



Internship Report

On

Human Resource Management Practices of Janata Bank Limited

Submitted to

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Letter of Transmittal

Date: 02 June, 2018

To,

Gouranga Chandra Devnath

Assistant Professor

Department of Business administration

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Subject: Submission of Internship Report on “Human Resource Management Practices of Janata Bank Limited”

Dear Sir,

Here is my internship report on “**Human Resource Management Practices of Janata Bank Limited**” you assigned me to prepare this report as a part of MBA degree requirement. While writing this report, I have tried to follow the given instruction.

This report will help me to know the present HRM practices of Janata Bank Limited. I have tried to gather accurate information about this topic.

I sincerely hope that this report will meet your approval. I would be glad to furnish you with any clarification if required.

Sincerely Yours,

Rabbani

Golam Rabbani Sarker

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Program: MBA

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Declaration of Student

I, Golam Rabbani Sarker, hereby declare that the internship report of entitled “**Human Resource Management Practices of Janata Bank Limited**” is uniquely prepared by me after the completion of three (03) months work at Janata Bank Limited.

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

Rabbani

Golam Rabbani Sarker
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Letter of Acceptance

This is to certify that the internship report entitled “**Human Resource Management Practices of Janata Bank Limited**” prepared by **Golam Rabbani Sarkar**.ID NO: 163-14-2181, Batch-45th a student of department of Business Administration, Faculty of Business and Economics, Daffodil International University. He has successfully completed his internship program at **Janata Bank Limited (JBL)** and he has prepared this internship report under my supervision. I am pleased to state that he worked hard in preparing this report. The data and findings presented in the report seem to be authentic. To the best of my knowledge, he bears a good moral character and pleasing personality.

I wish him every success in life

Gouranga Chandra Devnath

(Gouranga Chandra Devnath)

Assistant Professor

Department of Business administration

Faculty of Business and Economics

Daffodil International University

Acknowledgement

First of all, my gratefulness goes to the Almighty Allah for giving me many opportunities in my life to develop myself as a rationale and sensible human being.

I am grateful to many individuals for the completion of the report successfully. They are from Janata Bank Limited and Daffodil International University who provided me with guidance and information for this study.

I would like to take opportunity to express my sincere feelings and gratitude to my internship supervisor **Gouranga Chandra Devnath, Assistant Professor, Department of Business administration, Faculty of Business and Economics, DIU**, whose expert supervision, continuous guidance and instructions have contributed greatly in the preparation of this report.

I am also very grateful to my Manager Mr.Hannan Mollah, Manager of Janata Bank Limited; REB branch, Khilkhet, Dhaka, under his supervision I could know many things which had helped me a lot.

Finally, a special acknowledgement is gratefully and lovingly offered to my friends and family who had been always with me and offered selfless support to me.

EXECUTIVE SUMMARY

Commercial Banks are one of the key contributors to the economy of Bangladesh. As a commercial bank, how much Janata Bank Limited contributing the people of Bangladesh in case of forming capital, lending funds, collecting remittances from aboard, controlling default loan and banking services encourages us to study its financial activities and performance. It is the largest commercial bank which was established in 1972 with the vision to stand out as a pioneer banking institution in Bangladesh and contribute significantly to the national economy. The authorized capital of the Bank is Tk. Taka 2000.00 core. Its paid-up capital Taka 1125.00 core as on June 31, 2013. The bank had 21,839 staff of whom June 31, 2013. They provide different kind of product and services. Janata Bank Limited believes in sound and effective governance as a preferred priority. The Board of Directors is the body responsible for corporate governance, devising policies, determining objectives for stewardship of Bank's resources. The pace of development of a financial institution is primarily based upon its ability to develop and utilize the innate capacities of its employees. The bank has completed 38th year of banking operations with a network 1201 branches recording significant growth in business and profitability.

As an Intern, I had the opportunity to do the different types of tasks under Janata Bank Limited. During the internship period, I have used my observations and gained experiences about various banking functions and day-today operations.

I segmented my report into six chapters. First covers the introduction of the report, second chapter covers Research Methodology. Third chapter is Organization Profile. Fourth chapter is Findings & Analysis; Fifth chapter is the Proposed Organ gram. This report will provide a view regarding the products and performance of the Janata Bank Limited.

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Chapter – 01

Introduction

1. Introduction

Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges facing banks. How you manage the people and how you manage the risks determines your success in the banking business. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a "People Business". Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. Banks must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Banks must articulate and emphasize the core values to attract and retain certain customer segments. Values such as "sound", "reliable", "innovative", "international", "close", "socially responsible", etc. need to be emphasized through concrete actions on the ground and it would be the bank's human resource that would deliver this.

