



Daffodil
International
University

Internship Report

On

**An Analysis of Human Resource
Management Policies and Practices
Of National Bank Limited**

Date of Submission: 05th November, 2022



Daffodil
International
University

**Internship Report
On
An Analysis of Human Resource Management Policies
and Practices of National Bank Limited.**

Supervised by,

Md. Alamgir Hossan

Assistant Professor

**Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University**

Prepared by,

FARHANA

ID: 181-14-796

Major: HRM

Program: MBA

**Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University**

Date of Submission: 05th November, 2022

Letter of Transmittal

5th November, 2022

Md. Alamgir Hossan

Assistant Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

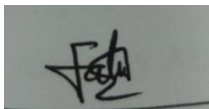
Subject: Submission of Internship Report on “An Analysis of Human Resource Management Policies and practices of National Bank Limited.

Dear Sir,

With immense pleasure, I am submitting my internship report on “**An Analysis of Human Resource Management Policies and Practices of National Bank Limited**” for your kind consideration, which is prepared as a part of the requirement of MBA program of Faculty of Business Administration, Department of Business and Entrepreneurship, Daffodil International University. Working on this topic was a huge enriching knowledge for me as I got to report under your energetic supervision based on knowledge that you have delivered during the thesis time. It would have been unfinished without your priceless suggestions. I am very grateful to you for your guidance and kind support in every step of my endeavor on this paper. I do hope that the document will meet the required requirements.

I would be highly obliged if you allow this report being kind enough to pardon the errors and mistakes of the papers.

Faithfully yours,



Farhana

ID No: 181-14-796

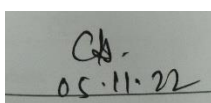
Program: MBA

Major in Human Resource Management

Daffodil International University

Supervisor's Certificate

This is to certify that Farhana is a student of Master of Business Administration (MBA), Department of Business Administration, and Daffodil International University, ID No: 181-14-796, Major in Human Resource Management, She has finished her thesis paper titled on **“An Analysis of Human Resource Management Policies and Practices of National Bank Limited”** is done by as a partial fulfillment of the Master of Business Administration (MBA) Program. As per my best knowledge, no part of this thesis has been submitted for any other degree, diploma or fellowship and the work has not published in any paper, journal or any other magazine. The thesis report has been prepared under my guidance and is a record of the bona fide work carried out successfully.

A rectangular box containing a handwritten signature and the date "05.11.22".

Md. Alamgir Hossan

Assistant Professor

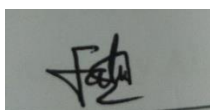
Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Declaration

I do hereby solemnly declare that the work presented in this thesis paper has been carried out by me and has not been previously submitted to any other university/organization for any academic qualification/certificate/diploma or degree. The work, I have been presented does not breach any existing copyright and no portion of this report is copied from any work done earlier for a degree or otherwise. I further undertake to indemnify the department against any loss or damage arising from breach of the forgoing obligation.



Farhana

ID No: 181-14-796

Program: MBA

Major in Human Resource Management

Daffodil International University

Acknowledgement

I would like to express my deep gratitude to Almighty ALLAH for enabling me to prepare the thesis report successfully. I want to pay my heartfelt gratitude and cordial thanks to some specific persons who helped me to organize this report and for their kind opinion, suggestions, directions and support and appropriate guidelines for this. The fruitful achievement of this task work is the result of the commitment of number of individuals, particularly the individuals who have since time is running short and exertion to share their contemplations and recommendations to improve the report. First of all, I would like to thank our Course teacher Md. Alamgir Hossan, Assistant Professor Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University for his continuous guidance and assistance in preparing the thesis report on “An Analysis of Human Resource Management Policies and Practices: A study of National Bank Limited”. His priceless advice has helped me a lot in writing and becoming an exceptional way of understanding the subject of my report. I am greatly thankful to him for the supports he has provided during the whole period. I overwhelming grateful to my colleagues at National Bank Ltd. And also thankful to Sir Mohammad Ibrahim Hossain, Senior Vice President and Manager of National Bank Limited, PragatiSarani Branch, Kuril, Dhaka-1229, who have helped me a lot in understanding and interpreting data that has been provided in the annual report to make the report so beneficial with the inspiration behind our program. Along with all of them, the dissertation report was also facilitated by all of our classmates and family members who have helped me a lot grooming in the concept and growing things in shape. Finally, all of their excellence, blissful prosperous and peaceful life is hoped and prayed to the Almighty ALLAH may bless all of them.

Preface

Information and learning becomes impeccable when it's related with hypothesis and practice. Hypothetical information gets its flawlessness with down to earth application. Temporary position program is one of the hugest pieces of our MBA program subsequent to finishing 36 credit hours. This kind of program causes the understudy to secure commonsense information about the contemporary business association. It will likewise assist the understudy with being a compelling official in future. After the finishing of the MBA scholarly courses I was put in National Bank Limited for twelve weeks temporary position program for getting pragmatic information. This is a direction to the whole Educational division lastly study on a specific region of Human Resource Practices followed by National Bank Limited. In various manner this examination had an individual voyage to the base of my instructive order which has an incredible job in the present battling world and I am ready to feature my encounters roughly that I gained from my association. This temporary position program carries me closer to the practices in training segment and builds up a touch of comprehension about the integrity Human Resource rehearses. It offers me to understand the method of HR condition and deal with the circumstance. Doing as such, I confronted a few issues. Be that as it may, I accept this will talk about my exertion which I had in setting up this report. In this state I have attempted to mirror my whole endeavors at investigating the experience of down to earth direction identified with human asset division exercises of organizations.

Executive Summary

About Bank we can say it is an association where the individuals are consent to take monetary stores from general society and cause a credit to offer advance to the individuals to should be possible straight or optionally by the capital markets. Generally Bank administrative relies upon the financial aspects state of the nation. In Bangladesh, Banking Sector is confronting surprising rearrangement due to the financial guideline and progressing of the monetary framework. We can see that as of now our Banking industry transforming into the huge consummation locate due to enter a few new Banks alongside high improvement by expanding innovative progression, legitimate credit the executives, solid execution level with the consumer loyalty. This Report has been made dependent on "Human Resource Management Practices in National Bank Limited" who assumes the imperative job and the most fundamental part for the association and business. So therefore significance of the executive's framework in human asset of banking area has been expanded quickly around the world. Human asset is the main compelling approach to expand the estimation of capital, land, strategy for including legitimate estimation of business. Accordingly human asset the board rehearses in the association thinking about significant piece of the Bank. In the present aggressive world we are confronting lively challenge in each progression of our life including another time. As of now all the association enlisting, holding and keeping up the best workers as opposed to considering accomplishment benefit. Effective human asset just by means of too rich the corporate vision.

Table of Contents:

S. N	Contents	Page
	Title page	i
	Letter of Transmittal	ii
	Supervisor' Certificate	iii
	Declaration	iv
	Acknowledgement	v
	Preface	vi
	Executive Summary	vii
Chapter 01- Introduction(01-07)		
1.1	Introduction	01
1.2	Literature Review	02-03
1.3	Origin of the Report	04
1.4	Scope of the study	04
1.5	Objectives of the Study	05
1.6	Research Design and Methodology	05-06
1.7	Limitations of Study	06-07
Chapter 02 –Historical Background of NBL (08-16)		
2.1	Overview of NBL	09-10
2.2	Nature of Business	10-11
2.3	Principles and Values	11
2.4	Vision	11-12
2.5	Mission	12
2.6	Corporate Strategies	12-14
2.7	Objectives and Activities	14-15
2.8	Products and Services	15-16

Chapter 03 -HRM Policies and Practices of NBL (17-39)		
3.1	Management and Appointment	18
3.2	Recruitment procedure	18-23
3.3	Training and development policy	23-24
3.4	Performance Appraisal	24-28
3.5	Retirement	28-29
3.6	Retirement Benefits	29-30
3.7	Employee Benefit and service Rules	30-33
3.8	The Scheme	34
3.9	Transport policy	34-36
3.10	Promotion Policy	36-37
3.11	Disciplinary Action	37
3.12	In NBL Misconduct	37-39
3.13	HRM Practice in NBL	39
Chapter 04 –Analysis And Findings (40-44)		
4.1.	SWOT Analysis	41-44
4.2	Findings	44
Chapter 05 –Recommendation and Conclusion (45-49)		
5.1	Recommendations	46
5.2	Conclusion	47
5.3	Reference	48-49

List of Graphs:

Sl No.	Chart No.	Description	Page No.
01.	Chart-01	Management and Appointment of National Bank Limited.	18
02.	Chart-02	Flow Chart of Recruitment and Selection Process	23

List of Abbreviation:

