



“HR Practices in Banking Industry Bangladesh”

Developed By

School of Business and Economics

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Project Report

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Submitted to

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Project Report on

Human Resource Practice in Bangladesh Banking Industry

Comparing, Contrasting & Finding out the better one between two Banks

BRAC Bank Ltd, City Bank Ltd



Letter of Transmittal

10th March, 2022

Ms. Ishrat Sultana

School of business and Economic

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Subject: Permission to submit the report on “**HR Practices in Banking Industry Bangladesh.**”

Dear Ma'am,

I'm too pleased to represent you the report on 'HR Practices in Banking Industry Bangladesh.' In this report, I will find the HR practices in banking organization. So, I choose 'BRAC Bank Ltd' & 'City Bank Ltd.' This report will assist the scholars to understand about the HR practice in 'BRAC Bank Ltd' & 'City Bank Ltd.'

Though I'm within the gaining knowledge of curve, I'm attempted my stage fine to accomplish the document with important records. I have tried all the feasible steps to complete the report. I wish that this report will fulfill the expectancies. Thank you for your assist. Without your thought this record might were an incomplete one.

In this situation, I hope that this record has met all of the necessities you requested for and you'll be kind enough to grant this document.

On the behalf of,

Fairuz Anika Nidhi

Bonafede Certificate

Certified that this project report titled “HR Practices in Banking Industry Bangladesh” is the Bonafede work of Invincible who carried out the take a look at beneath my supervision. Certified in addition, that to the high-quality of my expertise the work reported herein does now not form part of some other task file or dissertation on the premise of which a diploma or award turned into conferred on an earlier occasion in this or any other candidate.

Signature.....

Instructor's Announcement

This is to ensure that the Project report on “HR Practices in Banking Industry Bangladesh” is installation through ‘Fairuz Anika Nidhi’ for the success of the BBA program from United International University, Bangladesh. This report is a fantastic painting completed underneath my supervision and is free of copyright encroachment.

She is allowed to introduce the Report.

Supervisor,

Ms. Ishrat Sultana

Assistant Professor

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United International University

Acknowledgement

Firstly, I may want to offer my most profound way to Almighty Allah for giving us the strength and the levelheadedness to finish the project in the right time. Besides, without the assistance of numerous people, the making plans of this record might have no longer been workable. I may need to provide my gratitude to those who recommended me in setting up the task time frame.

This examination is the result of the record composing program attempted by using the route and educated by Ms. Ishrat Sultana, Assistant Professor, SOBE, UIU for Summer 2022. I'm obligated to them who have straightforwardly and through implication helped us in directing the examination. Uncommonly, I am thankful to my noteworthy educator Ms. Ishrat Sultana due to his help gives us the threat to start our record fast.

I become moreover obliged to the sites that by using implication recommended me in completing my studies paper uniquely collecting facts. At long remaining, I owe a sizable scholarly duty to my seniors as far because it subjects for them time help, help and critical steering in reasoning and growing of this record.

Executive Summary

The Project has been completed on “The HRM Practices in Banks in Bangladesh”. For this purpose, the necessary data has been collected from various primary and secondary sources. It has been chosen two banks BRAC Bank Ltd and City Bank Ltd. As it is not possible to survey all the banks running in our country and also the managing bodies are not that much interested to disclose most of their HR Functions as they had to maintain the policy of confidentiality I can roughly gather the most of the info about HR practice of those two banks. Also, I went through different books, newspaper articles, documentaries, internet, interviews of the managers and employees. After collecting data from them I aligned the relevant discussion with my research and organized them significantly.

This report put up with four parts. These are Chapter 1, Chapter 2, Chapter 3, Chapter 4 and Chapter 5. In first chapter introduction was discussed. Under this part introduction of report, this project is BBA programs requirement as purpose of the study, scope of the study, limitations of the study, information collection and methodology of information of these banks are discussed.

Under Chapter 2, I discussed about overall HR Management (what I have learnt through my study), HRM purpose and role and HR practice in Bangladesh Banking Industry.

Then the questionnaire discussion analysis has been aligned at Chapter 3. Both are the private commercial banks and practicing standard HRM system like HR Planning, documentation, Salary compensation and other benefits with several training programs.

Finally, in last two chapter I shows some if the findings that I have noticed during the research period and I felt to refers some recommendations.

And, bibliography refers sources of data and information. The sources are administrative sources, point sources and electronic sources.

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CHAPTER 1: INTRODUCTION

- 1.0 Introduction**
- 1.1 Background Of the Report**
- 1.2 Objectives OF the Report**
- 1.3 Scopes of the Study**
- 1.4 Limitation of the Study**
- 1.5 Research Design**
- 1.6 Data Collection & Methodology**

1.0 Introduction

The humans are the top of life. If you assist a person in honing his abilities, he might be able to do first-rate matters. A satisfied and happy man might deliver his life for the corporation. Give him an experience of identity, reward him for his accurate deeds, and accurate him when he does anything incorrect (Mehta, 2016). Human aid control is the maximum essential consideration for any enterprise as it decides its sustainability and development. Human sources are applicable in any industry, huge or small, as a nicely-developed and nicely-managed human resource control mechanism will provide the organization with appropriate opportunities (Piago and Pabangou, 2020). Human resource management (HRM) is the system of acquiring, learning, appraising, compensating personnel and attending to their exertions relations, fitness and safety, and equity issues (Dessler, 2020). Bangladeshi corporations have won a few human aid control abilities, but there are still gaps, which includes terrible team of workers productiveness, low control ratios, and out of date management philosophies. More studies into the connection among human useful resource practices and worker dedication is wanted. More studies are needed to define the antecedents of employee engagement throughout multiple domain names (Allen and Meyer, 1990). The banking enterprise is knowledge-primarily based. A knowledgeable and properly-ready worker is vital to function the commercial enterprise. People may be converted into human assets when they're equipped with adequate information, abilities, and abilities. After 90's we are witnessing many technological advancements, which makes our daily life both fast and easy. Due to which there has been a change in the overall banking system. It has changed the distinctions of banks disturbing personnel perform better (Roknuzzaman 2007). Bangladesh has sixty-one scheduled banks that perform beneath full manipulate and supervision of the Bangladesh Bank. 43 non-public business banks are majorly owned through people/personal entities. The United States is home to the largest variety of banks inside the international, with greater than branches throughout the use of anther are 10 PCBs based on Islamic Shariah and they're doing banking at the floor of Islamic Shariah (Bangladesh Bank,2021).

Human Resource Management HRM practices are the techniques by way of which an employer's management is mounted. This occurs because of enforcing a wide variety of motivation-associated education guides and services, such as developing structures to help and manual control in undertaking ongoing overall performance appraisals. This examine could expose the HRM practices practiced by the economic banks of Bangladesh. Academicians and HRM practitioners may additionally use the findings of this examine to release new research and policy tasks in different advanced and rising economies.

1.1 Background of The Report

Actually, I made my report on 'BRAC Bank Ltd' & 'City Bank Ltd.' Here I collect several sorts of records approximately 'BRAC Bank Ltd' & 'City Bank Ltd.' which includes their undertaking imaginative and prescient formation, place and so forth. However, our foremost focused on their Human Resource Department.

1.2 Objectives of The Report

Every mission has a particular purpose. Because without a specific goal every project is just like boat without a sail. The most important targets of this report to figure out an aggregate HRM method of different banks in the country. And the ultimate goals of the report are:

- To identify basic HRM manner of the banks.
- To get realistic learnings on HRM exercise and to realize the capabilities of various functions from HRM of the banks.
- To get an overall idea about their plans and structures for employment.
- To be informed with the recruitment and selection system of the banks.
- To know about the employee benefits provided by the banks.
- Making a particular photograph of the present scenario of employment system in banking industry of Bangladesh.

1.3 Scopes of the Study

First of all, it's going to assist the researcher to get a clear idea of the HR department of banks and their operating tactics, also the key roles of HR department in those institutions.

Secondly, HRM is a rising idea in our country and agencies like, Banks are also putting put a good deal with greater emphasis on various HR functions. So that this examine will assist the organizations also. In this regard, these studies will assist to growth the agency's overall HR performance.

Last but not the least, it'll inspire for more examines on this area and could offer beneficial hints for this sort of studies.

1.4 Limitation of The Study

The undesirable limitations of the project are lack of records supplied by the Banks. And also

- ↪ Reluctant and despising behaviors from some employers of the banks.
- ↪ Some questions have been tactfully averted and some were not exactly answered via the respondents.
- ↪ Detailed research turned into not viable due to obligations and restrictions determined by the banks.