Janata Bank Limited is the largest banking institution in Bangladesh, dynamic in actions, honest in dealings, just in judgment, fair in approaches and devoted to high quality service to customers and thereby contribute to the growth of GDP of the country throughout stimulating trade and commerce, boosting up export, poverty alleviation, raising living standard of limited income group and overall sustainable socio-economic development in the country.

To achieve the aforesaid objectives of the Bank, different banking activities must play an active role to provide the financial assistance to the customer who also helps them by providing them with management assistance when needed. Janata Bank Limited has played this role with their experiences in the banking sector where the others are not merely performed.

The internship report comprises a brief study on HRM practices of the Janata Bank Limited during three months internship. The report is distributed in many parts according to nature and requirement of organization and according to the instructions of supervisor of report.

1.1 Objectives of the Study

The study has conducted with the following objectives:

- i) To investigate the human resource management practices in Janata Bank Limited
- ii) To explore the human resource management practices in Janata Bank Limited
- iii) To analyze the human resource management practices in Janata Bank Limited
- iv) To find out the problems of human resource management practices in Janata Bank Limited
- v) To recommend some suggestions to overcome the identified problems.

1.2 Methodology of the Report

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

i. Data Sources

- a) Primary sources
- b) Secondary sources

ii. Data Collection Methods

The primary data has been collected through face to face interview and informal discussion from the managers and employees of Janata Bank Limited. The secondary data has been collected from the following sources:

- a) Annual Report of Janata Bank Limited
- b) Different published books, journals, articles, magazines etc.
- c) Website of Janata Bank Limited

iii) Data Analysis and Presentation Style

In the study, the data has been analyzed through Microsoft office, pacakage.The data has been presented in the form of tables, graphs, charts, etc in this study.

1.3 Limitation of Study

Like any other articles and other theories, this study is not free from limitation. It requires long time experience to find out constrains of proper Human Resource Management practices. I have tried my best level to overcome these limitations through extensive study, hard and sincere devotion to the assigned duty. The major limitations are given below:

- ✚ Time constraint was a major drawback in the study.
- ✚ Lack of published relevant documents
- ✚ Lack of website information to reach on any nice ending.
- ✚ Another limitation of this report is the banking policy is not disclosing any information earlier, which will be published in future.
- ✚ Large-scale research is not possible due to access constraints.
- ✚ Relevant data and document collection was difficult to the organization confidentiality.

Chapter – 02

Company Profile

2. Profile of JBL

Janata Bank, one of the largest commercial bank in the country, was established under Bangladesh Bank(Nationalization) Order 1972 (Presidency Order of 1972). By taking over branches of former United Bank Limited and Union Bank Limited, were two private banks performing class banking over the country. After the birth of Bangladesh on 16th December 1971, newly formed Janata Bank for mass banking got special facilities from the government to work as nationalized commercial bank all over the country. With the increase of responsibility and by virtue of performance within a few years, it becomes the largest commercial bank of the country with 906 branches including 4 overseas branches at United Arab Emirates. It is linked with 1239 foreign correspondents all over the world. Total employees of JBL are more than 14 thousands (14,244). Its head office located at Janata Bhaban at Motijheel C/A, the heart of the capital city, Dhaka.

Corporatization

In 15 November, 2007 Janata Bank got registered with the Joint Stock of Registrars and restructured it as a public limited company with the name Janata Bank Limited.

Local Office	1
Corporate-1 Branch	15
Corporate-2 Branch	61
Overseas Branch	04
Grade-1 Branch	290
Grade-2 Branch	209
Grade-3 Branch	294
Grade-4 Branch	107
Total Branches :	906

Figure: 1. JBL Branches

2.1 Board of Directors

Board of Directors, constituted by 13 (Thirteen) members, has authority to organize, operate and manage its affairs on commercial consideration within the Board Policy of government. The Directors are representatives from both public and private sectors. Members of the Board including M.D are government appointed out of that at least three have the experience in the field of Finance, Banking, Trade, Commerce, Industry and Agriculture. The managing director is the chief Executive of Bank. The Board of Directors is composed of 13 (Thirteen) members headed by a Chairman. The name and position of directors are as under.

