

- i. To describe HR Management Practices in National Bank Limited

- **Specific Objective:**

- I. To investigate enrollment and choice procedure of National Bank Limited.
- II. To break down the preparation and Development strategies for National Bank Limited.

- III. To assess execution evaluation strategies o of National Bank Limited.
- IV. To find out pay and Benefits of National Bank Limited.
- V. To discover the issues identifying with the human asset the board practices of National Bank Limited.
- VI. To give some recommendations based on issues.

### **1.3.1 Significance of the study:**

Prior to entering our international program as a business understudy, we should become familiar with real knowledge instead of the hypothetical knowledge that we procure by finishing all our study hall courses. To be a decent business official, an individual ought to have incredible hypothetical knowledge of the real business world, and during my entry level position program, I was available to the real life scene where I really used to manage questions and questions of various customers and their one of a kind questions. In such a powerful spot as banking segment, we can gather gigantic real exercises about the business universe of business understudies.

### **1.3.2 Scope of the study:**

- ❖ The analyst went to I association and done some overview on representative fulfillment.
- ❖ The analyst took some meeting of some of the officials of the bank to know the particular destinations of this undertaking.
- ❖ Researcher had a known individual in this bank so the section was smidgen simple.

## **1.4 Methodology of the Study**

This investigation is fundamentally a mix of essential and auxiliary data. The principle wellspring of data was various workers of NATIONAL Bank Ltd. To gather all the required data, I attempted to ask them significant inquiries and they reacted to my questions. Thus, the data was particularly prohibitive inside the association as they needed to keep them classified. Auxiliary data was gathered from different outside sources like messages, the web, and the yearly reports of the bank.

### **Essential Data**

- ❖ Personal Observation
- ❖ Conversation with the bank authorities and HR work force

## **Secondary Data**

- Information from the web
- Annual reports of NATIONAL Bank Ltd.
- HR Books and academic articles

## **1.5 Limitations of the Study**

Some limitations were confronted while composing the paper. Some of the limitations are recorded beneath:

- Every association has their own mystery that isn't presented to other people. While assortment the data they didn't disclose their internal arrangement that hampers the hierarchical privacy,
- Access to progressively internal information, which I couldn't take a few to get back some composure of and they didn't disclose those issues before me.
- Many workers of the branch were not very much educated about their HR Policies. Sometimes they were not able give information because of caught up with working calendar.
- Shortage of time: I needed to finish this report inside a brief timeframe. So the time limitation of the study upsetting the course of immense zone and time for setting up a report inside the referenced period is extremely troublesome.

# **Chapter-2**

## **Company Profile**

## **2.1 Overview of NATIONAL Bank Ltd.**

National Bank Limited was conceived as the first hundred percent Bangladeshi claimed Bank in the private area. From the very commencement, it was the firm assurance of National Bank Limited to assume a fundamental job in the national economy. We are resolved to bring back the since quite a while ago overlooked taste of banking services and flavors. We need to serve every one expeditiously and with a feeling of commitment and poise. NBL was the first residential bank to build up organization courses of action with the world popular Western Union so as to encourage brisk and safe settlement of the significant remote trades earned by the exile Bangladeshi nationals. This has implied that the ostracizes can transmit their well deserved cash to the nation effortlessly, certainty, wellbeing, and speed ("History and Heritage", 2018).

NBL was also the first among local banks to present international Master Card in Bangladesh. Meanwhile, NBL has also presented the Visa Card and Power Card. The Bank has in its utilization the most recent data innovation services of SWIFT and REUTERS ("History and Heritage", 2018).

## **2.2 Objectives of NATIONAL Bank Ltd.**

The primary goal of NATIONAL Bank Ltd. is to boost its benefits to profit every one of its partners and increment consumer loyalty level. To accomplish this target, NBL gives astounding and inventive services to its clients. The bank also guarantees exceptional yield of venture and value ("National Bank Limited - About Us", 2018).

## **2.3 Mission**

"Endeavors for extension of our exercises at home and abroad by adding new measurements to our banking services are being proceeded with unabated. Nearby, we are also placing most noteworthy need in guaranteeing straightforwardness, responsibility, improved customers administration just as to our pledge to serve the general public through which we need to draw nearer and closer to the individuals all things considered. Winning an everlasting seat in the hearts of the individuals as a minding partner in

inspiring the national financial standard through consistent up degree and broadening of our clientele services in accordance with national and international prerequisites is the ideal objective

we need to reach" ("Mission and Vision", 2018).