1.5 Research Design

This is an essential part of the Report. There are various sorts of facts series strategies. Among them this project is carried out on the idea of each survey, interviews and secondary data evaluation. To gather all of the primary information one to one in person discussion technique has been used. Secondary information was collected through the secondary statistics analysis technique. In survey approach, all the Primary Data and Qualitative Data has been accrued via one to one interview and formal and casual dialogue. In some cases, questionnaire also used for this reason.

1.6 Data Collection & Methodology

Data that have collected for the report are both primary & secondary data.

1.6.1 Primary Data

- Through interview and via informal dialogue with the employers
- Consultations from my supervisor
- Conversations with internal people of the banks.
- Informal discussion with the internees those working under HRD of the banks.

1.6.2 Secondary Data

Secondary data are amassed from:

- Annual reports
- Company's previous file
- Company's other posted information
- Internet
- HRM books

1.6.3 Data Analysis

There isn't any certain reading tool to research on the information of a narrative study. This study is the particular explaining of the HR activities that conducted by the banks.

CHAPTER 2: LITERATURE REVIEW

2.0 Banking Industry in Bangladesh

2.1 Human Resource Management

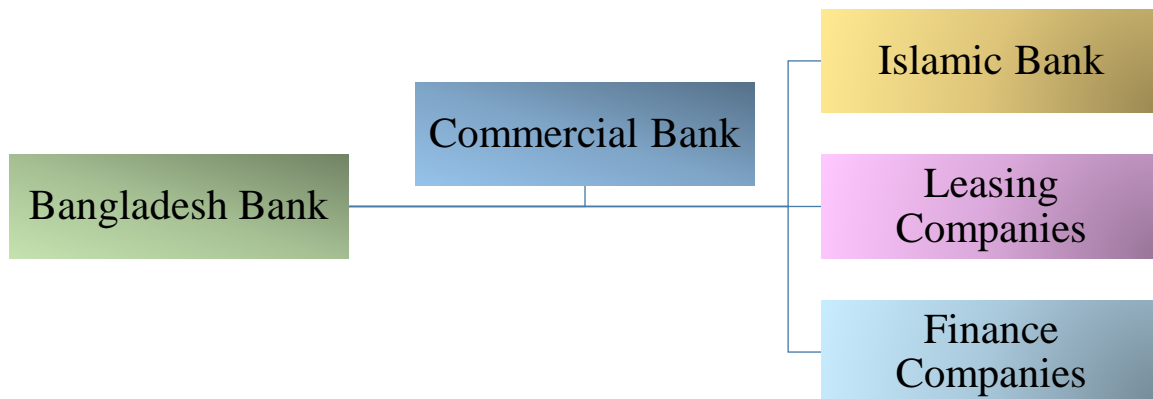
2.2 Human Resources Purpose & Role

2.3 HRM in the banks of Bangladesh

2.0 Banking Industry in Bangladesh

The Banking Industry in Bangladesh is driven by strict policies which are maintained by the significant governing body, the Bangladesh Bank. This sector experienced an average level of resilience in FY18. Bangladesh Bank consistently continues its efforts to uplift this sector and guarantees a valid and stable overall performance inside the banking area. There are four categories of scheduled banks formed by the industry. They are state-owned commercial banks (SCBs), state-owned development financial institutions (DFIs), private commercial banks (PCBs) and foreign commercial banks (FCBs). Commercial banks (NCB), 5 specialized banks, 11 foreign banks, 26 domestic private banks and 4 Islamic Banks, these four are nationalized commercial banks. To explore the overall human resource management process, I have chosen 2 Banks among them which are-

- **BRAC Bank Ltd.**
- **City Bank Ltd.**



2.1 Human Resource Management

Human resource is a term that portrayed the people who are included as the labor force in an organization, despite of the fact that it is additionally applied in labor financial aspects to, for instance, business areas or even entire countries. HR is such kind of the efficiency inside an association that accused of the general liability regarding carrying out the methodologies and the arrangements which are connecting with the administrative people (for example the HR). This efficiency title is frequently curtailed to the initial 'HR'.

2.2 Human Resources Purpose & Role

In basic terms, an organization's human resource is the executive's procedure which ought to boost profit from interest in the organization's human resources and reduce the monetary danger. HR department tries to accomplish this goal by adjusting the stockpile of efficient and qualified, eligible people and the capacities of the current human resource. The HR department also help the organization to be more progressive and to figure out the future marketable strategies for the organization. The necessities to augment the profit from venture and secure future endurance and achievement are also directed through various HR functions. The Human resources are guaranteeing such targets, also work for setting the organization's HR prerequisites yet additionally logically, legally, morally. Not only that but also making the organization more down to earth in a way to help and regard the labor force.

2.3 HRM in the banking sector of Bangladesh

Here in Bangladesh Banking Industry HRM practice is a progressive business function where the development of the nation depends on a great deal. This industry is extremely instigative for the investors also for the employment. This industry has an extreme sate in Bangladesh among other industries and holds a ton of capable manpower. So Human Resource Management is especially suitable just as polished in the financial organizations of Bangladesh.

Banks play an essential function inside the economy of the country by using the approaches of payment, earning, collection, transaction and mobilizing sources. Bank is the most important economic institution for the monetary improvement of a country. Today's modern banks are different from traditional banking and expanding the numerous economic offerings. In this new era the lifestyles of the humans directly are within the area of banking or not traditional or Islamic. However, Banking isn't always a newer idea in Bangladesh because it has started out its actions for the reason that 1983, very few human beings are confidential to its operation. But things are converting. Also, Islamic banking is getting popularity. Human Resources might also are becoming a bum rap, however it's virtually many of the maximum vital departments in any employer. This branch of the Organization works with the employee and the body of workers and worker. This branch deals with their activity making plans and layout, recruitment, selection, degree their activity performance and goal their reimbursement.

CHAPTER 3: Company Overview

3.0 Company Profile

3.1 Mission & Vision

3.2 Human Resource Department

3.3 Function of HRD

3.4 HR Relationship, Process Management & Recruitment

3.5 Training & Development

3.6 Compensation, Pay & Benefits

3.7 SWOT Analysis

3.0 Company Profile

BRAC Bank Limited

BRAC (Bangladesh Rural Advancement Committee) was founded by Fazle Hasan Abed in 1972 is a reputable Non-governmental organization. BRAC helps a lot of poor people to become financially established, powerful. One of BRAC's affiliates is BRAC Bank, that was founded on 4th July 2001 as a private commercial bank. BRAC bank mostly focused on SME banking which means Small and Medium Enterpriser Banking. They go for this system for making a sustainable banking philosophy which will uphold BRAC's 3P agenda: Planet, People and Profit. That is why BRAC Bank has taken a new initiative quoted as 'Go Green with e-statement'. They make themselves committed to plant as much green on the earth as possible against the tree fallen for paper-statements. There is also a Green Banking Unit (GBU) established by BRAC Bank under their RMD or Risk Management Division. This division is working on structure designing, appraising and green banking issues related to the administration. It also launched Green Banking Policy, and all the employees are under the policy. So that environment friendly activities are being ensured throughout the bank.

BRAC bank introduced Planet Card, E-statements, Solar power unit offices and supporting renewable energy sector by financing bio gas project under their 'Green Banking' endeavor.

BRAC bank includes a robust announcement on company social responsibility and liabilities-initiatives that assist the human beings and also protect the planet. To expand social functions and performance, they have released a CSR desk with a devoted group appointed for the desk. The table commenced with tips of Bangladesh Bank, which will assist the bank positioned cognizance it's on one of a kind CSR activity and ensure transparency. Such as education, learning, health, young leadership, economic development, nation, culture, environment and heritage and community development.

BRAC bank has 187 branches, 456 SME Unit office, 705 Agent banking, 373 ATM sales space, 93 CDMS. The regulation of BRAC bank thinks that this region of the economy can make contributions at the maximum to this rapidly growing era of employment in Bangladesh. It has five subsidiaries, which are Bkash, BRAC EPL (Brokerage), Bits, EPL (investment), BRAC Sajaan. It performed global brand Excellence Award for Sustainable advertising Excellence in 2014, In 2011 it was given the best Retail financial institution in Bangladesh award, and in 2013 it got the high-quality financial institution of Bangladesh award.

BRAC bank confined, with shareholding via BRAC, worldwide Finance enterprise (IFC) and Shore Cap exchange, has been the fastest developing bank for remaining numerous years.