Chairman of the Board of Directors

Luna Shamsuddoha

Members of the Board of Directors

Mr.Manik Chandra Dey

Khondker Sabera Islam

Mr.Md.Mofazzal Husain

Mr.Masih Malik Chowdhury

Mr.A.K Fazlul Ahad

Mrs.Selima Ahmed

Mr.Mohammad Abul Kashem

Mr.MD.Abdul Haque

Mr.Md.Abdus Salam Azad, CEO & Managing Director

Chapter – 03

Analysis

3. Recruitment and Selection

Recruitment

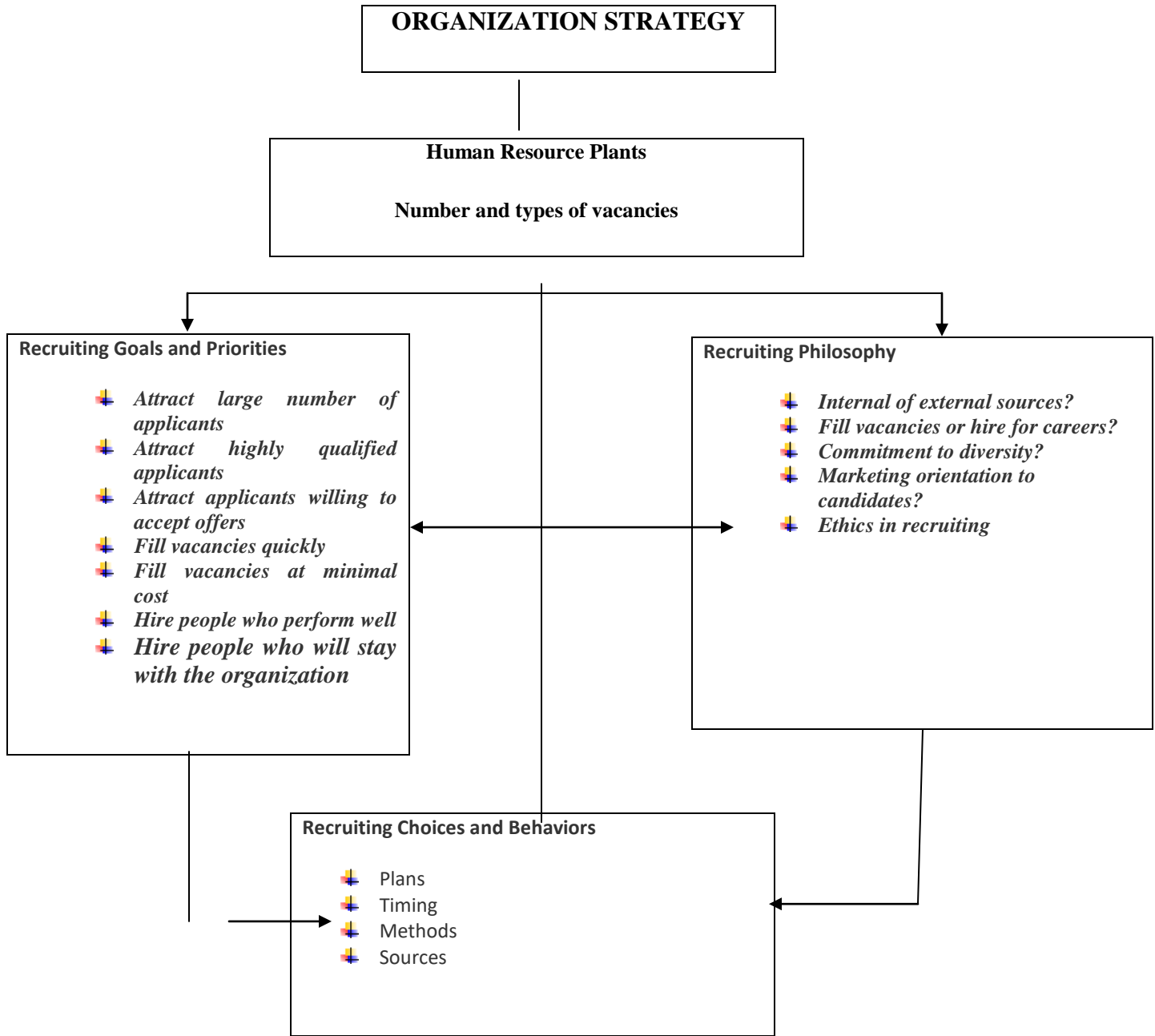
When a vacancy occurs and the recruiters receive authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully.