## **2.4 Vision**

Guaranteeing best quality of clientele services through best use of most recent data innovation, making due commitment to the national economy and building up ourselves solidly at home and abroad as a front positioning bank of the nation are our appreciated vision("Mission and Vision", 2018).

## **2.5 Corporate Culture of National Bank Ltd.**

Corporate culture alludes to the common standards, frames of mind, qualities, and convictions that portray the individuals from an association and describe its tendency. It directs the authoritative objectives, techniques, corporate structures, and the's association with its representatives, clients, speculators, and the more noteworthy network. In this way, an association with a solid corporate culture makes enduring associations with its partners (Franzoni, 2013). It likewise makes representative and consumer loyalty. NBL is one of the most restrained banks of Bangladesh with a special corporate culture. The staff of this bank considers themselves to be a network and family that have faith in cooperating for improvement. NBL accepts that over the long haul, positive corporate cultures make an upper hand and fill in as a significant hierarchical resource.

# **Chapter-3**

## **Internship Experience in National Bank Ltd.**

### **3.1 Internship Activity**

I have worked as an understudy at the Elephant Road Branch of National Bank Limited from 03/07/2019 to 03/10/2019. This three month internship program gave me the expansive degrees to learn and get some significant bits of knowledge about practical banking works, which will help me in building up my future profession. Throughout this period, I had the chance to learn standard banking exercises just as corporate work exercises that I never learnt in the study hall. In addition, other than the standard office work I have figured out how to manage different difficulties, watching different sorts of client practices, and the money related documentation process, which helped me to learn practical banking experience. Since my first day, I got the opportunity to deal with different undertakings. Primarily I worked in the general banking office, yet now and again I likewise worked in advance and recuperation office throughout my three month internship program.

### **3.2 Job Description and Responsibilities**

- Receiving internal and outward sends.
- Accounts opening and helping clients to round out different application structures.
- Check accepting.
- Answering client requests.
- Maintaining different sorts of register books.
- Opening and getting ready instruments for 5 Years and 3 Monthly Interest bearing records.

### **3.3 Learning Outcomes**

- Adapting with new conditions.
- Serving customers and partners.
- Allocating time viably.
- Helping to comprehend work environment conduct and clients frame of mind
- Developing an awareness of other's expectations.
- Increasing demonstrable skill and tending to partners and bosses suitably.



### 3.4 Personal Recommendations

As an intern at NBL, I have some personal recommendations for their internship program:

- The Management of NBL should attempt to have an all the more officially organized internship program.
- NBL doesn't give any remuneration to the interns. In this way, they should design essential compensation for the interns.
- In the North Brook Hall branch, the branch representative are amicable, however from my acknowledgment, the branch administrator has less involvement to speak with the lower-level workers.
- In this three months, they instructed me appropriately, however they couldn't furnish me with the correct information about the HR division. I needed to speak with the NBL Head Office to get significant information about the bank's HR functionalities.

# **Chapter-4**

## **Human Resource Management Practices of National Bank Ltd.**

#### **4.1 Human Resource practice in National Bank Ltd.**

The need of having a productive Human Resource Division is one of the one of a kind necessities for the accomplishment of any business association. National Bank Limited not at all like other business banks of Bangladesh has a proficient Human Resource Division that manages enlistment and labor arranging, execution assessment, disciplinary activities, advancement, framework charge, representative assistance rules and advantages, training and improvement. An Executive Vice President drives this division with the help of a Vice President. Human Resources is the best quality of NBL as they can go past and continually realize changes for the improvement and accomplishment of the Bank. The Human Resource division has the obligation of creating, holding, and pulling in gifts and guaranteeing that the "Ideal Person in Right Place in Right Time with Right Position", which ensures the long haul development of the bank by its proficient employees' association. Their enlistment and choice process, remuneration, training and advancement, execution evaluations are structured and constrained by the HR division.