The following awards were received by the bank:

- “Best Bank in Bangladesh”- Asia money, which is a popular financial publication in this region. BRAC bank got this award for three times.
- “Best Operations Bank in South Asia” at the ‘9th IFC Trade Finance Awards FY2019 – Operations’ by International Finance Corporation (IFC), a company of the World Bank Group.
- ‘2020 U.S. Dollar Clearing MT103’ & ‘2020 U.S. Dollar Clearing MT202’ Quality Recognition Awards from JPMorgan Chase & Co.
- “Access to Finance Champion” by the Financial Alliance for Women, for the fourth consecutive year.
- “Excellence in Credit Cards Business”, Excellence in POS Acquiring Business”, “Excellence in e-Commerce Business” and “Excellence in Commercial Business” (newly introduced), comprising four awards from VISA for performance recognition in the VISA cards and payments business.
- “SME Bank of the Year – Asia” in silver category at the “Global SME Finance Awards”, for the second consecutive year.
- Runner-up for PMO (Project Management Office) at the country's first-ever Project Management Excellence Awards, 2020.
- “Best Presented Annual Reports” - three awards bagged for the 2019 Annual Report at the 20th ICAB National Awards.
- “Excellence in Mastercard POS Acquiring Business, 2019-20”, a category of Mastercard.
- “Gold Award” at 7th ICSB National Award for Corporate Governance Excellence 2019.
- “Gold Award” under private commercial bank category at ICMAB Best Corporate Award-2019.

City Bank Ltd

The City bank Ltd. was integrated as a public limited financial institution with limited legal responsibility at the 14th march 1983 underneath company act 1913 in Bangladesh with the number one objective with all sustaining styles of financial enterprise. This institution is indexed with DSE and CSE Limited. Operating as a traditional financial institution in the Bangladesh considering 1983, it has been able to fix its role in the industry. It also been able to make a stable state with the customers and modern or conventional people, via its high offerings, fee addition within the economy and growing shareholders fee. Now the bank is also working as Islamic banking centers.

It commenced its activities in 1983. At the beginning it had a legal capital of Tk. 200 million and then it has been paid up as capital of Tk. 34 million. Up to December 31, 2005 there was an authorized capital Tk. 1,750,000,000 and then Paid-up Capital of the Bank stands at Tk. 720,000,000.

Now, CBL is constructing its functions and activities through 132 Branches at various important edges of the country. It is conducting all its financial activities through its branches in all over the country. The foremost space of work is the registered office of the bank is at Jiban Bima Tower, 10, Dilkusha Commercial region, Dhaka-1000. The bank is indexed within the DSE and CSE as a publicly quoted agency for its shares. A professional crew of Bankers is directing the daily activities of the institution.

Today, the bank has 99 branches who are being run by online, 1 SME advantage centers and 11 SME/Agri branches across the country that assembles a totally individual part as Islamic Keeping cash branch. Other than these traditional movement centers, the bank optional transport zone which is especially powerful. At this very recent time, the bank has launched 294 ATMs of its own; and ATM giving strategy to a co-operative bank that has more than 1150 ATMs set up; SMS Saving cash. City Bank has the main authority of all tasks synthesizing the issues of

the new MasterCard's, contains journal, basic advantages for the clients and consumers, credit administration and charge approvals, and showcasing the cards in country. City Bank additionally offering some prime benefits and advantages to the individual card holders under the Amex chooses project of Bangladesh. Again, it gives extraordinary points of interest everywhere throughout the world with in excess of 12500 applications at more than 9500 vendors in 88 nations (The City Bank Limited, 2012).

City Bank limited achieved some exclusive awards throughout the year 2018:

- “Best Bank in Bangladesh” by FinanceAsia Country Awards for Achievement.
- “Best Investment Bank in Bangladesh” by FinanceAsia Country Awards for Achievement.
- “Best Consumer Digital Bank in Bangladesh” by Global Finance.
- “Best Bank for Premium Services” by Asiamoney.

Opinion: After exploring both of the banks company profile and history, I saw BRAC Bank Ltd is quite younger than City Bank Ltd. But it has expanded a lot. It has more extensive service than City Bank Ltd. Moreover, it has achieved more awards and recognition than City Bank Ltd.

3.1 Vision & Mission

BRAC Bank Ltd

🔗 **Vision:** “Building a profitable and socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a “just, enlightened, healthy, democratic and poverty free Bangladesh”.

🔗 **Mission:**

- Keeping a viable growth in ‘small & Medium Enterprise’ sector
- Managing the retained assets in such a way so that the low-cost deposit growth would be more sustainable.
- Establishing self-liability mobilization for funding corporate assets.
- Ensuring impressive growth in Assets through Syndications and Investment in faster growing sectors.
- Get a growing fee-based income through taking regular initiatives.
- Maintain our Debt Charges up to 2% to achieve a firm profitable growth
- Building a useful harmony among Branches, unit offices from SME sections and BRAC field offices for delivery of Remittance and Bank’s other products and services
- Controlling the business environment through distinct business lines with higher service quality
- Keeping a multifarious, widespread team who is fully motivated and driven towards materializing the bank’s vision into reality

City Bank Ltd

🔗 **Vision:** “To be the leading Bank in the country with best practice and highest social commitment.”

🔗 **Mission:**

- To grab the second largest position in the industry.
- Recruit the best applicants for the enrichment of HR Division of the bank.
- Providing the employees handsome salary and benefit structure for making them motivated.
- Using both X & Y motivation theories for employee controlling.
- Keeping a constant growth in SME sector.
- Co-ordinating the organizational relationships and responsibilities.

Opinion: City Bank Limited has more HR focused Mission, Whether BRAC Bank has profit and employee-oriented Mission.

3.2 Human Resource Department

BRAC Bank Ltd

BBL is conducting its operations with **7619** employees. Among them **13%** is female and **6** transgender employees.

3.2.1 Different types of employees

BBL has several kinds of employees' standards. The special sorts of employees working on exclusive locations and managing several types of responsibilities inside of the institution. The styles of personnel are given bellow-

1. **HR Contractual-** This sort of employees is recruited for specific length of time like six months foundation. They get regular earnings and also earn overall performance bonus on achieving the goals which decided with the aid of corporation. These employees work under the direct supervision of bank authority which is called HR transient settlement and the bank management keeps a continues monitoring on their overall performance. They are probably professional, consultant, and particularly assigned staff. Staff beneath HR contract indirectly deals with customer, has get admission to banks' private facts or data & companies' private properties (vehicle, and many others.), offers with confidential regions, also in which they deal with clients as a consultant of BRAC Bank without any sort of delay.
2. **Regular/fulltime employee-** These people are recruited as probationary for six months or twelve months according to their job duties. Additionally, they assigned to a deed for five years along with depositing taka 2 lacs which is refundable. Employees who are regular get their basic salaries, incentives, bonus and other allowances. They also enjoy the advantage of having greater opportunities-advantages from the bank.
3. **Outsource staffs-** They'll be recruited through some specific agencies. These are called outsource agencies. The requirement of any supporting group thru outsourcing. And employer should come thru HR signed according to the instructions of department Head. The HR management will design the requirement process which offer workforce via the Outsource organization. There is certain budget for the outsourcing which is maintaining by the respective departments. But, out of this budgeted requisition, it'll wait for the approval system of MANCOM. BBL has the authority for accomplishing the contract with the Outsource corporation without ascribing the reason in any respect. The salaries for these staffs are constant but without any allowances.
4. **Intern-** BBL offers internship opportunities to the individuals or educational institutes to encourage them as well as to help human resource improvement within the financial enterprise. This process is determined by the MD& CEO with the advice of the branch Head. The human resource department determines such job structure with individual/organization and forward it to the MD& CEO. Then the MD & CEO consider these thoughts with the recommendation of the head of HR. Tk. 5000/- per month will

be given as a honorarium to each internees without any extra allowances. The directors & CEO will decide and examine the need of intern on the premise of every year and design the budget and requirement of unique tasks according to the needs. As in other steps the intern requisition is made by the head of the recruitment department and about 15 days are allocated for the respective department to organize all formalities of joining after the requisition. The Internships application could be for three months. MD & CEO give the approval of internship software which may be prolonged for near about six months.

5. **Management Trainee Officer (MTO)**- This Officers are relatively certified and verily qualified students of BRAC Bank Limited. They are regular working personnel. However, they are examined as a student inside the Bank for one year. After that period if they are able to whole their gaining knowledge successfully, they'll come to be a senior officer immediately from the MTO.

CITY BANK Ltd

City Bank is conducting its operation with **4356** employees and **17%** is the female employees.

They have different employee's standards. These are given bellow-

1. **Regular employee** – They are confirmed personnel and referred to as regular employees. They get the bonuses, extra allowances and incentives with their primary salaries. They also have the benefit of gating more facilities stepwise designed by the bank.
2. **Outsource staffs** – They are contractual employees and they aren't entitled for any carrier settlement in the bank. They can be recruited via outsource groups. HR division head gives the approval for these requirements. The outsource agencies become entrusted to provide team and support along with other requirements by the HR department.
3. **HR Staffs** – They work directly under the supervision of City Bank's authority; their performance is monitored with the support of the Bank Management as well.
4. **Intern** - To inspire and assist human resource and also make improvement CBL determines to offer internship packages to individuals or educational institutions. MD& CEO determine this engagement process according the advice of the Department Head.
5. **Management Trainee Officers (MTO)** - This officer are fairly qualified students. They are regular employee but they must work as a learner in the working environment of the Bank for a year. Whenever they complete their learning correctly, they meant to be eligible for the post of senior officer.