Recruitment refers to the overall process attracting, shortlisting, selecting and appointing suitable candidates for jobs within organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles. Managers, human resource generalists and recruitment ,but in specialists may be tasked with carrying out recruitment, but in some cases public sector employment agencies, commercial recruitment agencies, specialists search consultancies are used to undertake parts of process

Internal recruitment refers to the process of a candidate being selected from the existing workforce to take up a new job in the same organization, perhaps as a promotion, or to provide career development opportunity, or to meet a specific or urgent organizational need. Advantages include the organization's familiarity with the employee and their competencies insofar as they are revealed in their current job, and their willingness to trust said employee. It can be quicker and have a lower cost to hire someone internally

3.1 Strategic issues in recruiting

The nature of a firm's recruiting activities should be matched to its strategy and values as well as to other important features such as the state of the external labor market and the firm's ability to pay or the wise induce new employees to join.



3.2 Selection

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the jobs given management goals and legal requirements. The selection process is a series of steps through which applicants pass. A typical set of steps is shown in.

3.10.3 Process of Selection

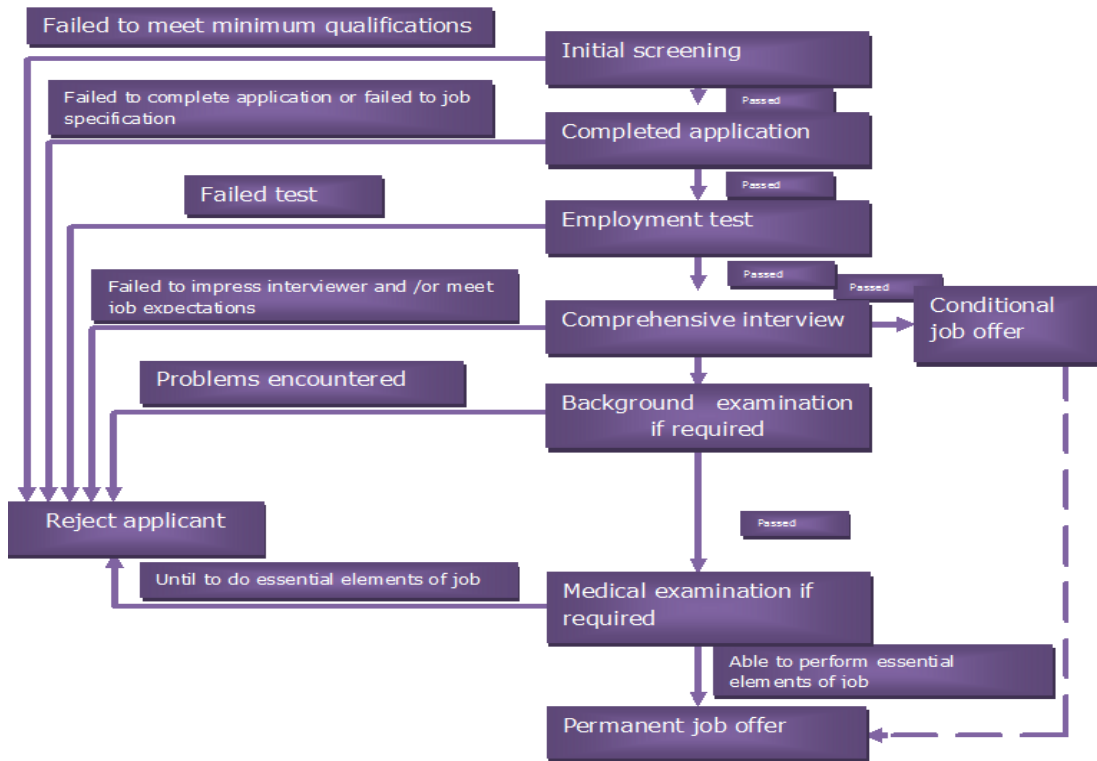


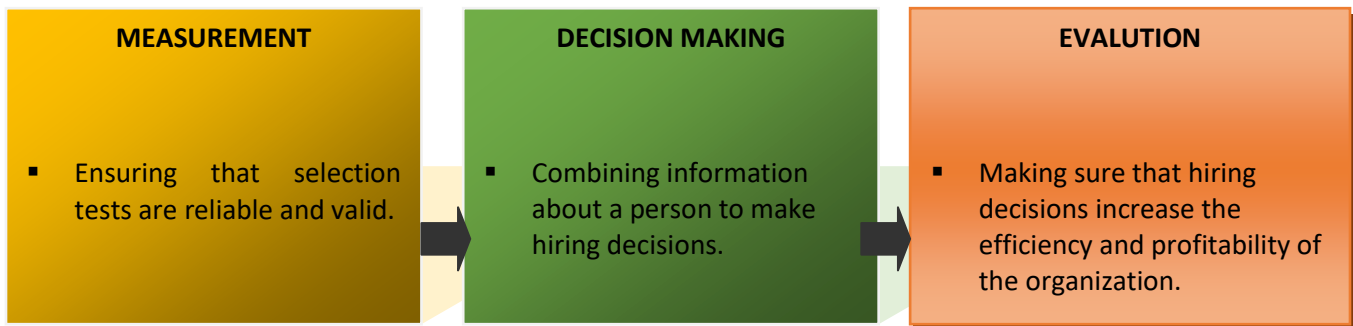
Chart: 3.5: HR Selection Process

From

Fundamentals of HRM DeCenzo and Robbins

Personnel selection is a process of measurement, decision making, and evaluation. The goal of a personnel selection system is to bring into an organization individuals who will perform well on the job. A good selection system also should be fair to minorities and other protected groups.

3.2.1 The selection process:



Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

- 1) Initial screening interview
- 2) Completing the application form
- 3) Employment tests
- 4) Comprehensive interview
- 5) Background investigation
- 6) a conditional job offer
- 7) Medical or physical examination and
- 8) The permanent job offer.

3.2.2 Practices in the Janata Bank

The set-wise rule of Janata Bank states the recruitment, the recruitment policy of the bank. In general the board of directors determines the recruitment policy of bank from time to time. The bank advertisement of the daily newspapers to wants their requirements from verities positions. They select the qualified applicants among the candidates. The call for the written test, those candidates who are successfully completion of the written test, they are select for the viva. The minimum entry level qualification for any official position other than supportive management is a bachelor degree. The management prefers a minimum master's degree for the appointment of probationary officers in the executive officer position.

The recruitment for entry level positions begins with a formal written test which is conducted and supervised by the Institute of Business Administration, University of Dhaka. After successful completion of the written test, a personal interview is conducted for the successful candidates by a panel of experts comprising of renowned and prominent bankers of the country.