S.L	Abbreviation	Meaning
01.	MBA	Master of Business Administration
02.	HRM	Human Resource Management
03.	NBL	National Bank Limited
04.	HR	Human Resource
05.	SWIFT	Society for Worldwide Interbank Financial Telecommunications
06.	LC	Letter of Credit
07.	USA	United States of America
08.	E-Cash	Electronic Cash
09.	SME	Small and Medium Enterprise
10.	TT	Telegraphic Transfer
11.	DD	Demand Draft
12.	BBA	Bachelor of Business Administration
13.	PA	Performance Appraisal
14.	MBO	Management by Objectives
15.	BARS	Behaviorally Anchored Rating Scale
16.	PF	Provident Fund
17.	HRD	Human Resource Department
18.	NBTI	National Bank Training Institute
19.	BIBM	Bangladesh Institute of Bank Management
20.	BBTA	Bangladesh Bank Training Academy
21.	SWOT	strengths, weaknesses, opportunities, and threats
22.	ATM	Automated Teller Machine
23.	DBBL	Dutch Bangla Bank Limited
24.	SOD	Secured Overdraft

CHAPTER-1

Introduction

1.1 Introduction:

Human asset the executives is the capacity of inside an association that centers enrollment, the executives and giving guidance for the individuals who work in the association .Human asset the board can likewise be performed by line administrator. Workers are the center asset of any association, without them one can't run their association and human asset is directed with the development of improvement of individuals toward more significant level of competency, imagination and satisfaction. it keep workers become better progressively mindful individual and afterward it attempts to make an atmosphere in which they add to the furthest reaches of their improved their capacities .it expect that extended abilities and open doors for individuals with legitimately improvement . National Bank Limited constantly determinate what occupations should be done and what number of sorts of laborers will be required. So building up the structure of the bank, it helps with deciding the aptitudes, information and capacities of employment holders. To guarantee suitable faculty are accessible to meet the necessities set during the key arranging process .this bank accepts that the nature of work originates from quality laborers.

1.2 Literature Review:

The conceptual support for the impact of emerging HRM roles on employee commitment can be explained through the lens of the social exchange theory (SET). Social exchange theory explains how organizations are engaged in exchange processes to achieve employee commitment (**Gould-Williams,J and Davies, F 2005**).According to **Whitener.E M (1997)**in their thesis paper they said HRM researchers have found that employees view HRM as indicative of the personification of the organization's commitment to them. **Storey, J(1989)** observed that human resources management is completely included into strategic planning: those HRM policies cohere both across policy areas and across hierarchies and that HRM practices are accepted and used by line managers as part of their everyday work. **Sarker.A.S (2017)** researched to measure the effect of Human Resource practices on employee performance in the banking sector in Bangladesh. Data are collected through a structured questionnaire. He examined HRM issue like employee relationships, institutional obligation and inspiration, physical work environment, compensation, training, and development performance. The term papers revealed that all are the HRM practices have a noteworthy impact on employee performance in the banking sector in Bangladesh except reimbursement and training and development. **Kumar, D. (2016)** defined in his report that any

organization's success is entirely dependent on the effective use of its human resources. It makes the company profit by highly driven and fully committed. Human Resource management is the only strategic resources that can a noteworthy difference in the success of target between two or more companies. Moreover it is widely agreed that the higher the employee's the greater their contribution in the organization. Global competition has forced large and small organization to be more conscious of cost and productivity. Because of the vital nature of human resource issue, this matter must receive major concentration from top management, According to **Mondy, R.W and Martocchio, J.J(2016)**. **Afroj.S (2012)** researched about the strategic human resources management practices in Bangladeshi Banking sector, she stated that the working atmosphere and employee treatment must be well defined effectively enforced for meeting the intention of strategic and goals of the organization. Success of every organization's is motivated by employee performance. The HRM policies have a significant impact on it. As a result management should think more about HRM practices. **Fatema (2014)** showed in her study that the banking industry has become more conscious of maintaining an efficient and proficient human resource that must participate a more important role in the achievement of an organization. The aggressive market environment is challenging the dynamic role of the HRM manager to manage human resources. She found that employees must continuous estimate and inspiration. Her study found a significant development in the banking industry of Bangladesh during the last decade. **Prouska.R (2019)** conducted a journalism study that revels, like other developing countries, in Bangladesh; HRM has not received proper concentration as an area of research. The study showed that the association between practices of HRM and organizational has not yet been carried out in the context of Bangladesh. It is also clear from the literature review that that a limited number of in-depth studies have been conducted on HRM practice in Bangladesh. There are many areas where future studies can be conducted. **Chahar,B and hatwal,V. (2018)** conducted the research to examine human resource management practices and their effect on employee appointment and presentation. A prepared questionnaire was used to cover different aspect of HRM practice and their relationship with employee appointment and performance. Their study confirms HRM practice and its impact on employee engagement and performance shows strong correlation. They found that to understand HRM practice and their relationship with employee engagement and performance will help organization achieve superiority in competitiveness and serve society and stakeholder.

1.3-Origin of the Report:

As a student of MBA it's mandatory to engage in an organization as interns to know more about the corporate world to increase more business knowledge. A report is a representation of that learning which I have learnt as an intern. The allotted proposition recommended by the guide teacher the topic of my report is **“An Analysis of Human Resource Management Policies and Practices of National Bank Limited** “and I have accomplished my task with National Bank Limited. In this report I have written the analysis findings and achievements which are consisting with my research, findings, and achievements. This document **“An Analysis of Human Resource Management Policies and Practices of National Bank Limited** “is arranged under the supervision and guidance of Mohammad Ibrahim Hossain and HR Department of National Bank Limited. An expressive research design has been implemented for this report.

1.4-Scope of the study:

Worldwide economic situation continued to pose adverse impact on most developing countries including Bangladesh challenging the possibility of registering a positive growth. Banking system holds a significant position in a nation's economy. It plays a crucial role in the economic advancement of a country and shapes the central part of fiscal market in a highly developed country. National Bank Limited is doing a formidable job. So far researchers have a very specific scope to overview the whole system. The banking sector continued to make remarkable profit in the 2002. The report covers the background, functions and mostly the Human Resource Management practice of National Bank Limited. The preparation of this report offers a great opportunity to have an in-depth knowledge of Human Resource Management activities practiced by the branch. This report has been made based on the experience gathered during the period of 3 months' internship. It was a huge opportunity for me to practically learn and execute the entire process of activities.

Background of the Study:

Human Resource works with the employees in the organization. Its main views are to put the right people in the right places and also make them an asset for an organization.

1.6- Objectives of the study:

Broad objective:

The main objective of the Report is to fulfill the partial requirement of MBA degree and acquire the practical knowledge of Human Resource Management practices and policies of National Bank Limited.

Specific objectives:

The specific objectives of this study are:

- To know about the human resource management practices of NBL.
- To analyze the overall human resources policies of NBL.
- To explore new insight of human resources management policies and practices of NBL.

1.6-Research Design and Methodology:

Data Collection Method:

Sources of information: For collecting data and information I have adopted variety of data collection procedures. These are interviews, observation and experience. This study has been conducted mainly on the basis of both primary & secondary data. To some extent primary data are used and these are collected from relevant journals, magazines, and newspapers etc. and also from publication of professional institutes. Learning techniques also have been used in case of necessity. However, data used in this study has been further analyzed and processed for the purpose of the study. For secondary data I investigated some PDF documents, records. On the other hand, primary data has been collected by the consultation with the several interviews with various types of employees of National Bank Limited.

- I have asked many questions to my Supervisors and some banker HR implementation, which can be referred to as interviews.
- I have read some books, manuals, reports which have provided me empirical support. So, it is empirical reasoning.
- I have also used my experience which I have gathered during the course of my internship in Banks.

Besides The details of these sources are highlighted below:

Primary Sources of Data:

- Face to face conversation with the mid level officers.
- Observation during working hours

Secondary Sources:

- Website of National bank Limited in Bangladesh.
- Annual Reports, Manuals and Publication of the National Bank Limited.
- Website of Bangladesh Bank.
- Officials file and Folder.
- Working papers.
- Selected Books.
- Published and Unpublished Documents.
- Different Websites.

1.7-Limitations of study:

All the officers of National Bank Limited were very co-operative and helpful. But as it's a financial organization, so they had too busy with many responsibilities. For this reason they couldn't manage proper time for serving the information to me properly and to get clear knowledge. Furthermore, they have to deal with a very competitive environment which is based on money related activities, Task and limitations related with each other, every task has some limitation and problem. Lacking of information will be a big factor. Though I didn't face any serious problem, but therefore some limitations in the period of making report which are as follows:-

- Lack of analytical ability and rational thought was the first limitation that I faced during accomplishing my task.
- As the time was not sufficient so I had to equalizer with the quality. I couldn't go more depth of the organizational HR procedure which is seemingly a limitation.
- Lacking of recent data and information also not disclosing the human resource division data because of confidentiality was another drawback. This data could helpful to complete my report properly.