Opinion: Both the Bank has employees with same criteria but some of the posts got different name.

3.3 Function of HRD

BRAC Bank Ltd

According to the HR moderation, they get a distinct recruitment department, training & development department, reimbursement & advantages making plans departments and they follow several performance evaluation methods along with giving rewards to motivate the employees towards better performance. The human resource administration department and MIS & Strategic Planning department have been out of the regular HR principle. The Human Resources Department presently has three exclusive wings which are given:

1. HR relationship, Process Management and Recruitment
2. Salary, allowances, Pay and Benefits
3. Regular HR activities or Administration

City Bank Ltd

The bank has a totally purposeful Human Resources Department (HRD) conducted with the manpower of the organization. This department performs some subsequent functions like:

- Recruitment.
- Administration
- Compensation & Pay Benefits
- Performance Appraisal
- MIS & Strategic Planning

Opinion: In this section I found City Bank HRD has more functions than BRAC Bank. But all of them are HR Relations, Process Management and HR operations as sub-functions, those are discussed further in BRAC Bank HRD operations.

3.4 Process Management, Recruitment & HR Relationship

BRAC Bank Ltd

The recruitment department is accountable for series of Curriculum Vitae, Job and internship applications for vacant posts and so forth. The recruitment officials accumulate, gather and save those documents and additionally replace, keeps laptop databases frequently. The officers get the assignment to prepare CVs for capable applicants during the time of recruitment. The assignments are prepared in short indexed manner and inexpensive time. The very trendy concept approximately from the activities of recruitment department is that once CV short listing, the applicants are contacted (usually through phone calls) for interviews. In case of massive quantity of applicants, they get letters via mail address. The department designs a specific plan keeping the interview agenda before contacting with the applicants. This recruitment department also design the interview or written test schedule just after the shortlisting. During the interview the respective department head remain presented there in the board. After the interview the first task of the department is to arrange the Sheets with scores of the interviewer. These sheets are printed and surpassed to Interview Board before the beginning of the interviews. They take the Score Sheets, compare them with their requirements and are then select the qualified candidates for the respective posts. The Recruitment Department disclose Offer Letters/Appointment Letters to the subsequently selected applicants according to the scores and requests them to acquire their joining letters from the respective department. Then the newly recruited personnel are greeted by and asked to finish all the reputable formalities like PIN number challenge, Bond signing and so forth. After that they are assigned to becoming a member of particular departments at certain date. Written assessments are taken while they need to be taken only, usually when there is a big range of candidates for some selective vacancies. Before the procedure is completely finished, the recruitment officers' ought to speak with the Learning & Development officials with the intention to arrange an orientation program or sometime they arrange initial training sessions for the newly recruited personnel on time if that is needed. This is performed frequently because most of the time the posts getting stuffed up require an initial training and orientation. BBL also provides a large variety of learning possibilities for students titled as internship everywhere in the country. Communicating with several departments and locating out open internship scopes is one of the duties for a recruitment officer. All the departments from every branch additionally are to discuss with recruitment team each time before they arrange an internship opportunity in particular divisions. The they match the concerning subjects by the students and the open department permits the recruitment officer to make selection of interns. The HRD of BBL gives precedence to interns only when they are being observed for a vacant seat.

They go through some particular steps throughout the recruitment process and these are as follows:

- The concerned Department Head or Manager get the properly filled out requisition forms prepared by the recruitment team.
- They allocate the manpower Budget in such way so that it can support the requisition for the whole year; on the other hand, a Non-Budgeted Requisition must be signed and approved by the MD along with a statement containing valid reasons for the recruitment.
- Then they do segmentation of the type of recruitments and identify the source of CVs. They disclose the circular containing with job details of the post for a full-time/regular post. This circular is disclosed throughout Lotus Mail of the bank. They also accept some external CVs for particular posts. These posts are offered through e-mail. In most of these cases, they prefer internal sources by the concerned department because some posts require existing, experienced employees within the bank.

The criteria for current everyday employees which are used in the Internal Job Watch are:

- a) the employee must have worked 1 Year after his/her affirmation and completed 1 non-stop year of provider in his/her certain department.
- b) Those employees must have a minimal score 'P' (for Proficient) on their overall performance.
- c) They Must have completed eight mandatory E-Learning courses.

HR Contracts have to provide two years of non-stop service inside the certain branch as a specific condition.

For large recruitments they publish the circular in Newspapers. Usually in "Prothom Alo" and "The Daily Star".

There is certain date for an Internal Job Watch closes or a Paper Ad reaches cut-off date for CV submission, the Recruitment wing examine and screen after which they send the CVs for very last short list to the concerning departments. Those particular departments w submitted the requisition before. The ultimate decision over the applications are then made and a certain interview date and venue become fixed.

The particular recruitment wing manages the recruitment of temporary HR staffs, Internal Job Postings, and Outsourcing Staffs.

The Recruitment Policy:

- There are Service Level Agreements (SLA) for the recruitment process.
- The interview board will be consisted with The Head of Department, The Head of human resource department and the Supporting Department Head.
- The Managing Director will appoint the permanent employees.
- Head of Human Resource Department will give approval for the HR agreements and outsource contracts.
- Both the Officer Grade I and II can be appointed immediately after the interview.
- There might be a two-dimensional interview with the senior officer and Managing Directors of BBL after the primary interview.
- The outsource staffs are to work for more than 3 years inside the bank. After that they can give an observation for the ordinary publish.
- For internal job posting and utility offering, the employees must transcend more than one service year and that will be stated by the reporting manager of the employees.
- The Contractual workers can practice for the normal put up after working for more than two years in the Bank.
- The freshers work for one year as a probationer. In the case of 3 years of service life that guy will get the probationary period of six months.

City Bank Ltd

CBL **operate a dedicated unit** within their HR management who manages the recruitment/applicant's management and the employer branding. They implement several types of creative programs and endeavors designed to make a constructive employer brand which is responsible for attracting the right talent. They arrange events for campus, MTO recruitment programs, City graduate trainee recruitment, intern recruitment, 'Meet the CEO' program etc. Such extensive programs help to facilitate a smooth on boarding. They also build a connection between the institutions and the bank. Because it is providing clear pathway for career improvement. Again, they have another wing of the recruitment unit called social media management who is continuously strengthening the employer brand and building brand trust. The biggest opportunity is their strong HR practices which is a certain recognition and they receive such recognition from the key institutions and organizations- both national and international. They use these opportunities as an encouragement to prepare an even better, stronger processes and practices for their HR divisions.

They arrange rewarding programs to make the work environment more enjoyable. This also represents their core employee value proposition. This value proposition can certainly be called as the key driver of employee engagement, retention and talent acquisition. This value proposition establishes the philosophy of offerings for their employees. And we know a balanced but attractive award structure helps to bring out the real employee performance.

Here are some steps those are followed during the recruitment process:

- First of all, the respective department fixes that if they are in shortage of manpower and need any recruitment. Then discussing with other department heads they specify the required recruitment and project the financing. Lastly MD & CEO decide and examine their assertion for new manpower recruitment and give approval. So that, its an obligation for them to control and examine the workload as well as carrying out the activity analysis with understanding the necessity of peer.
- Board of administrators determines any matter concerning with any kind of recruitment and selection. Furthermore, they have got the ultimate authority to make new position.
- CBL ought to understand the significance of manpower. And estimate the total need. Hence, they design an Organogram. The Organogram should be flexible one, it also be reviewed and revised by the respective authority time to time. After reviewing, the respective authority makes the appointments as per the power delegated on them.

Direct Recruitment: They maintain a CV bank through their HRD. HRD collects the CVs and shortlist them. The employees of the bank refer these CVs for direct interview for particular posts.

Through Advertisement: Sometimes they cannot be able to shortlist the CVs from the CV bank for those specific post. So, they go for advertisement of recruitment where job descriptions are mentioned thoroughly with the minimum requirements. interested candidates should have those qualities for the post. And collect specified CVs according to the requirements. Hence, they short list the CVs and the next procedure continuous according to the direct recruitment process.