3.2.3 The Selection process of Janata Bank

The primary purpose of selection activities is to predict which job applicant will be successful if hired. During the selection process, candidates are also informed about the job and organization (David A. DeCenzo & Stephen P. Robbins, 3th edit, pp 170). Janata Bank also selects their employees in a process which are described below:

3.2.3.1 The Discrete Selection process of Janata Bank

After the recruitment Janata Bank goes for selection through the following process. The selection process consists of seven steps among them initial screening, completion of job application form, employment test, comprehensive interview, background investigation, physical examination and Final employment decision. So the selection process of Janata Bank typically follows a standard pattern, beginning with an initial screenings interview and concluding with the final employment decision.

3.2.3.2 Employment Test

The Janata Bank Ltd. has a two step employment test. First the written test and then the interview. The bank contracts with some other organizations, like IBA, BIBM or any other institute, to conduct the written test for them. The bank sails the boat in that organization, where their cost will be minimal. The selected organization then takes the written test, screens out the answer sheets and sends the number-sheet to the bank. The bank has a preset standard score and those who have scored more than or equal to that score are called for the interview. The bank itself conducts the interview. The bank hires reputed banking specialist within the country for conducting the interview. After the interview the total marks of

the written test and the interview are added. Those who are at the top of the final list get the opportunity to serve in the organization.

3.2.3.3 Comprehensive Interview

Janata Bank used comprehensive interview to obtain in-depth information about a candidate. The applicant of Janata bank is interviewed by Administration Department interviewers, senior managers, and potential supervisors. For example, if a applicant come to interview for a position in credit department then the credit

department manager and Administration department managers interview that person. Basic focus is to find out applicant's motivation level, and ability to work under pressure and with other people of credit department.

3.2.3.4 Background investigation

Janata Bank used the background investigation which is the process of verifying information job candidates provide. The background checking the employee is done at the interview time and through the bio-data the candidates submit. For example, if any incumbent provide reference of their previous work record and also provide their appraisal then Janata Bank verifying all the information by contracting his/her previous office. By doing so, Janata bank can predict the incumbent past behavior, backgrounds or experiences. In this way they can ensure the incumbent is a skilled and knowledgeable person.

3.2.3.5 Physical examination

After the background investigations Janata Bank taka the initiative of physically examine the candidate. Physical examination is an examination to determine an applicant's physical fitness for essential job performance. For example, Janata bank send the candidate to the medical for basic medical checkup, like HIV, Cancer and any other serious disease that may not fit for the job.