The HR branch of NBL is likewise profoundly outfitted with the most recent innovative help, which advances their employees' information and abilities. NBL has a focal controlled HR framework, so the bank utilizes a HRD framework named Core banking programming, which underpins a wide range of HR needs both for the employees and HR authorities. All branch employees can convey through the HRD framework for any sort of inquiry like leave application, move request, release request, training, pay, and others with the administrative center. NATIONAL Bank Ltd., a bank with its own training organization named National Bank Training Institute (NBTI) to prepare its employees for any sort of banking trainings obligatory to build up their adequacy. The HR orchestrates diverse training programs for the employees of various branch workplaces, which held at the NBTI or at various training organizations, for example, BIBM, BBTA and so on. The bank additionally has an arranging and authoritative division (under HRD) and this office for the most part answerable for the general HR arranging process ("Employment", 2018).

#### **4.2 Recruitment and Selection Process of NBL**

NBL gives an equivalent work chance to every Bangladeshi resident. When all is said in done, the governing body decides the enrollment approach of bank every once in a while. The base

passage level capability for any official position is a Master's certificate. Be that as it may, NBL lean towards least Master's Degree or MBA in any control for the arrangement of Junior official and Management Trainee Officer positions. The enlistment for passage level position starts with a formal composed test, which is directed and regulated by the Institute of Business Administration, University of Dhaka or Bangladesh Institute of Bank Management (BIBM). After the culmination of the composed test, an individual meeting is led for the effective competitors by a board of specialists involving prestigious and noticeable bankers of the nation ("Employment", 2018).

### **Enlistment and determination methodology for section level positions:**

#### **✓ Job Analysis**

Job analysis is the technique of deciding the obligations and expertise required for a job and the sort of individual who ought to be enlisted for it. The job analysis produces data for composing the job portrayal and job particular (Franzoni, 2013). The reasons for the job analysis are-

- Recruitment and choice
- Compensation
- Training
- Performance Appraisal
- Discovering unassigned obligations

NBL consistently leads the job analysis process. By doing this, they attempt to make sense of the real exercises required to complete a job at a specific business position. NBL conducts its job analysis once per year. As a matter of fact it is a very tedious process. It takes a couple of days to talk with five or six employees and their supervisors to get significant information for the up and coming enlistments ("Employment", 2018).

#### **✓ Job portrayal**

Job portrayal is the process of general and composed articulation of a particular job, in view of the discoveries of a job analysis. NBL spares a composed explanation, which incorporates the exercises, the obligations and duties, and required working conditions for a specific job ("Employment", 2018).

✓ **Job Specification**

A job detail depicts the knowledge, skills, instruction, experience, and capacities the association accepts are fundamental to playing out a specific job. It gives itemized qualities, knowledge, training, skills, and experience expected to play out the job, with a diagram of the particular job prerequisites. NBL attempts to modify this process based on opening ("Employment", 2018).

✓ **Submission of Resumes**

Candidates seeing the job commercial on the day by day paper or online job entrances like bdjobs.com present their resumes and now and then they contact the bank by means of their references.

✓ **Preparation of primer rundown**

The NBL selection advisory group waitlists the applicants for a particular position dependent on the accompanying criteria:

**The executives Trainee**

The applicants ought to be at any rate have a MBA/MBM/Master's certificate with a multi year Honors holder from any state funded college or NSU, BRAC, AIUB, EWU, IUB, ULAB, HUT. Least CGPA 3.00 in the size of 4 and Minimum CGPA 4.00 in the size of CGPA 5.00. No. third division/class in his/her scholastic profession is satisfactory ("Employment", 2018).

**Junior Officer**

The candidate ought to be a Master Degree holder from a perceived instructive foundation.

### **Directing written test**

After the underlying screening, chose candidates are welcomed for the written test. This aggressive written test is led by ISA or BIBM. The inquiry design incorporates testing the applicants' English, Bengali, Analytical Ability, Computer, Math, and general knowledge.

#### **✓ Selection of qualified candidates for the oral meeting**

The individuals who breeze through the written assessment are welcomed for another oral meeting. The selection board arranges these meetings. They generally hold at up close and personal discussion. Nonetheless, the passing imprints for the viva-voce are dictated by the Management panel.

#### **✓ IT Test**

In the wake of finishing the oral meeting, the candidates need to take a short IT test, which decides their PC and IT skills.

#### **✓ Physical readiness for employment**

It is a piece of the selection process. NBL conducts physical wellbeing exam for a wide range of workers. In spite of the fact that it is a long process, NBL is focused on doing these tests for guaranteeing the sound wellbeing of its representatives ("Employment", 2018).