Internal Job Posting: CBL operate its internal job posting through a circular as lotus notes or board notice. This can be for any existing staff other than permanent who is working for minimum one year. HR Temporary & outsource staffs are also eligible for this recruitment. And only the MD & CEO can allow this sort of exceptions. Interested candidates gets clear job specifications through the circular and also get full liberty to apply subsequently with clearance from respective line manager.

The Recruitment Policy:

- The Managing Director appoint all the confirmed employees.
- The Head of HRD appoints the HR contracts and other outsource agreement personnel.
- The Service Level Agreement (SLA) design the time schedule of recruitments.
- There are The Head of Department of that post, The Supporting Department Head and The Head of HRD along with other respective members in an interview board.

Opinion: BRAC Bank Ltd has more structured and detail recruitment policy than City Bank Ltd.

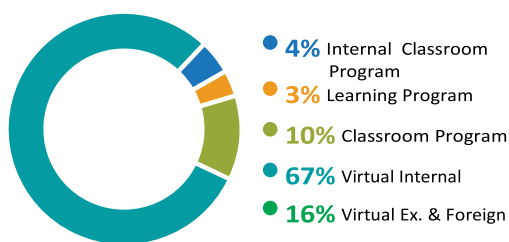
3.5 Training and Development

BRAC Bank Ltd

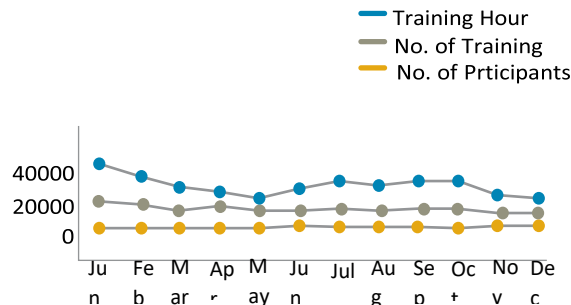
The very first arrangements for the newly recruited members are training opportunities/orientation/workshops from BBL to make them sensible to their responsibilities, informed with the international best practices, and aware with the bank's Code of Conduct, etc. Their HR Division believes that building the employee capacity, bringing out the best performance and maintaining a culture of deep learning should be the top priority. They say that they are committed to their employees' growth and development.

Type	Program Count	Participation	Total Hours	Percentage
Internal Classroom Program	21	707	6,533	4%
External Classroom Program	32	192	4,359	3%
Learning Hour Program	11	8,407	18,551	10%
Virtual Internal	288	38,504	118,107	67%
Virtual External & Foreign	100	8,064	29,887	16%
Grand Total	452	55,874	177,437	

Coverage



Month wise training flow



Key Input and value Creation

Particulars	2021 (BDT in million)
Operating income per employee	3.07
Operating cost per employee	1.63
Operating profit per employee	1.44
PBT	1.04

City Bank Ltd

City Bank believes that their internal trainings are the a key factors for developing any talent. They put emphasis on nurturing a culture of constant learning and development, arranging year-round events for new recruits etc. to meet the learning needs and requirements of different divisions. That is how CBL ensure their competitive differentiation. They have organized several events. Those events are held under various categories. The categories are like specialized training programs, compliance training programs, need based tailormade events, new recruits' orientation programs, City Foundation programs throughout the year 2021. For the convenience of comparison, we can analyze some previous data like,

- City Graduate Trainees who are to complete the program from 2021 to 2022
- 27 Soft skill sessions organized, covering 956 participants
- 80 General training sessions organized covering 4,777 participants
- 155 Classroom sessions were organized covering 3,662 participants
- 378 live webinars organized covering 16421 participants.
- 18 E-learning programs covering 1892 participants
- 444 Functional training sessions organized covering 16,242 participants

Key Input and value Creation

- 4539 Bank employees- Salary and other benefits exceeds 6094 mn in 2021
- BDT 7 mn invested in Training Programs
- 93% employee retention
- 10 average hrs of training provided for each employee

Opinion: Both of the data are discussed on the basis of their annual report 2021. And we can see City Bank has organized more programs than BBL. They emphasize more on employee skill development.

3.6 Compensation, Pay and Benefits

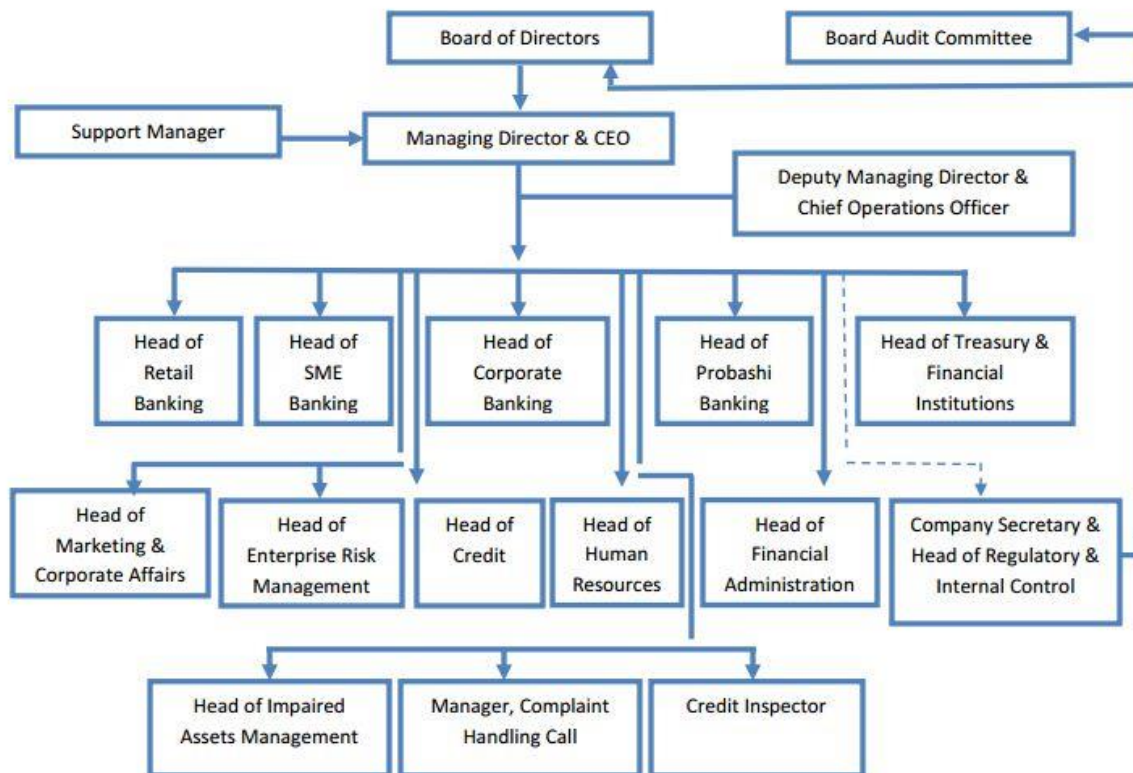
BRAC Bank Ltd

Senior management supervise the remuneration issues at BBL. This management is consisting of Managing Director & CEO, the Deputy Managing Directors and the Divisional Heads.

BBL designs their remuneration preparations via an integrated chance, also with proper finance, compensation and performance management framework. They also consider periodic constant remuneration enhancements and the variable repayment preparations.

Their compensation structure motivates their individuals to contribute there. It also influences their performance. They design some criteria who differ depending at the location of the business. Many often their level of seniority leads to design those criteria. These differences are contemplated within the predicted results and performance standards. The performance indicators are developed for each man or woman employee/function, and for qualifying on those trade in salary, every individual have to reach to those performance indicators.

The remuneration policy according to the jo grades:



The compensations and benefits of employees includes:

Primary Salary, Medical Allowance and house rent. These are some exclusive salary staffs. Salary structure gets reviewed time to time. HR staffs who are temporary and being outsourced do no longer have any assigned activity grade. But the contractual employees get a fixed payment according to the contract policy.

The Board of the Managing Directors recommend to coordinate the basic salary ranges with the process grades. The Board evaluates the BSR at the least once in every 2/3 years.

1. **Basic Pay-** Which is coordinated with the job grades and is decided by the Board of Managing Directors. They review BSR at least once in every 2/3 years.
2. **House rent allowances-** This allowance is paid at a certain percentage, also on certain conditions which are defined by the respective authority occasionally.
3. **Medical allowances-** The allowances also paid according to the job grades and on certain conditions, defined by the respective authority occasionally.
4. **Festival Bonus-** All regular and confirmed employees get bonuses each 12 months. One in Eid-UI-Fitr and some other for the duration of Eid-UI-Azha most effective for Muslims and personnel of different religion receives that bonus at some stage in their respective religious festivals. There is likewise a overall performance bonus gadget maintained by the Compensation, Pay & Benefits wing. But very last evaluation is usually determined by way of the MANCOM.