3.2.3.6 Final employment decision

The candidates who pass both the written test and the interview are considered for final appointment. Within those candidates the required number of employees are taken and given the final appointment. These employees have to fill up an appointment form at the time of joining. (The form is attached with the report in the appendix page # I). Those of them, who are currently employed, do not have a previous banking experience have to go serve as a trainee for at least two years. Those who have previous experience not necessarily need to be trained. Sometimes the selected employee has to submit a bond that, she will not leave the organization before certain years of service.

3.3 Training and Development

Training

Training is defined as any attempt to improve employee performance on a currently held job or one related to it. This usually means changes in specific knowledge, skills, attitudes, or behaviors. To be effective, training should involve a learning experience, be a planned organizational activity, and be designed in response to identified needs. Ideally, training should be designed to meet the goals of the organization while simultaneously meeting the goals of individual employees.

Development

Development refers to learning opportunities designed to help employees grow. Such opportunities do not have to be limited to improving employee's performance on their current jobs. At Ford, for example, a new systems analyst is required to take a course on Ford standards for user manuals. The content of this training is needed to perform the systems analyst job at Ford. The systems analyst, however, also may be enrolled in a course entitled "self-awareness" the content of which is not required on the current job.

3.3.1 Methods of Development

Some development of an individual's abilities can take place on the job. We will review several methods, three popular on-the-job techniques

- 1) job rotation
- 2) assistant-to position
- 3) Committee assignments

And three off-the jobs methods

- 1) Lecturer courses and seminars
- 2) Simulation exercise
- 3) Outdoor training.

3.3.2 Training Method used in Janata Bank Limited

There are mainly two different types of methods of training used by different organization. Both of these methods are also used by Janata Bank Limited which is describing below:

On-the-Job Training: The most widely used methods of training take place on the job. Janata Bank used on-the-job training which places the employees in an actual work situation and makes them appear to be immediately productive.

Off-the-Job Training: Off-the-job training covers a number of techniques-among them Bank used some programmed instruction like BIBM, Bangladesh Bank etc.

3.3.3 Management development of Janata Bank

Management development is more future oriented, and more concerned with education, than is employee training, or assisting a person to become a better performer. In Janata Bank the management development focuses more on the employee's personal growth. As the managers are the heart of Janata bank they need to developed day by day. Successful managers of Janata Bank have analytical, human, conceptual and specialized skills. Developing the management of Janata bank begin by looking at the Janata Bank objective which is become a leading bank in the country with best practice and highest social commitment.

3.3.4 Methods used by Janata Bank Limited for developing managers

There are mainly two methods among them on-the-job methods are used by Janata Bank Ltd. for developing their managers which are describes below:

3.3.4.1 On-the-Job Development

The development of a manager's abilities of Janata Bank can take place on the job. There are different techniques of on-the jobs among them Job rotation are used. *Job* rotation can be vertical or horizontal. Janata Bank primarily follows the horizontal job transfer where the worker in a particular department like Credit department spends two years and then moved on. Also on the situational basis- that is, by moving the person to another activity when the first is no longer challenging to him or her.

3.3.4.2 Career Development by Janata Bank Limited

A career is a sequence of position occupied by a person during the course of a lifetime (David A. DeCenzo & Stephen P. Robbins, 3th edt, pp 296).Janata Bank limited continuously developing their Human Resource to focus its strategy of retaining experienced and skilled manpower through offering

attractive careers. The bank has given emphasis on the appointment and placement of competent personnel with proven track record.

3.3.4.3 The value of effective Career Development by Janata Bank Limited

The administration department of Janata bank focused the career development programs because it increases the organization's effectiveness in managing its human resources. The AD of Janata bank knows that outstanding employees are always be scarce, and they usually find there is considerable competition to secure their services. That's why Janata Bank gives preference to these employees who exhibit the greater loyalty and commitment to the job.

3.4 Performance appraisal and Compensation

Performance appraisal

Performance appraisal is the process by which organizations evaluate individual job performance. When it is done correctly employees, their HR department, and ultimately the organization benefited by ensuring that individual efforts contributed to the strategic focus of the organization. Performances appraisals are influenced by other activities in the sand in turn affect the organization's success.

3.4.1 Uses of Performance Appraisals

- ✚ *Performance improvement. Performance feedback allows the employee, the manager, and personnel specialists to intervene with appropriate actions to improve performance.*

- ✚ *Placement decisions. Promotions, transfers, and demotions are usually based on past or anticipated performance. Often promotions are a reward for past performance.*

Development needs Training and Poor performance may indicate a need for retraining. Likewise, good performance may indicate untapped potential that should be developed.