#### **✓ Appointment and position**

The administration and selection boards of trustees together issue the arrangement letters for the applicants who finish every one of the assessments. At the point when the delegated up-and-comer participates in the bank, the Head Office relegates them to chose branches for working for a trial period.

### **4.3 Training and Development**

Preparing is the efficient process of giving a chance to learn KSA (knowledge, skills and capacity) for present or future jobs. Preparing isn't required for the recently selected workers, yet in addition for the current representatives of the association. All things considered it can give worker knowledge and skills to perform all the more successfully and makes them more

profitable. In this way, training conquers any hindrance between hypothetical knowledge and knowledge required for the calling (Harzing and Pinnington, 2015).

### **Training Process at NBL:**

The training programs are given to employees to create them for their future. Through the development of current employees, the department diminishes the organization's reliance on contracting new staff. The term training is regularly utilized in reference to programs for lower positioning employees, while development is held for higher positioning employees. Despite the fact that this qualification is only occasionally utilized nowadays, the general accentuation is on the whole human asset's ideal usage (Harzing and Pinnington, 2015).

The administration of National bank Ltd. sees training in an alternate manner. They don't regard it as a cost, rather they consider it a speculation all alone individuals for the future, which will bring about talented and taught individuals. For the most part, NBL conducts training programs for every single representative and they have their very own training department for this reason. The general training programs for current employees are led by NBT1 (National Bank Training Institute). In the event that the employees need a particular training and on the off chance that they imagine that it is required for their profession development, they can apply for one. In the event that the worker isn't performing firmly in his/her work, the prompt supervisor can exhort for one. The training programs are additionally chosen based on past encounters and future needs. Particularly in the selling department, which is evolving constantly, future vision is probably going to be increasingly significant ("Employment", 2018).

After the fruitful determination process, NBL begins its very own system to make a viable labor. They have isolated their training procedure in the accompanying areas. All these training are masterminded and directed by the vocation bolster department.

- ✓ Service mentality.
- ✓ Service based training.
- ✓ Value included help based training.
- ✓ Computer expertise.
- ✓ Diversity.
- ✓ Ethics.

- ✓ Human relations.
- ✓ Communication.
- ✓ Quality activities.
- ✓ Safety.

### **Kinds of training programs:**

For fresher, establishment seminars on rudimentary knowledge of banking are sorted out. Particular seminars on the territories like credit, outside trade, accounts, examination, promoting and so on are intended for authorities working in those regions. More elevated level courses are run on explicit knowledge regions. Certain courses are a mix of various knowledge zones. Moreover, certain need programs are additionally being offered by the foundation. These remember programs for Basel-III Accord, efficiency Improvement, Money Laundering Prevention, and new expertise required to perform new openings. The essential training modules are as per the following:

1. Workshop: It is an extremely brief time training method, which goes on for 2 to 3 days. No assessment is taken after this training.
2. Experience official training: This training has different purposes. It could be short or long haul or both. Transient training is given by the individual department of a representative and long haul trainings are directed by the BIBM or different establishments.

Some significant training suppliers for NBL:

NBTI (National Bank Training Institute)

BIBM (Bangladesh Institute of Bank Management)

BBTA (Bangladesh Bank Training

Foundation) SCB (Standard Chartered Bank).

Training Techniques pursued by NBL:

Subsequent to breaking down the training needs, NBL structures training program for its recently selected and existing employees. Training and development techniques utilized by the association are of two sorts:



- ✓ On the job training
- ✓ Off the job training

### **Hands on training:**

In this method, the NBL bank head office relegates the newly selected employees in genuine work circumstances and builds up their profitability. Apprenticeship, job rotation, and extraordinary assignments are remembered for this training program.

- **Job Rotation**

Job rotation is an even procedure of pivoting job duties inside the different divisions in the association. NBL rehearses job rotation among the administrators with the goal that they can have an exhaustive comprehension of the working of various offices.

- **Coach or Understudy**

Administrators are also coached by managers and senior employees who instruct them about the job. This not just guarantees that the employees are taking in the work from watching, yet in addition approach quick criticism on pressure purposes of executing the job. Hands on training can also be called apprenticeship program where the student or the trial official are put under the supervision of senior officials and branch chief.