- Lastly Limited time where I have to draw the whole HR procedure of national bank limited within three month, which was tough for me because it's a big organization. So three month is tough to understand whole procedure with proper way.
- Large-scale research was not possible due to restrictions posed by the bank.
- National Bank Limited is a busy institute and I am doing work in a Branch but it was too difficult for me to attend the Head Office regularly and collect more & more information.
- Most important limitation of this study is bank's internal policy of not disclosing information & some data which could be very much beneficial for my study.
- Banking sector is a vast area & my knowledge is too small in here which is also a limit on my report.

CHAPTER-2

Organizational Overview

2.1. Overview of NBL:

National bank Ltd is the first and major private sector commercial bank in Bangladesh fully owned by the Bangladeshi Entrepreneurs. The Bank started its operation from 23rd March 1983. As a result of the collective effects of the some eminent bankers, of failure in playing due to role in mobilizing small savings of the teeming millions and providing improved clients services to them in our country, the Government gave right decision to allow establishing banks in private sector. National Bank Limited was born as the first hundred percent Bangladeshi owned Bank in the private sector. From the very inception it is the firm determination of National Bank Limited to play a vital role in the national economy. It is determined to bring bank the long forgotten taste of banking services and flavors. It wants to serve each one promptly and with a sense of dedication and dignity. NBL prudently and boldly faced the challenges of various adverse situations prevailing in the post-independence Bangladesh and has now established itself as one of the most successful bank of the country. People in all regions can easily avail of the services of NBL through its 98 branches spread all over the country. Besides, the bank has been smoothly conducting its overseas activities with utmost efficiency through its 358 correspondents in 67 countries of the world. NBL has drawing with 18 overseas exchange houses including the gulf overseas exchange. In order to provide modern banking services to satisfy the demand of the country and the people, all branches of the bank have been brought under computer network. It is able to reach with lightning speed the hard-earned foreign exchanges of non-resident Bangladeshis to their near and dear ones at home through the world renewed Western union. The bank maintains round the clock communication with the external world using the latest information technology services of SWIFT and REUTERS. In order to give improved and risk free banking services to the valuable clients, all arrangements for launching line banking are its final stage. Since the very beginning the bank extended much emphasis on overseas operation and handled a sizeable quantum of homebound foreign remittance. The Bank established extensive drawing arrangement network with Banks and Exchange companies, located in important countries of the world. Expatriates Bangladeshi wage earners residing in those countries can now easily remit their hard earned money to the country with confidence safety and speed. NBL has been able to create a special image at home and abroad by introducing different banking products in accordance with the expectations requirements of people of the country. NBL was the pioneer bank to allow back-to-back LC facility without any margin to the entrepreneurs of garment industry during the Eighties, thereby helping the

industry thrive to its present position. This has not only contributed to enrich of the country's foreign exchange reserves, but also opened employment opportunities for a large numbers of labor force of the country. As a pioneer in this sector, NBL's name will remain in golden letters. NBL has been the pioneer in promoting readymade garment industries and still is the single largest financier in this sector. In the early 80's when garment industry in Bangladesh was experiencing a process of trial, the bank foresights the bright prospect of this sector and extend finance to the deserving and promising entrepreneurs. It provided them with financial support including market information and advice and today the garment sector constitutes about 66% of the total export of the country. NBL is the first bank to introduce international Master Card in Bangladesh, which has facilitated the users to get benefit to different facilities in home and abroad. NBL is the first among private sector banks, which has set an uncommon precedence of extending fully, supervised collateral agriculture credit in the brained area of Rajshahi district to help small farmers to grow. The wise directions and guidance of a prudent and versatile Board of directors and concerted efforts of a team of well-qualified and professionally heightened executives and officials have brought an extraordinary distinctiveness for the bank. Above two thousand dedicated executives, offers and staffs' working day and night to serve its customers satisfactorily. Through strong commitment base, the bank has introduced new products like Credit card. E-cash. The popularity of the bank has gained momentum with quick money transfer arrangement anywhere in world in association with Western Union's U.S.A.

2.2-Nature of Business:

The Bank engaged in all types of commercial Banking services within the stipulations laid down by Bank Companies Act 1991 and directives as received from Bangladesh Bank from time to time. The Bank within the stipulations laid down by Bank Companies Act-1991 and directives as received from Bangladesh Bank from time to time provides all types of Commercial Banking Services. Mainly National Bank Limited collects deposit from the people at lower rate and invests the same to the people again at higher rate. And difference between lower rate of deposit and higher rate of investment is the earnings of the Bank. National Bank Limited mainly invests in industrial sector like short term, middle term as well as long term for import of capital machineries, establish new industry and working capital assistances with this Bank play's a significant role in Bangladesh economy.

The function of the Bank mainly three categories

- General Banking
- Credit and investment
- Foreign Trade (Import, Export & Remittance)

2.3-Principles and Values:

The National Bank Limited is committed to five core business principles

- Outstanding customer service.
- Effective and efficient operations.
- Strong capital and liquidity.
- Prudent lending policy.
- Strict expense discipline.
- Loyal and committed employees who make lasting customer relationships and international teamwork easier to achieve support the business principles.
- National Bank Limited also operates according to certain key business values.
- The highest personal standards of integrity at all levels.
- Commitment to truth and fair dealing.
- Hands-on management at all levels.
- Commitment to quality and competence.
- A minimum of bureaucracy.
- Fast decisions and implementation.
- Putting the team's interests ahead of the individual's.
- The appropriate delegation of authority with accountability.
- Fair and objective employer.

2.4-Vision:

The main vision of the National Bank Limited is to develop the economy of Bangladesh by profitable investment of public money and build up their confidence to the private institution. To ensuring highest standard of clientele services through best operation of latest information, technology, making due contribution to the national economy and establishing

ourselves firmly at home and abroad as a front ranking bank of the country is our cherished vision

2.5-Mission:

The missions of the National Bank are as follows: The aim of NBL is to become one of the leading Banks in Bangladesh by its prudence, fair and quality of operation. Its effort for expansion of its activities in home and abroad by adding new dimension to its banking services is contributed unabated. It is also putting highest priority in ensuring transparency, accountability, and improved clientele services as well as to its commitment to serve the society through which it wants to get closer and closer to the people. Its goal is to act as a caring companion in uplifting the national economic standard through continuous gradation and diversification of its clientele services in line with national and international requirement It intends to meet the needs of its clients and enhance its profitability by creating corporate culture. It believes in strong capitalization. Its aim is to ensure its competitive advantages by upgrading banking technology and information system. It maintains high standard of corporate and business Seth's. It provides high quality financial services to strengthen the wellbeing and success of individual, industries and business communities.

2.6-Corporate Strategies:

National bank's corporate strategy cares their bank's vision for contributing to the national economy and establishing themselves firmly at home and abroad as a top ranking bank through providing best financial economy services .Through the cycle, this strategy is more conservative in relationship business. National Bank Limited is a diversified financial institution and has largest network and providing among the country by doing corporate, retail and SME sector. They have leading position in many of the markets specifically SME and Agriculture sector, a market leading distribution capability, proper organized and big customer are the main drivers. Organization's product and services, system and training all these things connected with a large scale which making supreme service to the customers. Their corporate strategy is focused on developing strong customer franchises which is based on deep customer relationships. Entirely their business is concentrated on expanding the reach and depth of their customer relationships also emphasizing on product for building competitive advantages. By confirming that they understand and effectively meet the needs

of the customer from core banking products to provide more specialist service such as brokerage, issue manager or corporate banking in the heart of business and is fundamental to ensure that they maintaining long lasting relationship to the customer.

➤ **Strategic Focus**

To establishing high performance of the organization

- For delivering great performance the bank is focusing on improving their cost efficiency and utilizing their capital more for maintaining careful approach to risk.
- By Using capital more effectively is increasing more important in the current environment and capital will be more effectively to reallocate the portfolio.

Handling the most valuable resource, their people:

Their purpose is executing their strategy effectually delivered on aligning with their corporate strategy and also they manage their most valuable resource, their people, have that skill and capabilities to deliver the strategy but driving the strategy to ensure their courage to the customer that they can manage and develop their staff as a great place to work. The effective integration of the two businesses will be a significant challenge over the next few years, but comprehensive plans are in place and excellent progress is already being made National Bank believes that the successful execution of its strategy to focus on core markets, customer and cost leadership, capital efficiency and a prudent risk appetite will enable the Bank to achieve its vision of being recognized as the best financial services company.

Focusing on what really matters:

Their aim is being a best bank to their customer providing strong and sustainable returns to their shareholder. Their brands, their people everything is only for the customer because they consider the customer as heart for the organization .superior customer insight, high quality committed colleagues, basically they are putting emphasize on these elements for creating more value to the customer.

Equality and Diversity:

Diversity and inclusion is fundamental to their business success. There are many diverse customers who are taking their service every day. They believe that customer is the only

media to achieve their corporate goal. So for that they are creating such an environment where everybody can provide great service to the customer, no matter what type of education background they have they are providing their best service to the customer and creating their carrier with this organization. From top to bottom part of the organization is taking the lead initiative to improve both customer service and working environment for the employee and employer .With this initiative NBL ensure that it's an inclusive for all. Through a range of initiatives and strategies we work hard to ensure NBL is inclusive for all.