- + Career planning and development. Performance feedback guides career decisions about specific career paths one should investigate.*
- + Staffing process deficiencies. Good or bad performance implies strengths or weaknesses in the personnel department's staffing procedures.*
- + Job-design errors. Poor performance may be a symptom of ill-conceived job designs. Appraisals help diagnose these errors.*
- + Equal employment opportunity. Accurate performance appraisals that actually measure job-related performance ensure that internal placement decisions are not discriminatory.*
- + Feedback to human resources. Good or bad performance throughout the organization indicates how well the human resource function is performing.*

3.4.2 Practices in the Janata Bank

Performance evaluations are an integral part of most organizations. Properly developed and implemented, the performance appraisal process can help an organization achieve its goals by developing productive performance. Janata Bank evaluates their employee's performance properly.

To evaluate employee performance, Janata Bank follows developmental purpose that stimulates growth of the employee's both in their present and their jobs. On the basis of employee performance the bank

arrange the training and development programs, poor performance may indicate a need for retaining, good performance may indicate untapped potential that should developed.

The bank provides promotions, transfer and demotions that are usually based on past or anticipated performance. To motivated employee's performance the bank gives their employee's increment.

3.4.3 Performance Evaluations of Janata Bank Practices

Unlike the selection, training and motivation process the Janata Bank Ltd. does not have a standard performance appraisal process. Actually the problem is that the bank does not have a standard set of performance standard. The performance evaluation and appraisal is therefore done mostly by the observation on how the employee is doing or dealing with a client. The Janata Bank Ltd. has a special unit, under its Administrative Department, to conduct this performance evaluation and appraisal. This unit keeps its eyes on the performance of all the employees throughout the year and suggests necessary actions (Reward or Punishment) where it is necessary.

3.4.4 Rewarding the productive employees of Janata Bank Limited

As the tree, so is the fruit. Because the bank does not have any specific performance evaluation and appraisal system the bank does not provide any standard reward system to reward its employees. If any employee can astonish the authority by his/her extra-ordinary performance she is then rewarded for that performances but this reward is mainly financial reward, which comparatively has a low effect on the employee who is in quite a higher level of the organizational ladder. On the whole, increment is the only reward that the bank uses for motivating or appreciating its employees. Janata Bank emolument for the employees based on market demand, providing performance bonus to the employees and also introduce the Best Manager and Best Employees award would certainly put the Bank on a elevated position in the market.

3.4.5 Definition of compensation

Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks. It is the major cost of doing business for many organizations at the start of 21st century. It is the chief reason why most individuals seek employment. It is an exchange relationship. Employees trade labor and loyalty for financial and non financial compensation (pay, benefits, services, recognition, etc)

3.4.6 Objective of Compensation

The objective of the compensation function is to create a system of rewards that is equitable to the employer and employee alike. The desired outcome is an employee who is attracted to the work and motivated to do a good job for the employer. Patton suggests that in compensation policy there are seven criteria for effectiveness. Compensation should be:

- ✚ *Adequate Minimal Governmental, Union and managerial levels should be met.*
- ✚ *Equitable each person should be paid fairly in line with his or her effort, abilities, and training.*
- ✚ *Balanced pay, benefits, and other reward should provide a reasonable total reward package.*
- ✚ *Cost – effective pay should not be excessive considering what the organization can afford to pay.*
- ✚ *Secure pay should be enough to help an employee feel secure and aid him or her in satisfying basic needs.*
- ✚ *Incentive – providing pay should motivate effective and productive work.*

✚ *Acceptable to the employee should understand the pay system and feel it is a reasonable system for the enterprise and him or herself.*

3.4.7 Practices in the Janata Bank

The Bank provides handsome direct compensation as well as indirect to its staffs. The bank has a job evaluated salary structure, which is most competitive than other banks in the country. It also provides merit pay and inactive pays i.e. Festival Bonus, yearly incentive Bonus, etc.

Under indirect compensation policy the bank also facilitates medical benefits, gratuity such as Casual leave, Earned leaves, Sick leaves, Maternity leave, extra ordinary leave, Study leave and pilgrimage leave.

Although the bank provides different types of employee benefits, but they do not give group life insurance coverage which may bring extra job satisfaction.

The bank also grants 42 days maternity leave for its women employee's while the government, in our country, grants four months. So, the competent authority should extent their mercy up to four months and men are head of single parent households. So, if the bank introduces parental and Family

Leave benefits for its employee's it will be really great example for other banks and organizations in the country.

3.4.8 Compensation/benefits of Janata Bank

The goal of compensation administration is to design the lowest-cost pay structure that will attract, motivate and retain competent employees, and that also will be perceives as fair by these employees. Though the Janata Bank Ltd. does not have a satisfactory performance appraisal or reward system, it has a very good benefit package. Firstly, for the staff level workers the bank provides uniform and its maintenance expenditure.