- **Off the job training:**

The NBL training organization applies off the job training for their newly enlisted and existing officials. Specialists from outside the bank lead various kinds of classes and workshops for the employees. Since it is a financial industry, specialists from Bangladesh Bank and industry masters also furnish the NBL employees with helpful, important data from their job information and encounters. Under this methodology, the talk method is generally utilized. Talks for the most part center around seeing as opposed to emanating information and aptitudes through understanding assignments and experience. This sort of training is given dependent on the need like implementation of new laws and guidelines, presentation of new items and administrations and so forth. Now and again off the job training is given to refresh the information and to enable the employees to get advanced in new posts. New employees are given direction and establishment courses. NBL

utilizes numerous different procedures under this method like gathering, exhibition, contextual investigations, modified directions, and PC based training alongside study hall addresses.

### **Training Materials**

Materials that are utilized by teachers, facilitators, and understudies in a training situation is called training materials. These materials store the data required by the students to perform assignments and help the coaches and the learners to make the training increasingly viable (Harzing, & Pinnington, 2015).

The materials that NBL utilizes for giving training are given beneath:

1. Training manuals
2. Training hardware

As we definitely know NBL furnishes the employees with at work, address based, off the job training and so forth. For a wide range of training, they utilize white board, projectors, training educational program, programming, freebees, addresses, PC, web, PowerPoint remote, sound framework and different aides from present day technology ("Employment", 2018).

## **4.4 Evaluation of Training**

An association's training ought to be assessed routinely to quantify its effectiveness. Employees are assessed by contrasting their recently gained abilities and the aptitudes characterized by the objectives of the training program. Any disparities are noted and alterations are made to the training program to empower it to meet determined objectives. Many training programs miss the mark regarding their desires just in light of the fact that the director neglects to assess its encouraging until it is past the point of no return. Auspicious evaluation keeps the training from straying from its objectives. Training evaluation is a precise technique for gathering, dissecting, and utilizing data to respond to inquiries regarding ventures, strategies, and especially about the effectiveness and proficiency of those activities, approaches or programs. Training evaluation can include both quantitative and subjective strategies for social research.

Assessing the effectiveness of work environment training includes looking at the accompanying territories: the aftereffects of the training as far as unmistakable profitability or proficiency, regardless of whether those prepared changed their conduct because of the training, the information that the students picked up from the training, and the reaction of the learners to the program (Sahinidis, and Bouris, 2008). It was noticed that NBL utilizes the Kirkpatrick Model to assess the effectiveness of the training program. The four phases of the Kirkpatrick's Model are as per the following:

- ✓ Reaction
- ✓ Learning
- ✓ Behavior
- ✓ Results

## **Level 1: Reaction**

Reaction gauges how much members discover the training good, captivating and important to their employments ("The Kirkpatrick Model", 2018). NBL normally quantifies it by a poll and now and then they additionally measure it by means of verbal meetings. At that point they dissect the worker remarks. On the off chance that the employees have a less ideal reaction to the program, it is far-fetched those different employees will have enthusiasm for the training or that employees going to the training got anything significant from it. Along these lines, NBL for the most part utilizes polls directly after each training to gather worker reactions.

## **Level 2: Learning**

Learning estimates whether the employees know more than they did preceding endeavor the training. Information based training can be estimated by tests, and ability based training can be estimated through exhibition or recreation ("The Kirkpatrick Model", 2018). On the off chance that employees didn't get the hang of anything, at that point clearly we can anticipate no adjustment in their conduct. Now and again, NBL mastermind's execution tests where the students play out specific assignments or show certain abilities that they have gained from the program.

## **Level 3: Behavior**

Conduct estimates what employees do at work after the training ("The Kirkpatrick Model", 2018). In this test, NBL checks whether the employees are doing things differently or taking care of an issue in an alternate manner or not. The appropriate responses are accomplished by evaluating their exhibition. The exhibition evaluation is led by the directors, friends, subordinates, or customers to get a 360 degree input for better understanding.

## **Level 4: Results**

The assessment of results takes a gander at the general results of the training and the effect that the training has had on the profitability, proficiency, quality, client care or any different methods. At this stage, the administration chooses whether the training program and the abilities or knowledge picked up by the employees from those projects have improved the workforce and the association all in all or not ("The Kirkpatrick Model", 2018). NBL decides this by estimating the pace of turnover among the employees, assurance of the workforce, profitability of the employees, level of benefit, client protests, nature of the employees as well as the specific divisions of the association.