Business focus and accountability:

NBL judged each and everyone's performance. Business always related with a risk but the employee and employer try to mitigate the risk portion .for strong risk they are maintain control framework to continue with the system properly wide branch networks create wide range base National Bank Limited is committed to provide excellent service to mass people in the country so they are expanding branches and crating network among the country. By creating attractive and innovative product, Service them and trying to help the people in the rural area. They are also helping them by providing SME and AGRI loan the pastoral people. Women entrepreneur's become more self-dependent based on wide branch network they are trying to helping them with this modern banking.

2.7-Objective & Activities:

The whole organization followed some objective to maintain their operation properly:

- The audit committee reviews the statement to confirm that the activities are in under control.
- All the rule and role make sure with the law and regulation also with the statutory.
- Make certain active harmonization of peripheral environment
- Audit work always revised by external auditor to make sure that whether ongoing is appropriate or not.
- By doing corporate social responsibilities they are committing and contributing with progress towards the nation.
- Employees are main part of the organization for serving proper facility to the customer, they are representing this organization, so promoting and developing their

carrier by giving proper training and appropriate compensation national bank try to maintain accurate relationship with the employees.

- By paying tax, NBL fulfilling the responsibilities to the government.
- They are doing green banking which is showing their support for the environment

2.8-Products and Services:

Products and services offered by the national bank limited:

General Products:

- 1.Savings Account
2. Current Account
3. Corporate Account
4. Short Term Deposit

Deposit Scheme:

1. Special Deposit Scheme
2. Monthly Saving Scheme
3. Education Scheme
4. Double scheme

Loan Scheme:

1. Loan General
2. Terms Loan
3. SOD
4. Cash Credit
5. Loan against Imported Merchandise
6. Loan against Trust Receipt
7. Loan against House Building S. Housing Loan Scheme
8. House repairing / Renovation loan Scheme
9. Consumers Finance Scheme
10. Festival Personal loan Scheme
11. Small Business loan Scheme

12. Personal loan Scheme.
13. Working Capital Loan.
14. Contractor Loan. Etc

Services:

- Western Union money transfer.
- First Solution
- Locker Services
- Remittance- T.T., D.D
- Online Banking.
- Quick Pay.
- Samba.
- A to Z money transfer.
- Al- Fardan.
- Git.
- Coin Star.
- Express. Etc.

CHAPTER-3

Human Resource Management Policies and Practices of NBL

3.1-Management and Appointment:



Chart-01: Management and Appointment of National Bank Limited.

3.2-Recruitment Procedure:

An institution or an organization cannot be succeeding without giving proper service to the customer and clients. For bank it's even more important in terms of service. So for serving Valuable service to the consumers they always hire resourceful officer to maintain the standard of the bank. NBL believes by paying sufficient salary and emoluments to their staff to get maximum services out of them. As a result, bank authority has to be careful in recruiting the right person for the right job. Without priority of the post no sanction and

recruitment is allowed. The responsibility of board of directors to analyze the manpower requirement of the organization every year and fix up the number of staff officer, executives and number of officer each category. If the bank demand any temporary or permanent post for the sake of the organization, the board of directors implies the commitments and also fund for thirty years. National Bank Limited cannot manage to pay for maintaining extra manpower. NBL must recognize the importance of manpower estimation and accordingly a chart they for the hiring people. When they requiring, its need to be reviewed and revised from time to time for expanding the business. Still, professionals will take the edge to fill up posts lying vacant within the approved chart or organogram. For the justification they can take initiative and can revise the chart for justification of the post. The organogram has to be revised time to time.

Recruitment through Advertisement:

When an organization needs people they give advertisements in the media, it's also called the part of the recruitment. Right type of talent is the main object to the recruitment policy. NBL always follows the advertisements print, online. The department will handle all matters relating to recruitment and selection of staff.

Regarding recruitment of Probationary Officer the criteria has been set as under:-

- He/ She must be a citizen of Bangladesh.
- Candidates must be Masters/BBA from a well reputed University having three first Divisions/Class or CGPA-3.00 out of 4.00 or GPA 3.25 out of 5.00 where applicable (no 3rd Division/Class is acceptable).
- Preference will be given to those having MBA/BBA in Accounting, Finance & Banking, Marketing, Management & other business oriented subjects and Masters with Honors in Economics, English, Statistics, Mathematics and other business oriented subjects.
- His/ Her age must be "between 21 to 30". These conditions may be relaxed able in special cases to be recorded in writing.
- He/ She must be physically fit.
- The new recruit is required to get full medical examination from the Doctor, appointed by the Bank. The fees of the Doctor are paid by the Candidate. However,

any fees for Pathological/other services required by Doctor for full medical examination are paid by the prospective employee.

Interview Performance:

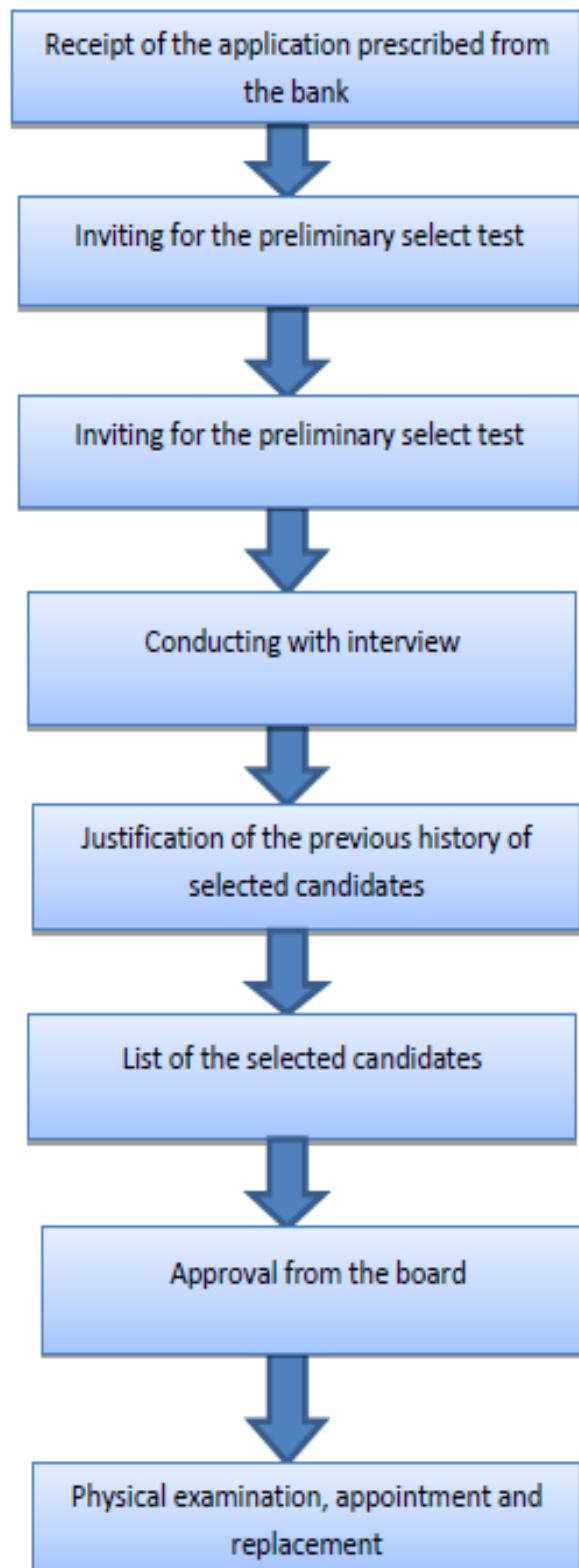
Like other bank NBL also follow the same rule for probationary officer that they have to be probation for one year. After the time of probation, their performance will be analyzed by the Management and place the report to the Managing Director. If the candidate found suitable for the post, they will be confirmed. If they got unfitting their probationary period may be further extended or their services will-be terminated by the authority. Selection Committee will consider the candidate's appearance, personality, communicating ability, presence of mind, manners, general and common sense and award marks individually which will be totaled and averaged for determining interview performance score. The following criterion for interview may be followed:

1. Appearance & Personality: 5
2. Expression & Presentation capacity &manners: 5
3. General knowledge: 5
4. General & common Sense: 3
5. Assessment: 2

Written Test:

It's mandatory to for the all applicants to attempt the written test which is 60 marks exam. The test should be containing with general knowledge and mathematical bias. NBL take the help of outside experts for setting the questions, supervising the examination work and marking the scripts. Passing with minimum marks of 60% will qualify the candidate.

Flow chart of Recruitment and Selection process:



Probation and Confirmation:

Here are the rules that NBL follow for the probationary officer

- Entry level officers will be on probation for a minimum of one year. Afterward the probation period, management committee will evaluate their performance and they will present a report. If they find the officer is suitable they will confirm him or her otherwise they transfer or can terminate
- Also they have that rules for staff that if they recruit any sub staff they can be occupied as regular employee if they complete 8 years of continuous service in the Bank by seeing their records and educational qualification.