Other than the above advantage there's a Provident Fund System, a Gratuity System, Group Hospitalization Insurance Policy, Employee Security and Welfare Fund maintained by means of the Bank. Regular and confirmed personnel can follow for House Building Loan and Car Loan. Allowances are also to be had to best every day and showed personnel however Car Allowances are best for the grades above Senior Principal Officer (SPO).

There is an annual increment for all every day and confirmed employees on their becoming a member of anniversary. Festival Bonus could be paid to all confirmed officers/workforce at one-month basic revenue with a view to be reimbursed two times in every calendar year. All confirmed personnel would get one bonus at some stage in Eid-ul-Fitre and some other one for Muslims all through Eid-ul-Azha and for others based on their respective religious occasions.

- Temporary personnel are entitled to get Festival bonus based on their service period.
- Other HR Staffs gets 1 bonus, the bonus is 50% of their gross salary. The BODs decide this bonus once-a-year on overall profits revision. So that is not a static bonus.

5. **Performance Bonus (PB) :** Based on the previous experience and observation, BOD decides this bonus primarily based on the Banks profit. This bonus will be fixed as particular percentage of the pre-tax income. Employee contribution also considered to get performance bonus. The regular or permanent employees get the bonus as an amount like 3% based totally on net income after deducting the tax amount.

Employees who score at a marginal point or whose overall performance is unsatisfactory won't be able to get such bonuses. MANCOM will decide the final evaluation for the organization going via a 'score' method.

6. **Hospitalization Insurance:** In the event in which hospitalization or surgical treatment is required for a member of the officers (permanent employee) dependent (Spouse and Children) inclusive of hospitalization as a consequence of maternity – the Bank will reimburse the officer (Group C) up to a most of Tk.35,000/- per annum, for executives (Group B) Tk.A hundred,000/- consistent with annum and 200,000/- in step with annum for MANCOM (Group A).

7. **Telephone policy:** Only AVP personnel and above are allowed to get mobile phone units with all facilities. Other employees are asked to have a post-paid cell connection at their personal expense, according to the need of the department and their activity or task requirements. Besides that, SME personnel will get their monthly invoice permitted by the department head. And other staffs may avail a bank's telephone connection, according to the earlier approval from the in a concerning authority.

8. **Travel allowances:** Employees are allowed to get travel allowance only for the journeys performed for following cases:

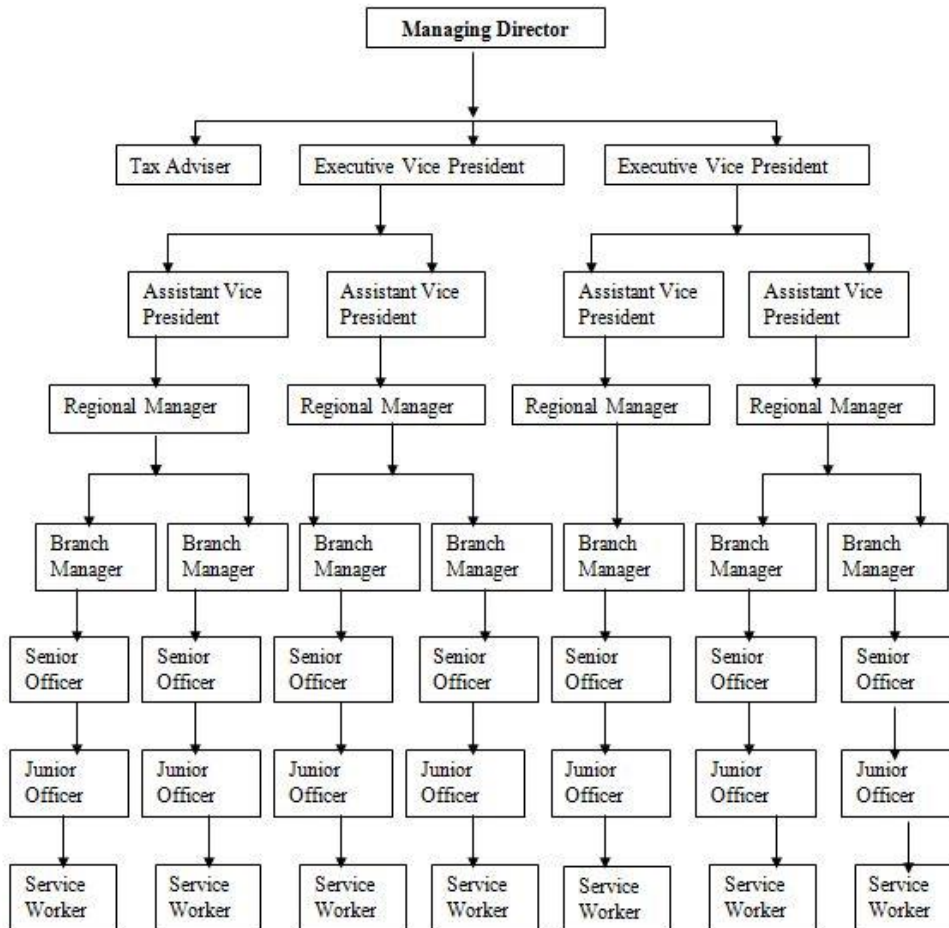
- Transfer
- Obligatory revocation from leave
- To seem at a departmental/expert examination as authorized with the approval of the authority

- To participate in basic training courses offered by the Bank
- Traveling Allowance (Mode of Transport)
- On officially assigned excursion
- To provide proof in a courtroom of regulation
- To endure the cost of travelling of deceased employee Types of allowances below travel policy:

City Bank Ltd

Compensation, Payment, Benefits Policy of City Bank driven by the guidelines regarding the reimbursement shape. City bank maintain a certain consistency and likes to share a certain percentage as gain sharing. Additionally, compensation is coordinated with the individual's overall performance, favored role within the company, first-class of beyond experience, quality of schooling obtained and technical competency. The basic features of compensation structure are consisting of: Provident Fund, Gratuity Benefit, Group Term Life Insurance, Covid-19 Life Insurance, Bonuses, Medical, Benefits, Various Allowances, Financial Assistance, Schemes, Advance Salary, House building loan facility, House Building loan insurance, Car loan facility, Bike loan facility for drivers. Payment structure gets reviewed once in 2/3 years. Also, whilst the management deems to change the structure considering the price rate of the market as well as cost of living. The HR Department is answerable for starting up the review method and their suggestions are permitted by the governing body. Recently, the Bank incorporated bike mortgage facility for drivers, upgraded in addition to better the scope of group hospitalization plan, house building mortgage coverag, automobile buy plan, and so on.

The Job Grades organogram of City Bank Limited is as follows:



The compensation structure is also established through the grades.

Pay & Benefits: Rewards, compensation and extra advantages are the primary inspirational elements for maximum of the employees. Planning an efficient repayment, benefits organism also helps to preserve properly-stimulated, qualified personnel in the bank.

City Bank has worthy dedication to observe an honest, competitive and bendy payment coverage. The BOD is the very last authority for approval of this coverage. They hold the authority amend or reclaim and review the policy.

The compensation policy of CBL is for those who are engaged in permanent service.

The remuneration of personnel consists of:

- 1. Basic Salary** - Is the real earnings. This earning is without extra allowances and the principal margin of earnings range as well. The Bank has thirty slabs of earnings range for every task grade wherein regular compensation are is in flexible quantity.

2. **House Rent** – This allowance is paid to the personnel on the basis of market commodity prices and the situations prescribed via the respective authority time to time. (70 % of the basic)
3. **Medical Allowance** – Is paid according to the activity grades and on such situations that can be prescribed with the support of the Competent Authority every time. (20% of the basic)
4. **Travel Allowance** – City Bank offers travel allowances according to the status of the employee of different posts and categories. (30% of the basic)
5. **Daily Allowance** – Daily allowances are admissible as per the policy sat by the board time to time. (Lunch 200/- per working day)
6. **Incentive Bonus** – This incentive bonuses are declared by the Board of Directors when they deem it necessary.
7. **Festival Bonus** – City Bank offers two festival bonuses for one calendar year.
8. **Telephone policy** – Every staffs of the unit are offered Telephone facility only during the office time with the purpose of his job. They can avail a bank Telephone/mobile only with the earlier approval of the concerning authority.

Opinion and justification: To some extent, BRAC Bank has more employee-oriented salary and compensation structure.