The bank provides a satisfactory annual leave, sick leave and causal leave. Besides these the bank has kept the opportunity for the employees to have extra leave for emergency situation. Female workers get three months long maternity leave for twice in the working life in this organization.

Besides this leave package the bank provide an opportunity for the employees to have a provident fund, which the bank and the employee share equally (5% contributed by both the worker and the employer). The bank provides “Fringe Benefits” for its executive level employees.

A clear list of the benefit package of the Janata Bank Ltd. is given in the appendix (Appendix Page III). The bank thinks that its compensation package is very sensitive and confidential and cannot be exposed to the people from outside. Here I am again very grateful for providing me with the some portion of this confidential (As the bank authority thinks) information. The bank’s pay structure is pretty much dependent on the job evaluation. It means that the bank tries to compensate according to the job difficulty or in other words job hierarchy.

Chapter- 04

Findings, Recommendations and Conclusions

4.1 Findings of the study

The findings of the study are as follows:

1) Lack of standard Recruitment and selection Policy

The recruitment and selection policy of **Janata Bank Limited** is so poor. Because too much misuse of reference power. There is no attractive way to recruitment policy such as-internship, over time, job rotation, sub-contracting etc.

2) Lack of effective Training and Development policy

Janata Bank Limited provide classroom lecture training, seminar, audio visual training etc. But this process does not make an effective result for lacking of proper practicing this policy. Besides that the Training and Development systems are not properly used or maintained.

3) Lack of standard performance appraisal system

Performance appraisal system of janata bank Limited is very poor because it cannot evaluate the employee performance properly on too much misuse of reference power.

4) Lack of Attractive Compensation Policy

Compensation package of **Janata Bank Limited** is not attractive to hold qualified employee. Under the direct and indirect compensation policy they offer low type of new compensation system.

4.2 Recommendations

1) To formulate standard recruitment and selection Policy

Different sources of recruitment should be utilized. the recruitment and selection procedure of **Janata Bank Limited** should be standard and short.

2) To formulate effective Training and Development Policy

Janata Bank Limited should create an effective training and development policy. They should also provide training to the employees according to the recruitments of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or development specialized skill which in turn, will help them to take up some new roles.

3) To formulate standard performance appraisal system

Performance appraisal system of Janata Bank Limited should be formulated by the properly Evaluated of the Performance appraisal.

4) To formulate standard Attractive Compensation Policy

Different sources of compensation policy should be formulated.

4.3 Conclusions

Human resource department plays a vital role in operating a company. From the above chapters, we can see the clear picture of Human resource Practice in the Janata Bank Ltd. We can conclude that, the Janata Bank Ltd. has a formalized procedure of practice in some arena of human resource management but in other arena the practice is very poor. The bank follows the theoretical procedure for recruiting and selecting the employees, but it does not follow the theories like a blind person. They even don't know about some of the other procedures/steps of recruiting or selecting personnel.

The bank has a good record of training its employees from its own training institute or from outside. Though in the training section, data for only one year is provided (Hard copy of records of previous years were not available), according to the administrative officer the bank is increasing the total number of trained employee year by year. But the bank could not take necessary care in other aspects of the Human Resource Management. Though it has a practice of motivating employee through giving increment, it is a poor/weak practice of motivating employees. It tries to full-fill the love and safety needs, but most of the time the bank cannot provide these motivational things because of some internal problems (Central tendency of the Bank).

In performance appraisal and reward system the Janata Bank Ltd. has a great problem. Though it has a performance-evaluating unit, this unit mostly performs the duty of an invigilator rather than a performance evaluator. On the other side, increment cannot be a good reward for all situations, but the bank is providing these types of rewards all the time. The bank is in quite a good condition in maintaining its benefit package. The bank provides enough benefits for its employees and these benefits sometimes work as motivators besides the increment.

As there is not enough data on the compensation packages of the bank, it is very difficult to conclude anything about the compensation system. One thing should be marked that, the bank thinks that the compensation package is satisfactory to the employees without any statistical base. And we can find that the bank does not have any practice of “Human Resource Survey”, which is a negative point for the bank’s “Administrative Department.”

According to the administrative officer of the Janata Bank Ltd. this problem is because the few specialists in HRM normally stay in the country rather go abroad because of attractive job. For the greater improvement in this area, not only these persons are needed to stay in the country but also more specialists in Human Resource Management are required.

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