Resignation:

For resignation NBL gives notices three months early of the termination. Its applicable for all the staffs here they also mentioned if the managing director fails to provide the writing documents to them, managing committee liable to pay the compensation an amount equal their basic salary three months' salary. It's also applicable for the probationary officer if there any disciplinary action implied on an officer or if any officer using any equipment which belongs from the bank they can't resign without the permission of the authority.

Gift or Benefits Offered to Employees:

It is an offence to solicit, demand or accept for the benefit of an employee, anything of value from anyone in return for any business, service or confidential information, either before or after a transaction is discussed or completed. Advertising or promotional material of nominal value, such as pens, pencils, note pads, key chains, calendars and similar items etc and gifts of reasonable value on wedding are exempted. Whenever any situation arises with regard to matters concerning things of value, an employee must make full disclosure to the management and receive management's written response.

Obligation of Things Offered By Employees

Employees shall not, on behalf of NBL directly or indirectly give, offer or promise anything of value to any individual, business entity, organization, public official, and political party for the purpose of influencing the recipient. Normal business practices of offering meals; entertainment promotional gifts etc. are exempted. Employees shall not, on behalf of NBL

directly or indirectly give, offer or promise anything of value to any individual, business entity, organization, public official, and political party for the purpose of influencing the recipient.

3.3-Training and development policy:

In every well reputed organization training is very common practice to place new employee into managerial responsibilities after process of training and development .We know Training means acquainting everyone with the technical aspect of the job so that his technical skills will be upgraded. It's a client oriented job , so training is not enough for specifically who needs human relation and social skill in this training provides individuals perception, attitude, values and expectations, so that and employee or employer can develop their with the latest update . Human Resources develop skill and knowledge for better outstanding of job responsibilities. Its embraces with on -the-job and formed training programs.

Here is the NBL training programs:

- *Orientation Training
- * In-House Training
- * Job Specific Training
- * Need based Local/Foreign Training
- * Peer or supervisors' coaching
- * E-Learning: Online Training & Evaluation

Orientation Training: for the fresher, National Bank Limited has orientation internal training program to give them the general view of the bank and also introduce them with the organizational culture.

Job specific training: this is training where Norm of the bank is to train them by peer or supervisors' coaching. Employees must attempt this training to know the job description and follow on the on the job training.

Need based training: this training can be either Foreign or local. After analyzing employees gap between skills and knowledge and competency required for the current role.

Basic training program:

- Joining/ participating in orientation with different Departments
- Foundation Course
- Attachment with SME Unit Offices & Branches
- Organization of Development Program.
- Attachment with different departments
- Information Technology Training
- On job hands-on training according to Job Description

Training Authority:

The Managing Director has the power to decide issues relating to training of the employees of the Bank. For training/education within or outside the country, the decision may be made by Managing Director in consultation with Heads of the Divisions/Deputy Managing Directors.

3.4-Performance appraisal:

An employee performance appraisal system has defined a process in which a predefined standard of factors such as work knowledge, work performance, work attitude, leadership quality, team player behavior, consistency, decision-making abilities, and skills is created and then actual performance, as well as the personality of employee, is compared with these expected standards by the organization.

Performance Appraisal of National Bank Limited:

Performance appraisal process plays a vital role in the employee evaluation process of National Bank Ltd. Human Resource Division of National Bank Ltd is responsible for the management of PA process. Assistant Vice President, Md. MazharulChowdhury manages all the work of this process. Head of each division are usually responsible for evaluating their employees. Now we will discuss the overall PA process of National Bank Ltd:

- The PA of National Bank Limited is done annually. So, at the beginning of every year managers set a target for each individual employee. It helps the employees to know what is expected from them and so how they should work.
- I have said earlier the evaluation is usually done by the head of divisions or branch. So, they are the rater. They observe the behavior of employees in the work.

- Supervisor encodes the behavior of each employee and stores all the information in the memory.
- After the specific time or one year when it comes for final evaluation the supervisor goes in a discussion another supervisor and rates each individual employee. This reduces the effect of biasness.
- Based on the results the employees get rewards such as pay increase, bonus, profit sharing etc. This reward motivates the employees.

Objectives of PA of National Bank Limited:

Every Organization has some common objective behind doing performance appraisal and National Bank Limited is not different in this term:

- First of all, PA provides the opportunity for managers to discuss with employee about their progress and make important decisions for the improvement of overall performance. So, performance appraisal works as a performance review.
- Secondly, PA provides the organization with information of training and development needs. It also help supervisors to understand the level and type of work an individual employee will be capable of doing in the future. By the help of PA an organization can bring maximum contribution from their employees.
- Then, it helps to determine the rewards based on the results of past performance. So, PA works as a reward review as well. Giving rewards for higher performance helps to motivate the employee and they will feel like they also a part of the organization and as a result they will give their maximum to the organization.
- Lastly, its purpose is to determine the effectiveness of other HR functions like recruitment, selection and training and development process.

Methods used for PA of National Bank Limited:

There are different methods for evaluating performance of employees. One single method is not used by all organizations. Because every methods has some advantages and disadvantages. So, a particular method that is suitable for one organization may not be suitable for another organization. The methods of evaluating performance have been classified into two categories. One is traditional and another one is modern. However, this categorization has been done by Strauss and Sayles. Traditional Methods given below:

- i. Ranking
- ii. Rating
- iii. Essay Method
- iv. Critical Incident Method
- v. Confidential Report
- vi. Graphic Scale Method

Modern Methods given below:

- i. Management by Objectives (MBO)
- ii. Behaviorally Anchored Rating Scale (BARS)
- iii. 360 degree appraisal
- iv. Cost Accounting Method

Now, I am going to discuss the methods of PA that is used by National Bank Limited:

Rating: Rating scale is one of the commonly used methods. The performance of employee is rated on some absolute standard and each standard is measured on a scale. National Bank Ltd. uses this method for evaluating their employee's performance. The managers rate the employees on scale of 1-5 on different criteria. This rating is usually done on financial criteria's.

Ranking: It is one of the simplest methods. Ranking means ranking the employees from best performer to worst performer based on the performance and results. National Bank Limited uses this method. After getting the results of rating the managers rank their employees from best to worst performer.

Management by Objectives (MBO): In this method the employees and managers sit together to set some agreed objectives. After specific time they reviews the performance and reward is given according to the results. This method increases commitment of employees towards organization.

Components of Performance Evaluation of National Bank Limited:

Different organizations have different criteria's and components for evaluating their employee's performance. There are three sections for evaluating an employee's performance in National Bank Limited. I am going discuss all the components of these three sections below:

Business Objectives:

Leadership Development & Knowledge Management How many employees have been able to develop their leadership and decision making skills are measured in this component. This component has a weight of 10%. 18 Section A has all his components and total weight of 100%. All the components individual calculations are summed up. Finally, comes to a final weighted average rating scale. Section A is the most important part in the performance evaluation. Employees are rated on their achievement on all the components.

Organizational Values:

- **Dynamic:** How well employees can strive to change
- **Integrity:** Coming up with ideas through finding better ways to develop
- **Global:** Set international standards though empowering
- **Innovative:** Governing the principals of ethics and transparency
- **Technology:** Improved knowledge of technology

All this five components of Section-B are the values of the organization. All this components are rated on a scale of A-D.

Integrity Award Giving Indicators:

On August 2018, Bangladesh Bank has formulated 'National Integrity Award Guideline'. This is a strategy implemented by the government to give a reward to the bank employees for their contribution in this sector. The Central Bank announced that every company has to give a certificate and a prize money equivalent to one month's salary to the recipient. Bangladesh Bank has issued the components for this and this will be evaluated by the supervisors of employees. There are total 20 components and each carries 5 marks. Some of the components

are honesty, professional knowledge and experience, discipline, behavior with customer, respect for the policies of the organization, determination towards organization etc. In conclusion, these are all the components of under which every employees performance is evaluated in National Bank Limited. There are some other components which are important for promotion of an employee. Those will be discussed later.

3.5-Retirement:

An officer earned Regardless skill and knowledge throughout of his working life. Then a certain time later time comes when ability to perform reduce quite. Where it's the time to retire of a senior officer shall replace new officer to work with more strength and extra enthusiasm to improve the quality of management of the company. The rules may be called the "National Bank Limited" (Employees) retirement and Retirement benefit Rules, 1993. It shall come into force at once and shall be deemed to have taken effect from the date of inception of the Bank. An employee of the Bank shall retire on attainment of the age of 58 (fifty eight) years which is considered as normal retirement.