### **4.5 Development:**

Creating learning open doors for employees to help increment development. This is an improved apparatuses which enables employees to advance along a lifelong arrangement or way with productivity and gain knowledge after some time It's advancement as indicated by the requirements of worker's headway. Association Developmental projects center around more noteworthy proficiency, which is material. Various sorts of circumstances, for example, basic leadership, initiative aptitudes, and objective setting.

### **Guiding:**

This is fundamental for new employees of NBL. This is one of the guidance strategies. The Senior Employee gives a less encountered employee's direction. The expert is a game. Huge job as he shares knowledge and mastery in helping to develop expertly. New advocates get gigantic advantages through this exhortation approach since they can find support, guidance from their seniors whenever when confronting any challenges. Specialists help new employees 25 Shows a vocation; He gives direction and tips on the development of his profession. Urge different employees to contact.

### **Workshop:**

NBL sorts out workshops for their for their staff, courses work as a premise. Future work They guarantee that their staff take part in the workshop since it helps the employees.

Increment their knowledge and help with their self-awareness. Workshop on Employees inspiration, work fulfillment, and increment and lessen resolve among employee turnover

### **Employment pivot:**

- Work pivot includes changing situation of employee in the equivalent
- Institution lastly come back to the first position. NBL pursues level work
- For their staff, the turning technique for their administration life is in the underlying stage. Through this procedure
- Employees can distinguish their KSA (knowledge, aptitudes and attitudes)and investigate their mystery
- Talents or interests Work deficiency urges workers to manage work fulfillment
- New challenges that can make more inspiration for work and diminish employees turnover.
- But LBL can't execute all workers, particularly the individuals who do this pivot technique the individuals who have practical experience in any extraordinary work.

### **Lecture Course:**

This is a lecture which is appropriated by the instructor before the more noteworthy number crowds. NBL deals with this lecture course for the advancement of their staff. In this Give data and exercises identified with all the accomplished or senior employees of lecture courses every one of the classifications of NBL These lecture course workers can know by staff , Every office can improve the learning and experience of their learning

### **Basic occasion technique:**

- It is a chronicle of the occasions of the evaluated. It shows what the employee does
- Worked or fizzled. NBL utilizes this strategy to assess their employees. Every one of these procedures
- Employees are assessed dependent on their positive and negative performance conduct over

- Performance time. This method shows where the employee is incredible and where It needs improvement.

#### **4.6 Performance Appraisal:**

Performance evaluation is the most basic human asset practice in an association. Differences between the training staff proceed to create and see it advertisement improper and inadequate. Supervisor for Performance Assessment Staff and numerous employees work for various employees for the whole association.

Performance appraisal arrangement of NBL is centered around employee and supervisors after an appraisal the fundamental obligation goes to one employee's supervisor. After an appraisal a supervisor judge its sub ordinates performance and afterward encourages them to develop as indicated by the outcome. NBL plays out an appraisal of its employees once in a year. It gets led toward the year's end.

Performance Assessment characterizes an employee's present or past performance in its performance esteem. Compared to the assessment procedure, the nature of activity set, compared to the real performance of the employees, compared to the standard of performance, furnishing employee criticism with the inspiration objective of the individual to beat the absence of performance.

#### **Performance evaluation reasons:**

- Performance evaluation gives data which can be utilized to scattering data and pay.
- Provide a chance to audit the conduct identified with the employee's works.
- It is a piece of the profession arranging process, since it offers the chance to audit the individual's vocation plan in its showed qualities and shortcomings.
- Finally, the administrator improves and improve the organization's performance.

### **Performance evaluation steps:**

- Define work:
- Ensure that the supervisor and the subordinate concede to the obligations and work principles.
- Evaluation performance:

Compared to the real performance subordinates from the norms that have just been set

- Provide input:

Performance assessment typically requires sessions. Examined for any advancement that requires subordinate performance and progress.

Here are some evaluation methods:

- Alternative Ranking Method:

Positioning from the best to the awful, the most noteworthy and least determination are altogether positioned until the positioning.

- Combined Comparison Method:
- Behaviorally appraised rating scale:

It means to arrange the advantages of clear basic occasions by a rating scale stay with explicit depictions.

- Management by reason:

Decide explicit quantifiable objectives and progress in progress with every employee.