3.6.1 Provident fund, Gratuity & other Benefits

BRAC Bank Ltd

A "Defined Contribution Plan" is a put-up employment advantage plan below which an entity pays constant contribution. Right into a separate entity and will have no legal constructive responsibility to pay equal amounts. **Provident Fund benefits** are given to the team of workers of the Bank according to the registered Provident Fund Rules. The commissioner of Income Tax, Large Tax Payers Unit, Dhaka has authorized the Provident Fund as a recognized fund in the meaning of section 2(52) examine with the provisions of element - B of the First Schedule of Income Tax ordinance 1984. The reputation took impact from 1st January, 2003. The fund is operated by means of a Board of Trustees such as employees of the Bank. All confirmed employees of the Bank are contributing 10% of their primary income as subscription of the fund. The bank also contributes same amount of the personnel' contribution to the fund. Upon completion of 1 year of service length after affirmation employees are entitled to 100% of agency's contribution alongside with his/her very own contribution. Interest earned from the investments is credited to the participants' account on half of every year basis.

The Gratuity Fund An employee receives this advantage as one of the terminal benefits on the time of retirement/resignation.

Permanent employees receive this benefit at least after finishing five Years of service.

Gratuity Calculation: Last month's basic salary elevated by means of the year of job accomplished, if an employee serves The Bank for 6 years and then resigns/retires his Gratuity Calculation will be (Let's count on his Basic Salary is Taka 35,000.00): Taka 35,000.00 x 6 years = Taka 2,10,000.00 The custody, control, funding and manipulate of the fund shall be vested within the board of trustees.

There is an application called “Application for Enrollment as Member”. Confirmed employees need to apply through this application to grow to be a permanent member who will get gratuity benefit further. The fund consists with at least 6 trustees who are nominated by the MD. He is an Ex-Officio Member and Chairman of the Board of Trustees. The Head of Human Resources – Ex-Officio Member. The Head of Financial Admin – Ex-Officio Member. At least 3 representatives from the members as nominated by using the Chairman. If there's a scarcity of member of the board of trustees because of resignation then the Chairman can nominate trustee/s to attain the minimal quantity. The Board of Trustees shall meet at least four instances in a calendar year. At least 7 days prior- observe have to receive to the trustees earlier than an assembly. The money of the gratuity fund will be deposited in a special account, this account is maintained jointly with the authorized contributors of the board of trustees. The Trustees are legal to invest the surplus money of the fund according with the provisions of Company Act 1994 and Income Tax Rules 1984.

Life Insurance Benefits This life insurance scheme is provided on death or permanent incapacity. The permanent personnel or their families are allowed to get this advantage with sum equal to 50% (in case of normal death) and a 100% (in case of accidental death) of the last drawn basic salary of the nominee.

Hospitalization Insurance Only the permanent employees can enjoy this facility. and also their respective dependents at the rate that given under the health insurance coverage policy.

BRAC Bank provides **performance bonus** to the eligible employees every 12 months. Respective management decide how much bonus amount will be allotted as performance bonus. Employees get this bonus on yearly basis.

Welfare Fund is for the confirmed personnel from Officer Grade-1 to Senior Principal Officer of the Bank whilst incurring severe accidents during office job, extended illness (now not less than 3 months), Education for Children, in some cases, on marriage of children which could no longer be inexpensive for the employee and which are not protected by using any other approach. Every permanent employees of the Bank who are eligible for this advantage, have to contribute to the Fund every month in line with the designation. A certain sum is subscribed monthly from salaries of the personnel. That sum is credited individually in each “Employee Welfare Fund” as an obligation of the Bank. This fund is directed by a particular committee. Along with the MD and Chief Executive of the organization and other elected individuals are the three contributors of the

committee. CEO is the Chairperson of this committee and the other individuals are elected by the permanent group of employees.

City Bank Ltd

Provident Fund benefits Permanent workers of the Bank are eligible for this benefit related to some Provident Fund rules which are registered. The Provident Fund has been authorized by the Commissioner of Income Tax, Taxes Zone - 4, Dhaka, as an identified fund in the meaning of section 2(52), examined with the provisions of element - B of the First Schedule of Income Tax Ordinance 1984. The reorganization of the fund took effect on 31st October 1987. Board of Trustees inclusive of 5 participants from the Bank operates this fund. All personnel who are granted for this benefit contribute 10% from their initial income as monthly contribution and the Bank also contributes an identical quantity. CBL deems it is their fundamental liability to contribute some identical quantity to the Fund. Each employee has individual account that has been credited with the interests that gained by several investments on yearly basis. M/S Snehashish Mahmud & Co duly do an audit to the provident fund.

Gratuity Fund benefits There are certain Gratuity Fund rules from CBL. According to those rules employees are given these benefits. Those rules are approved by the NBR (National Board of Revenue) and become a recognized gratuity fund with effect from 3rd June 2012. The trustee Board consisting of 5 members operates the Fund. There's a provision which is covering all the permanent eligible employees, called provision for gratuity.

The gratuity scheme value determination is regularly carried out by professional Actuarial & Pension Consultants, M/S Z. Halim & Associates to assess the adequacy of the liabilities provided for the scheme as per IAS 19 Employee Benefits. CBL has been maintaining suitable, employee friendly provision against gratuity scheme while continuing fund basis valuation. M/S Snehashish Mahmud & Co. is duly auditing the gratuity fund here too.

Life insurance, The permanent employees are allowed to get such facilities like life insurance scheme. and on the occurrence of natural death of the employee during the tenure of his/her service his family or dependents will be the beneficiary of this scheme.

Hospitalization Insurance, Permanent personnel and their respective dependents are eligible to get this medical benefit at a rate provided in health insurance coverage.

There is a overall **performance bonus**, which is distributed to many of the personnel. They get this bonus on the basis of their yearly performance. This is for recognizing/evaluating their overall performance and a reward for their contribution and participation to the employer as well as to the organization.

City Bank says **Welfare Fund shall not be applicable** for such kind of financial organizations. Because there is no non-obstante clause. Unless Government of Peoples Republic of Bangladesh amends section 11 of Bank Company Act or frames rules, giving overriding effect to Bank

Company Act, 1991, section 232 of Bangladesh Labor (Amendments) Act, 2013 will not be applicable for banks.

Opinion: Both the banks provide constructive Provident and Gratuity benefits. Also, more facilities like House Building loan insurance, Advance Salary, House building loan facility, Bike loan facility for drivers, Car loan facility, Provident Fund loan facility. Regarding welfare fund, BRAC Bank make their own policy for the sake of its people where City Bank is following Govt policy.

3.6.2 Leave

BRAC Bank Ltd

Permanent/regular employees enjoy leave fare as a non-habitual advantage. But before that they have to complete at the least one-year of continuous service. All the permanent employees should take 15 days obligatory depart in a single cross and LFA will deliver on this go away duration-says Bangladesh Bank. So that each employee could be endorsed to enjoy the leave. BBL has accepted the LFA in its 92nd Meeting. Also grants Leave Fare Assistance for every personnel to make certain that the employees can enjoy a sound mandatory leave of 15 days in one pass. This enhances the personnel' delight, satisfaction towards the management. That also beautify the competitiveness with peer inside the organization.

LFA is determined for every regular employee who've finished as a minimum one-year of continuous service which is attainable at the time of obligatory leave. After completing one year of service and being confirmed, the calendar year will have the accommodated mandatory leave.

During availing the 15 days mandatory leave, an employee will be given the LFA. It is the one-month's elementary profits of processing month for present-day and for following treatments. For preceding treatment, the sum of the fare will be one month's primary earnings of Obligatory Leave Availing month.

Every Permanent Employee is a claimant to obtain LFA best once in a year. But whenever they fail to visit obligatory leave, that particular LFA will not be carried further. That's why within a calendar year, simplest one LFA can be given to the employees.

There should be a sufficient leave balance to deal with 15 days move. Otherwise they will no longer claimant to have the Leave with fare. Employees can't declare the required leave after separation scenario stand up that means if an employee resigns from the offerings he won't be able to get the benefit. Additionally, in the observe period they can't claim for mandatory leave with LFA. Moreover, the personnel who is terminated/ brushed off also can't declare for obligatory leave with fare after receiving the termination letter. The regulations and guidelines from the Govt. could be observed concerning tax trouble. The LFA might be covered in the profits credential of workforce for tax go back cause. HRD will produce a Pay Slip to the employee after having an obligatory leave. This slip will be approved by the head of HR and send to FAD (Funding Allowance Document) for fee and FAD pays as a consequence. Now the regulations followed for employee leaves which is control primarily based at the forms of leaves and their criteria are discussed under:

Annual Leave: After completion of one service year every officer is entitled for such leave of 24 working days. Among those 24 days, 15 days can be carried as successive leave each year. Also, the pending leaves can be carried ahead in the following year. Again, annual leave encashment centers can be allowed for a maximum of 90 days while the Employee is leaving the organization. Advanced leave is to be adjusted for the duration of the very last settlement length.