Voluntary Retirement:

Any employee of the Bank may opt to retire from the service of the Bank at any time after he/she has completed minimum 10(ten) years of service in NBL giving notice in writing to the Managing Director at least 60 (sixty) days prior to the date of his intended retirement

Normal Retirement:

An employee of the Bank shall retire on attainment of the age of 58 (fifty eight) years

Forced Retirement:

Forced retirement is not a matter of Age. An employee may be dismissed from the service of the Bank for his committing any misconduct after conforming to rules and procedures provided in law.

Early Retirement:

An employee of the Bank may opt for early retirement in writing to the Managing Director with or without showing any ground thereof at any time during his service in the Bank. There

is no bar of prior notice or length of service for it. However, option for early retirement, once exercised shall be final and irrevocable.

3.6-Retirement Benefits:

Voluntary Retirement

- An employee whose voluntary retirement has been accepted by the Bank shall be entitled to the following retirement benefits
- Gratuity as per Gratuity Rules shall be paid, calculated at (one) months basic pay (Immediate last month's basic pay) for each completed years of service in the Bank.
- He/she shall be entitled to payments admissible to him/her as per Provident fund Rules of the Bank.
- The concerned employee shall be entitled to benefits under Superannuation Fund Scheme.
- The concerned employee shall be entitled to benefits under Employees Welfare Scheme

Normal Retirement:

- An employee who has retired at the age of 58 (fifty Eight) years in usual course shall be entitled to the following retirement benefits:-
- Leave preparatory to retirement for 03 (three) months with pay, allowances and other facilities in full which he/she was availing from the Bank before proceeding to such leave. The leave preparatory to retirement shall not be debited from his leave account.
- Leave preparatory to retirement for 03 (three) months with pay, allowances and other facilities in full which he/she was availing from the Bank before proceeding to such leave. The leave preparatory to retirement shall not be debited from his leave account.
- Provident fund both own & Bank's contribution payable as per provident fund rules.
- The concerned employee shall be entitled to benefits under Superannuation FundScheme.
- The concerned employee shall be entitled to benefits under Employees Welfare Scheme.

Forced Retirement:

An employee who has been put to forced retirement as a measure of lesser punishment for committing any misconduct shall be entitled to the following benefits

Banks and his own contribution to the Provident Fund if he is otherwise entitled to them as per existing Provident Fund Rules.

- Gratuity benefit if admissible as per existing Employees Gratuity Rules of the Bank.
- Benefits from Superannuation Fund Scheme.
- Benefits under Employees Welfare Scheme.

Early Retirement:

Employees of the Bank who applied for Early Retirement and accepted by the Management shall be entitled to the following retirement benefits

- Salary and Allowances for 4(four) months (Calculated at immediate last month's pay).
- Provident Funds both own and Bank's contribution shall be paid as per Provident Fund Rules.
- The concerned employee shall be entitled to benefits under Superannuation Fund Scheme.
- The concerned employee shall be entitled to benefits under Employees Welfare Scheme.

3.7-Employee Benefit and Service Rules:

Pay and Allowances:

The success of NBL in sound advancing and deposit mobilization as well as other investment will depend on efficient and effective service rendered by competent and enthusiastic executives, officers and staff. At the moment the existing pay scale inclusive of other benefits for different category of officers and staff can be considered as fair and equitable. These may be reviewed every two years depending on the development, growth and situation in the Bank. According to employee The bank is paying current amount is not that sufficient like for probationary officer they are paying Tk30000/-, first executive officer tk. 32000/- Senior

Executive Vice President Tk.1,63,900/-, Deputy Managing Director Tk.2,25,000/-, Additional Managing Director Tk.3,05,500/-.

Increment:

Like other organization NBL has some increment rules also. Their Annual increment fixed based of 10 years, the basic salary would increase by approximately 100% of the starting salary. This rule will review every after two years. They have marking system for this increment, employees increment happened basis of marks received. Up to 19 no increment, from 20 -28 grading scale normal increment, 29-40 grading scale is considered as special increment. All the increment will be approved by the Board/Committee However, the Board may recognize the outstanding performance of any individual officers in the form of deposit mobilization, loan recovery and loan administration and award extra cash or extra increment or a letter of appreciation. In case of promotion of an employee will effective from first January.

- An employee would get his normal annual increment, if otherwise in order, with effect from first day of January every year.
- All special increment shall be approved by the Board/Committee on the basis of Company's Financial Performance and Policy which shall be reviewed every year.
- List of all officers who obtained less those 40 Marks shall be reported to the Board every year for appropriate action/decision.

Bonus Policy:

Bonus is an extra payment in addition to fair and reasonable normal salary. It is an incentive payment not a routine salary. Therefore it must be strictly linked only with effort and profitability of the Bank. Two Festival Bonus every year, pay dividend 7%- 9% only one Festival Bonus/ no Incentive Bonus.

- Bonus always on the basis of the Basic Salary
- Nevertheless even if net profit not enough to pay minimum dividend as mentioned at National Bank Law under serial no. b (1) Board shall consider the matter every year.

Provident Fund:

For every commercial organization a Provident Fund is a legal entity which is created by to provide long term benefit to the workers and employees. Employer contributes with the fund based on fixed percentage of the monthly pay roll expenses. On the other hand, employees are to make deposit similar amount or more to the fund every month. Provident Fund Administered by a Board of Trustee Comprising both Board Members and Executives. The Fund shall be overseen by these Rules or by such other Rules as may be framed from time to time .The custody, management, investment and control of the fund shall be vested in the Trustees.

- There shall be at least 6 (six) Trustees of the Fund out of which 3 (three) will be nominated by the Board of Directors and the remaining 3 (three) Members of the Fund shall be nominated by the Management.
- The custody, management, investment and control of the fund shall be vested in the Trustees.
- There shall be at least 6 (six) Trustees of the Fund out of which 3 (three) will be nominated by the Board of Directors and the remaining 3 (three) Members of the Fund shall be nominated by the Management.

Gratuity:

Gratuity is the part of the salary that an employee received from his or her employer. This is another form of benefit for the employees. National bank has their own rules which are called the “**National Bank Limited Employees Gratuity Rules**”. These Rules has been activated from November 01, 1988

Eligibility:

For this gratuity employees who has been in their service for a minimum period of 12 (twelve) years without any break, they will be eligible to have the benefit under the gratuity scheme. But sometimes Gratuity can be approved to an employee under this condition

- In case of sudden death during in the service
- In capability of mental and physical permanently.
- Any special case

Disqualification:

The following categories of employees will not be eligible for the Gratuity:-

- Those who are dismissed from the service of the Bank.

OR

- Those who leave or discontinue their service without the permission of the

Amount Payable:

One month basic salary for each completed year of service on the basic pay drawn by the employee.

Payment of Gratuity:

- The Gratuity will be paid to the employee concerned.
- In case of his/her death the Gratuity has to be paid
- The person(s) nominated by death
- His/her legal heirs in the absence of any nomination.

Medical Benefits:

The benefits are over and above the normal monthly allowance. It is not mandatory by any law but NBL Board only introduced such benefits to ensure that all employees dedicate themselves to NBL for its continuous growth, better clientele service and good health. Obvious monthly medical allowance does not cover the expenses for hospitalization for major illness where prolong hospitalization are necessary including surgery.

Rules & regulations:

Employee all confirmed employee who is in the permanent payroll. The facility also covers their wife and maximum two dependent children.

Declaration:

A specimen copy of declaration form is required to be filled and signed in duplicate by individual employee. The first copy of the declaration form should be forwarded to Head Office. Administration Division for their record and the second copy should be retained by the branch which should be kept in the personal file of concerned employee. Please note that only wife and two children whose names and particulars will appear in the declaration form will be eligible for this facility.

3.8-The scheme:

The organization will pay at actual all charges incurred in the hospitals for the under noted purposes only which will include rent for cabin/ward, operation charges, all pathological and X-ray charges. Doctor's fees and cost of medicines:

- Accident cases requiring hospitalization but only when going/coming from office and on official duty.
- Heart diseases requiring hospitalization.
- Major surgery requiring hospitalization.
- Major diseases/ailment i.e. requiring hospitalization for problem in Kidney, Heart,
- Gastroenteritis, Brain, Eye, Ear, Nose, Liver, Lungs, Spine as well as other vital organs.
- Hospitalization on account of maternity requiring surgical operation only.

For the cases of hospitalization and surgery has to be referred and recommended by a recognized specialist not below the rank of Associate Professor and should be approved by the Management before the admission/surgery.

Reimbursement:

The scheme is constant for the employee and also for board of director which is same amount cabin charges also paid for them .A separate account shall be opened in the Bank. Bank to allocate the fund as per Budget allocation. At the end of every financial year there shall be report made as to the total amount giving full details of expenses with name/amount paid date of payment/nature of treatment. The payment for All Officers and Non-Officers also the M.d is Maximum Tk. 25000/-, for Board of Directors its Exceeding Tk.25000/- .