Send criticism

History

Spared



## **4.7 Performance Appraisal framework in NBL**

Performance appraisal is the way toward deciding and imparting to an employee how s/he is performing at work and in a perfect world, setting up an arrangement for development (Sahinidis, and Bouris, 2008). It is extremely basic since it encourages the supervisors to take the regulatory choices viably identifying with advancements, settlements, and legitimacy pay increments of the employees. Thus, performance examination is an unquestionable requirement for all associations. At NBL, it is a yearly survey of a representative's general commitments to the association by his/her director.

NBL conducts a performance examination program to assess the performance of administrators, officials, and staffs. Ordinary employees' performances are assessed every year. The recently enrolled management student officials experience preparing based on both down to earth and hypothetical exercises for a quarter of a year from their joining. Assessment of preparing for management learner officials contains appraisal criteria like direct functions and backhanded functions. Direct functions incorporate general banking, credit management, venture, remote trade and so on. What's more, circuitous functions incorporate dress sense, reliability, participation, way, divisions, conduct with senior associates, Behavior with customers, relational abilities, exactness in work, energy to learn, capacity to coordinate with new things, ingenuity, persuading force, and capacity to perform under pressure. The assessment is finished by Avg. /Poor Average, Good, Very good, and

Incredible on criteria-wise performance of every student. As a matter of fact, NBL utilizes the realistic rating scale strategy, where a rater portrays a worker as falling in the middle of 5 points on a performance scale, for example, poor, normal, good, awesome, and fantastic (5 points for phenomenal and 1 for poor). All out score for a worker can be registered by adding the rating over all measurements appraised.

## **4.8 Compensation Policy**

NBL offers appealing and aggressive compensation bundles for its employees, which is separated into two sections:

## **I. Direct Compensation**

Pay rates: NBL compensation based on a more extended timeframe, a month.

Motivating forces: NBL offers money motivators that rely upon the general income of the bank, and furthermore on the objectives they accomplish.

## **II. Indirect Compensation Benefits:**

Opportune assets, tip reserves and so forth.

Administrations: NBL additionally gives additional offices and administrations to its employees, which incorporates transportation, advance office, charge card office and so on.

## **4.9 Bonus and Benefit**

### **I. Performance Bonus**

NBL gives performance bonus based on the bank's benefit. Every year, the more significant position authority and management board announce a specific level of the pre-charge benefit as Performance Bonus.

### **II. Festival Bonus**

Every single changeless worker get two bonuses every year. One in Eid-ul-Fitr and another during Eid-ul-Azha just for the Muslim employees. What's more, the employees of different religions get that bonus during their particular strict celebrations. NBL additionally gives another celebration bonus on Pohela Baishakh. The sum is typically reliant on the essential compensation of the worker.

### **III. Gratuity finance**

It alludes terminal advantages that a worker gets at the hour of retirement or renunciation. NBL offers it to standard and perpetual employees who have finished at any rate 10 years persistent help. It is determined based on a month ago's essential pay increased continuously of administration finished.

## **4.10 Leave Management:**

### **1. Yearly/Earned Leave**

This is the kind of leave that is earned through working in the association. Any leave not taken can be encased at the hour of leaving the association. For Example, NBL gives 30 days of leave of which 10 days must be taken as back to back leave every year.

### **2. Easygoing/Sick Leave**

Typically, NBL employees can take 10days of debilitated leave including non-working days. Be that as it may, the time can be expanded relying upon the seriousness of the sickness.

### **3. Maternity Leave**

In reality this leave is given to female employees just (for a time of a half year) who have spent one year in the association. This leave is given with pay and can be stretched out without installment of pay. Ordinarily, it isn't given more than twice in NBL.

### **4. Unprecedented Leave:**

This sort of leave is given to employees for any sort of unavoidable and strange circumstance. For instance, marriage and withdrawing to seek after medicinal medications abroad.

## **4.11 Career Development in National Bank Ltd.**

Career development is the way toward upgrading a worker's capacities and giving him/her with the chances to moving up the hierarchical stepping stool (Harzing, and Pinnington, 2015). In this way, it's an orderly procedure of managing the development of HR of an association through various progressive positions.

NBL gives an alluring career development open door for their employees. Creating labor, legitimate training techniques, and rebuilding the employments are the most significant needs of the bank. It perceives that a gainful and roused workforce is the essential to be an effective bank in the Bangladeshi banking division. Along these lines, NBL treats each representative with poise and regard in a steady situation of trust and transparency where individuals of various foundations can arrive at their maximum capacity. The bank's HR

approach accentuates on giving occupation fulfillment, development openings, and due acknowledgment of predominant execution ("Employment", 2018).