3.9-Transport Policy:

National Bank Limited (NBL) started with an progressive step of providing cars to all its Executives and Branch-in-Charges. In the initial days, terms of offer as an Executive in NBL used to contain a condition for providing fulltime car to him/her by the Bank. Though high maintenance cost thereof. In the meantime, various qualitative changes have taken place in

the NBL is emerging with a new commitment in the Banking Sector which is being reflected in its ever increasing profitability. All these have become possible due to the devotion & commitment of the people working in it. By hold the morale of these people and to make them more motivated and devoted to the cause of the Bank, it has become necessary to revise the existing Transport Policy to make it more relevant to present day needs.

Category of Transport used in the Bank:

- Bank's Car i.e. transport owned by the Bank and attached with the Executives/ Branches.
- Car Loan Scheme i.e. transports purchased under Car Loan Scheme.
- Pool Transport i.e. transports owned by the Bank for meeting specific transport needs of the Bank.

There are some rules under the categories of transports which are:-

- Bank's Car i.e. transports owned by the Bank and attached with the Executives/ Branches.
- Car Loan Scheme i.e. transports purchased under Car Loan Scheme.
- Pool Transport i.e. transports owned by the Bank for meeting specific transport needs of the Bank.

There are some rules under the categories of transports which are:

- Bank's cars/microbuses/jeep presently attached to various branches will continue to be attached with those branches.
- Branches which produce reasonable profit per year for two sequential years will be eligible to get a car/microbus/jeep as deemed appropriate. The branches to be provided with cars/microbuses/jeep will be decided by the Managing Director in consultation with the Executive Committee depending mainly on the profitability, importance and location of the Branch.

Leave rules & regulations:

The following leave Rules and Regulations shall be followed by NBL. These rules shall be followed strictly without any exceptions and any deviation shall be reported to Board/ Committee properly for necessary information & consideration.

- Any Important Issues for leaving.
- Leave has to be earned by duty only.
- The period spent on tour will be counted as duty.
- Leave application will be addressed to the competent authority and it must be submitted.

No employee shall be allowed any leave unless the leave application is forwarded timely to the leave sanctioning authority.

Leave encashment benefit (in case of resignation)

Any exception on valid reason has to be approved by the Board, Executive, Officer; Non-Officer who resigns from the Bank will not be allowed to receive any Leave with Encashment.

3.10-Promotion Policy:

Promotion means to next higher post should be handled carefully and judiciously because of in one hand its importance in maintaining executives/officers and staff morals and on the other hand the future growth of the Bank. However, promotion cannot be claimed as a matter of right. It is the duty of Management to ensure that one gets an upward lift only on the basis of the performance at the interval of reasonable period of time. It has to be an accepted as a principle that promotion should be strictly on the basis of merit. But in practice, it has been found difficult to measure merit and promotions, by and large, have been taking place on the basis of seniority.

Non-Graduate candidates will not be considered for promotion beyond Principal Officer

For preparing the eligible list for promotion of promote Officers to the next higher grades, the cumulative points with the ratings, academic degrees professional degree, professional training etc. shall be the basis. Officers having higher academic degrees would get priority over the other in the eligible list. Around three years of complete service may be fixed to make a person eligible for promotion. Promotions also depend largely on the availability of post.

There are also some other factor plays for promotion:

- Greater importance should be attached to merit, though measurement of merit of an individual is a difficult job with subjective judgment. By involving Seniority or length of service should not guide promotion to higher post.
- Also part one and Part two examination of the Institute of Bankers and trained by their Training institute may be considered to have acquired relatively more technical competence. Therefore passing of this examination may be given some weight at the time of promotion. The superior is in a better position to evaluate their merits. NBL should therefore, install a well- designed system of grading and train the ACR writing officers and executives. The grading should contain items which are very much relevant for evaluating the performance of an executive/officer. For Probationary Officer, after successful completion of Probation period of one year he/she will be confirmed as Executive Officer.

Criteria for Promotion of Non-Officers:

Their promotion in higher grade may be considered by keeping in view the scale of pay and present grades, we are furnishing below particulars of different grades of Non-Officers.

3.11-Disciplinary Action:

Anyone doing anything harmful to the interest of NBL will be penalized. Disciplinary action will be taken also if found guilty of misconduct or disloyalty, whether executive, officer or staff is subject to disciplinary action if there is sufficient evidence that he has misconduct his duty to NBL by reason of inefficiency, mental, inability, physical infirmity or any other reason like conviction by a court corruption. Like fraud, forgery, commercial bribery etc. and misuse of official power will be another ground for penal measure.

3.12-In NBL “Misconduct” will cover the follows:

- Disobedience to Lawful or order of the authority.
- Bank property or business property Theft, fraud or dishonesty.
- Damage or loss of goods or property.
- Late coming and early going on habitual basis.
- Absence from duty without obtaining prior permission.

- Indecent or Unsystematic behavior when on duty.
- Striking picketing and agitation surrounded by the Bank, Distribution of hand bills, pamphlets or posters inside the Bank premises.
- Leaving the seat or place of work without permission on duty hours.
- Unapproved use of Bank's property.
- Absenteeism work show-down or undue delay in the discharge of duty.
- Negligence of duty, Habitual Negligence of duty.
- Break of Bank's regulation, standing orders, instruction, rules, procedure etc

Disciplinary Authority:

The Managing Director is the responsible for handling the Disciplinary cases relating to executive and officers will be examined and decided by the Policy & Regulations Committee/Board and those relating to staff .Managing Director will have the power to suspended any one if situation demands immediate action. The action taken by the Managing Director should be reported to the Committee for its approval. The Committee/Board will be the supreme authority to decide what actions call for penalty. Disciplinary actions will be initiated by the Managing Director when events of misconduct or other offenses committed by executive/officer are taken to his notice.

Suspension:

During the suspension period, the Bank may consider giving the suspended employee subsistence allowance. If he is honorably acquitted he should be given full pay.

Enquiry Procedure:

The troubled employee should be given an opportunity to explain his conduct and his explanation should be examined and evaluated objectively without any bias. If the authority is not satisfied with his written explanation, he should be charge-sheeted with reasonable opportunity to the concerned employee to defend his innocence. If charges are provided, the competent authority will impose the punishment.

Review & Appeal:

On whom penalty has been imposed shall have the right to submit an application to the punishment awarding authority to review his punishment. He can also make an appeal to the

next higher authority for reconsideration of his punishment order. The review petition or appeal must be filed within one month from the date on which the incumbent is informed of the punishment order.

3.13-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).

CHAPTER-4

Analysis and Findings

4.1-SWOT Analysis:

For a company strength is like pillar to hold the entity strongly so that it can stand forever. National bank limited has strength where they are standing from last thirty four years. The following strength which is existing in National Bank Limited.

4.1.1- Strength:

Control Authority:

The board has fourteen members, three independent directors .they have formal schedule especially its reserved for the decision making including corporate strategy, approval of budget and balance, annual financial result, proposal for dividend, all of the major corporate transaction, credit proposal approval done by the board of directors .

Congenial Working Environment:

The peers of NBL are very friendly not only operational authority but also other human resource personnel. The communication skills of lower level employee are abundance as well as smart. Moreover, the gender discrimination is totally discouraged in NBL.

Adept management always promoting strong business ethics:

The management of the bank maintaining highest ethics and integrity .they always maintain foster culture throughout the bank that emphasize and demonstrates integrity and close relationship with customer .though there is lot competition in the banking sector as well, but still higher officials convince its clients on their terms and condition and strong banking's.

Own Training Center:

NBL has its own training facility, which benefits a business by lowering the cost of training, and its core training is very successful for both people and companies.

Unique Skills and Knowledge:

Employees working inside the organization have gone through the NBL performance review course of action, which has given those specialized skills and capability. As a result, it can be said that NBL has unique capabilities and qualified human resources.

Strong Conflict Resolution body: NBLHR is often responsible for diffusion conflict between team members and managements and employees. HR does control the conflict. Having conflict resolution as strength, means they can help create a better work environment for everyone.

Co-operative HR with employees:

Biggest worry is for employee to have a non co-operation HR. A Co-operative HR would make the employee happy. As a result positive word of mouth will spread, improving the organization image in the market. NBL HR has a very good relationship with the entire workforce.

4.1.2-Weaknesses:

No Feedback from Bottom Level Employees:

The bottom level employees and even though the mid-level managers of this bank cannot take the part of decision making development. So the information flows on way. The Bank does not encourage them to take the part of the decision maker.

High Turnover Rate:

It has been noted that a large number of employees depart the business as a result of work overload obligations at National Bank Limited.

Insufficient Recreational Activities:

There are basically no leisure activities available for workers to participate in, which allows them to relax and relieve from the stresses of their jobs.

Lack of Digital HR Technologies:

NBL's human resources department lacks the technology necessary to conduct the employment route, resulting in a human resources department that is unable to execute its farm duties.

De-motivated employee: Every organization wants its employee to be highly motivated and efficient. But often that's not the case. HR cannot motivated their employee by good facilities comparatively others bank. Such employee can leave a negative impact on the organizations culture and de-motivation among others employee as well.

Back-fire Availability: High authority can be misused easily if the power given to the wrong hands.HR, which fulfills personal motives by not considering merit, can cause significant damage to the organization. HR should select right authority for

4.1.3-Opportunity:

Expanding Workforce:

Unemployment is high in Bangladesh, and there is a large pool of educated jobless human resources searching for employment opportunities. Because human resources are readily available, NBL has the capacity to grow its operations.

Technological advantage:

NBL uses sophisticated technology for its regular operation along with human resources information systems. Furthermore, National Bank utilizes digital biometric system for ensuring time sheet.

Impact Of globalization:

Due to globalization NBL can peruse varies types of man power not only from home country but also abroad. Consequently expatriates can contribute to banks profitability as well as national prosperity.

4.1.4 Threat:

Training costs may increase:

Competitive Bangladeshi banks are boosting or expanding their service offerings to include training for their current employees in order to remain successful. NBL's existing human resources procedures might become outdated at any point due to the constant advancement of technology, which would need further training expenses in the future.

Other banks provide competitive Benefits and attractive pay Scale:

There is a wide range of pay options available to workers of commercial banks. Employees at National Bank Limited may leave in the near future if the bank does not provide a flexible pay and incentive scheme.

Human Resource Restrictions of Bangladesh Bank:

Employees in the NBL human resources department may be laid off as a result of any limitations imposed or increased by the Bangladesh government and Bangladesh Bank.

Prone to data piracy:

Data of financial organization is very confidential, however most often the information of NBL might be lost, Due to availability of international hackers. Hence, the HR confidential

information of NBL may face and danger situation because of worldwide abandoned number of hackers.

4.2-Findings:

4.2.1 Lake of follow proper guideline:

The Bank cannot practice proper Bank's guideline. Bank has some objectives but the bank cannot follow all those objectives properly.

4.2.2 Delay of recruitment and selection process by NBL:

The selection process takes a long time in NBL, which is why a systematic technique is used. Also this Bank not follows the proper guideline for recruitment and selection process.

4.2.3 To analyze the performance appraisal management methods of NBL:

The pay package offered by the NBL does not meet the standards with the comparable other private banks, according to employee feedback.

4.2.4 Lake of use standard techniques for employee's job evaluation:

There have a gap to use the human resource management tools in National Bank Limited. The bank not properly applies the standard techniques for employee's job evaluation, performance measurement and audit as a routine work.

4.2.5 Lake of use on time training for employee:

Training and development sector, there are on-the-job and off-the-job training techniques the bank follow some technique, but the bank cannot follow arranges most of the time.

4.2.6 To review their compensation and benefits system of NBL:

The benefits system of National Bank Ltd is not standards with the comparable other private banks, according to employee feedback.

CHAPTER-05

Recommendation and Conclusion

Organizational productivity: When I have started writing this report I found some important issues which are considered to more construct. Not huge number of challenges has been found but some significant things of the organization which are actually help an organization to become more productive. The recommendation part has been focused on this issue where they need to be improving more.

5.1.1- Proper guideline: The Bank should practices proper guideline. The purpose of Human Resource Management is to be improved the creative contribution of people to the organization ways that are strategically, decently, and socially responsible.

5.1.2- Selection and Recruitment process: NBL should make their selection and recruitment procedure less lengthy that can help to them get potential candidates for the right position at right time in the organization.

5.1.3-Improve Retention System: For keeping employees retention on the organization and minimizing the employees' turnover rate, understanding and researching market salary ranges in the banking industry is important for National Bank Limited, as is considering the importance of benefits and employee perks. Providing such extras to company workforce may be the key to your retention efforts. Additionally, National Bank Limited needs to maintain employees' work life balance with properly. Employees that have flexible work schedules are more productive and satisfied, which leads to a more dynamic and pleased staff. Working around outside obligations reduces the stress associated with juggling work and personal responsibilities for workers.

5.1.4-Follow Bangladesh Bank Rules: Bank should follow all the rules and regulations for using human resource management tools which should be applied by the Bangladesh Bank guideline.

5.1.5-Developed training Process: To get effective and efficient employee's performance the Bank should arrange proper training and development programs.

5.1.6-Standard Salary Structure: Bank should follow proper policy that are comparable to another private bank for enhancing employees job satisfaction and maintenance of standard salary structure, NBL should follow the payment structure policies that have been provided Bangladesh Bank on March in this year.

5.2 Conclusion: National bank limited maintains conventional banking system for their making policy and for their procedure .there are lots of commercial bank and public Bank we have in this country. In this competitive environment national bank is competing successfully with all of them. National bank limited is not only doing competition successfully but also its contributing in our economy sector. Their SME loan AGRI loan and also several loan helping the general people to create more opportunity to them .from the last thirty four years they are paying to the society. They have made many funds in export and import business. It obvious clear that national bank limited created more one hundred ninety seven branch overall Bangladesh. Increased so many sources which created a portfolio in the development .less the amount of loans and losses, more income are the factor which played vital role behind the every banking success. The HRD of National Bank Limited is most confidential and secure department. As an intern, there were limited to access to research material, which often prevented from obtaining information that was considered too sensitive by the bank to share. Much while the HR policies, banking system, and efforts of NBL Bank are yielding positive results, I feel they might be even more effective if they adopted the recommendations provided above. While NBL Bank's efforts to increase the quality of their workforce by educating and developing them to their utmost potential have yielded positive results, this does not mean that their efforts have been in waste. However, I feel that NBL Bank may get even greater outcomes by implementing the above-mentioned recommendations

5.3: References:

1. Kumar, D., 2016. Job Satisfaction of Commercial Bank Employees in Bangladesh: An Empirical Study. *ABC Journal of Advanced Research*, 5(2), pp.61-70
2. Mondy, R.W. and Martocchio, J.J., 2016. Human Resource Management (Fourteenth). *England: Pearson Education Limited*.
3. Prouska, R., 2019. Human Resource Management Practices in SMEs. In *Managing People in Small and Medium Enterprises in Turbulent Contexts* (pp. 10-26). Routledge.
4. Sarker, A.S., 2017. Human resource management practices and employee performance in banking sector of Bangladesh. *Journal of Human Resource Management*, 20(1), pp.68-80.
5. Storey, J., 1989. Human resource management in the public sector. *Public Money & Management*, 9(3), pp.19-24.
6. Whitener, E.M., 1997. The impact of human resource activities on employee trust. *Human Resource Management Review*, 7(4), pp.389-404.
7. Tofael(2012) Human Resource Management Practices and Employees“ Satisfaction Towards Private Banking Sector in Bangladesh, *International Review of Management and Marketing*, Vol.2, No.2012 pp.5258, <http://www.econjournals.com/index.php/irmm/article/view/99/84> [Accessed 7/07/2017]
8. Afroj, S., 2012. Ongoing corporate human resource management practice in banking sector of Bangladesh. *Global Journal of Management and Business Research*, 12(2).
9. Chahar, B. and Hatwal, V., 2018. Human Resource Management Practices and Its Impact on Employees Engagement and Performance. *OPUS: HR Journal*, 9(1), p.16.
10. Fatema, N., 2014. Paradigm Shift of HRM Practices in the Banking Sector of Bangladesh. *IOSR Journal of Business and Management*, 16(7), pp.45-6.
11. Gould-Williams, J. and Davies, F., 2005. Using social exchange theory to predict the effects of HRM practice on employee

outcomes: An analysis of public sector workers. *Public management review*, 7(1), pp.1-24.

12. NATIONAL BANK LIMITED, History (2015) citing electronic sources of information [WWW] National Bank Limited, Available from:http://www.nblbd.com/history_heritage.php [Accessed 16/07/2017]
13. NATIONAL BANK LIMITED, Product (2015) citing electronics sources of information [WWW] National Bank Limited, Available from:http://www.nblbd.com/ps_snd.php, [Accessed 23/07/2017]
14. Fahmida, k (2015), Banking Sector for sustainable growth, 5th Feb, supplementary part 5 citing electronics of information [WWW] Daily star.
15. <http://www.thedailystar.net/supplements/25th-anniversary-special-part-5/bankingsector-sustainable-growth-212689>
16. Banking in Bangladesh, (2010) [online] Available from https://en.wikipedia.org/wiki/Banking_in_Bangladesh [Accessed 19/06/2017]
17. NATIONAL BANK LIMITED, Mission and Vision (2015) citing electronic sources of information [WWW] National Bank Limited, Available from:http://www.nblbd.com/mission_vision.php
18. Agarwal, a (2014), Difference between Islamic and conventional Bank, 26th may, citing electronics information [WWW] project guru, <https://www.projectguru.in/publications/conventional-Bank-and-islamic-bans/>.
19. National Bank Official Website –<http://www.nblbd.com/>
20. National bank Annual Report 2015
21. HR Manual of National Bank Limited.
22. <http://www.bangladesh-bank.org>.
23. <http://www.nblbd.com>.