#### **4.12 The “T24 Training” at NBL**

National Bank Ltd. is likely the main bank in Bangladesh that has started and executed the celebrated T24 training for its employees. Every year, the Information Technology Division of the bank sorts out a two-day long training project at the training establishment of the Bank on "Temenos T24 Centralized Online Banking Solution." The T24 Training was planned by Temenos and the principle motivation behind this training is to outfit bankers with current aptitudes, for example, web banking, incorporated and web based client relationship the board ("Temenos T24 Training", 2018). There are 6 unique modules in this training. They are-Technical

Training, Functional Training, Internet Banking, Auditors' Training, Developers' Training, and Admin Training. All these arrangement of modules are intended to give members an inside and out comprehension of the key regions with the T24 foundation. They give understanding into T24 capacity and specialized territories covering advance T24 use for practical courses just as security, get to controls, information trustworthiness and devices accessible for checking security exposures for the specialized courses. NBL is the pioneer in actualizing this training into their framework to improve its employees' abilities and capacities.

# **Chapter-5**

## **Findings, Recommendations, and Conclusion**

## 5.1 Findings:

- Scarcity of standard enrollment and selection policy:

Also their arrangement and selection process. Since the National bank, they are utilized and chose based on references. They misuse their capacity.

- Lack of legitimate training and development approaches:

The best possible training and development approaches of National Bank are not given. At the point when an individual joins the NBL, they just give courses that are insufficient for a worker. Requiring training for banking and training them

- Imperfect execution evaluation:

NBL's activity investigation process isn't the criteria. Since the administration of NBL can not make a difference diverse HRM capacities.

- Inefficient compensation policy:

Intriguing in LBL's compensation policy they give a wide range of immediate and circuitous compensation to employees. Finding a positive that it is accessible.

## 5.2 Recommendation:

- Structure the standard enlistment and selection policy:

Enlistment and selection is utilized to contract and contract employees in a planned process organization. For a business, this process can be a significant piece of things to come development of the organization and the achievement of employees' thoughts. To help guarantee a business, this process ought to incorporate a few elements following inner approaches as well as with neighborhood, state and government guidelines. The activity examination policy ought to be taken by the HR Department, Head Office. Occupation investigation ought to be very much planned before applying.

- Proper training and development policy:

Banks are aggressive in Bangladesh. The achievement of one bank relies upon the great assistance from the bankers to the bankers. Effective training and development banks can grow profoundly prepared banks, who can work well for clients and accomplish

consumer loyalty for the organization, through the correct training and development process, the

staff turns out to be increasingly productive and can contribute well to the organization in every one of the errands. Can guarantee aggressive offices by the employees for a well-organized and useful training organization. Accordingly, the perfect time for the HR branch of the Bangladeshi banking division to execute viable training and development programs for the laborers through powerful usage of Human Resource Management.

National bank needs to utilize their vitality emphatically. They will stay away from reference. They need to recollect uniformly for each competitor.

- **Effective execution examination framework:**

Regardless of how great your worker is, improve or even have space for the degree of execution until the following level. Worker assessment is prescribed to improve, center your remain around useful with your analysis. It will ensure your staff sees recommendations in a positive light

National Bank will give powerful training and development strategies consenting to their enrollment. They have to have uncommon abilities in their current aptitudes and development.

- **Efficient Compensation Policy:**

Compensation policy of NBL is alluring. They give a wide range of immediate and roundabout compensation to employees. It is a positive finding that I found.

### **5.3 Conclusion**

In conclusion, it very well may be said that even however the Human Resource Management arrangements alongside the banking framework and initiatives received by National Bank Limited are yielding good outcomes, I believe they would be even progressively productive if the bank actualized the previously mentioned recommendations. Throughout the years, NBL's enrollment and choice procedure, preparing projects and initiatives taken so as to improve the nature of their representatives and to guarantee that they work to their fullest potential have produced good outcomes, which shows that their interest in their representatives have not gone futile. In any case, I do believe that by following the previously mentioned recommendations National Bank Limited can show signs of improvement results as every one of these recommendations are intended to address the issues and necessities of present day associations and all their inner and outside partners.



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