Casual/Sick Leave: Employees who are unable to wait for obligation due to an unexpected infection, accident or urgent nonpublic affairs, can avail 14 working days as casual leave. But less than 2 days may be taken at a time in a month as an informal leave. More than 3 days might be calculated as sick leave, but that leave can be availed only with proper medical certificates. Again, for extended contamination, the MD can approve the leave as extra ill/casual leave with full payment and allowances for up to one month.

Maternity Leave: 4 months maternity leave is allocated for permanent female employees. The personnel might be eligible for this leave only for two instances in her whole carrier duration.

Study Leave: An employee can get maximum 2 years of study leave without pay and allowances but he has to complete at least 3 years of service in that organization.

City Bank

The guidelines and the criteria of leaves are discussed under:

Annual Leave: 24 working days leave is granted for all the officers. 15 days would be taken as consecutive depart each year from those 24 days. And if there is any Pending leave that will be carried ahead to the following year.

Casual/Sick Leave: 14 days is allocated as casual or sick leave for each permanent employee within one year. The employee who is not able to attend his job or accomplish the responsibility due to surprising infection or pressing personal affairs is entitled for such leave. Each month is containing only 2 casual leaves.

Maternity Leave: Four months maternity leave is entitled for every permanent female employee. Each employee can avail two instances within her whole service period.

Study Leave: Employees with at least 3 years of service period can avail 2 years study leave without pay and allowances.

Leave without Pay: This leave will be availed only in some unique circumstances. But other leaves are not allowed under these rules. Also, the duration of this sort of leave cannot exceed 60 days.

Leave during Probation Period: During the probationary period one can avail this leave, the leave must be particularly cited with the aid of the respective department. Probationary personnel are allowed to enjoy casual leave only after finishing six months of service period. But the other leave will be adjusted against the casual leave which has been taken at the earlier of that six months.

Encashment Facilities of Annual Leave: while leaving the organization, the employees will get this advantage as Annual go away encashment facilities for a most of ninety days (primarily based on remaining basic).

Opinion & justification: City bank formed more convenient leaves management.

3.7 SWOT Analysis

BRAC Bank Ltd

Strength:

- ✓ Well-planned training and development agenda with adequate time allotment. Trainings programs are performed as they have been scheduled earlier. Their main focus is on learning and the time duration for each training is according to the type of the learning.
- ✓ Successfully consistent with different departments of the Bank. Conversation amongst each division is very compatible. As an end result they get a fruitful outcome.
- ✓ Well-prepared workforce. Every teamwork brings satisfactory result, because of their supportive team management, helpful mentality to each other.

Weakness:

- ✓ Deficiency in online recruitment management coordination. CVs with former level references get more importance in instances of the recruitment and selection whatever the candidate is qualified or not for the vacant post.
- ✓ Remuneration amount isn't compatible enough with the current inflation rate.

Opportunities:

- ✓ The HRD is continually wondering to explore something fresh n unique with their employees. It may help to encourage their people and can able to lead their people to higher belongings for the Bank. Very few Bangladeshi groups have this kind of possibility for use.
- ✓ BRAC Bank has large variety of manpower that enables the organization to get different and fresh ideas and unique plans and that lead to have a growing productivity.

Threat:

- ✓ As it has a large shape of workforce so it's actually hard to maintain them by HR.
- ✓ Resignation rate is alarming.

City Bank Ltd

Strength:

- ✓ Strong management controlling.
- ✓ Sustainable profitability.
- ✓ Constant developing growth.
- ✓ Coordination with information with proper tactics.
- ✓ Satisfied workforce.
- ✓ Employee friendly workplace.
- ✓ Well organized capitalization.
- ✓ Well executed employees.

Weakness:

- ✓ Less experienced personnel in lower level control.
- ✓ Unsupportive group work.
- ✓ Deficiency in coordinating administration and their overall performance.
- ✓ Obscure communication system among the commercial enterprises.
- ✓ Lengthy Promotions system.
- ✓ Manual Recruitment coverage
- ✓ More Concentrated power structure.
- ✓ Less negotiation opportunity.

Opportunity:

- ✓ Tendency for contributions in country wide boom fee.
- ✓ Scope to introduce a new zone.
- ✓ Building an good image via CSR.
- ✓ Growing Capitalization.
- ✓ Very particular orientation.
- ✓ Opportunities in reducing non-labored workforce.

Threats:

- ✓ Increasing numbers of Foreign & Private Banks.
- ✓ Anti–corrupted organizations are appearing as a threatened to meet their very own reason.
- ✓ Rural areas are appeared as an issue by the way of neighborhood village flesh presser.
- ✓ Interruption from Govt. in the way of organizations radical development.

Opinion: BBL is far ahead in creating own opportunities and holding its position as per SWOT analysis.

Chapter 4: Pandemic and Work life Balance

Between mingling, nurturing, getting things done, and working, the Covid has essentially modified the manner in which we are carried on with our lives. For some individuals, the general wellbeing emergency has implied an unexpected shift to the remote workplaces as authorities stress the significance of social separating.

While there are unquestionably advantages to telecommuting, the progress can be troublesome and finding balance inside our life. That can turn out to be more convoluted. If COVID-19 has left our feeling wore out, exhausted, and focused, here are a few different ways we can deal with our work-from-home climate to make a superior balance between serious and fun activities.

Overall monetary framework has been unfavorably blasted by COVID-19 pandemic, causing stoppage of business exercises and financial compressions. As a result of this, banking area of Bangladesh has previously been buried in masses of tricks and anomalies, comprehensive of exorbitant amount of nonperforming credit, heightening of advance discounts, loss of organization administration, developing capital shortage and slow credit recuperating. In the midst of this present circumstance, this industry are encountering like an expansion of salt to the injury for Coronavirus pandemic. New requesting circumstances are ahead of time for the whole country as well as banking industry as consequences of Coronavirus are continuing on with this year moreover. As per Bangladesh Bank measurements, 27,237 financiers of Commercial banks impacted by Covid and 143 brokers kicked the bucket from Coronavirus up to June 2021.

So, Government and Private financial institutions are now taking convenient and employee-oriented initiatives for the sake of our gross economy.

BRAC Bank Ltd

BBL says that their staffs are their most worthy resource. They are the most effective component of the organization, also they fix BBLs overall performance. For example, the Bank takes a holistic technique to make sure if the organization is properly-being for their personnel, looking into them bodily, finding out their emotional and mental fitness. From the beginning of the epidemic, BBL got to accomplish its first-rate to maintain its people secure from the epidemic. The Management played active role and recommended their employees to be vaccinated. Additionally, they endured to sell paintings, permitting new policies to be break up among the workplace and domestic while leveraging strong engagement for seamless and relaxed interactions.

When the infection rate was at its peak, they took several initiatives to make sure the overall well-being of their workforce and created centralized health tracking for any symptomatic Covid cases, social distancing measures, periods on mental fitness/strain management, thermal screening at the entrance appointment of health consultant, distribution of personal shielding items, medical reimbursements and coverage.

Besides, they have also raised their remuneration package for each grade so that the it can be aligned with the marketplace by using a global HR representative. Also, they created more diversification, equality and retention. They tried to convey collectively a cultural vibrant and diverse personnel which had a good representation of various age businesses, experience and, of path, gender. Create more opportunities for female employees as most effectively, 13% of their general workforce is girls.

City Bank Ltd

When the epidemic was gradually worsening, it was bringing clean issues concerning health risks, the safety of their personnel. At the time of second lock down, the financial activities were proclaimed as an essential supplier, and their representatives were considered as the main part of the entire design. They kept several Covid-safe practices, which turned out to be more proactive in guaranteeing adherence to fitting way of behaving, including mask-sporting, social distancing, disinfecting, etc. They additionally facilitated emergency scientific help to their colleagues infected by the virus, at the same time as coming to the aid of their families additionally.

They have been completely devoted to safeguarding their personnel' financial health as properly. So that, regardless of the demanding circumstances on the commercial enterprises front, no compensation cuts or conservations had been made all through 2021 due to the pandemic. Additionally, unfazed via the demanding circumstances, they continued with progressing human resources improvement sports. Many of their worker engagement sports had been conducted without a doubt and their training activities had been moved to virtual platforms as nicely. Their awareness changed into in building group of laborers potential in the center areas of advanced channels, client assistance, endorsing and morals and direct.

Opinion and Justification: In this pandemic, City bank played more employee-oriented management role than BBL. They not only ensured their employees' health security but also provide COVID-19 loan and also work from home opportunity. Again, they arrange their recruitment and training programs on virtual platforms.

Chapter 5: Findings of the report

BRAC Bank Ltd

BBL intends to set some grades as they are growing as a marketplace leader in Bangladesh.

- HRD is the maximum exclusive function for any business enterprise in addition to HRD in BBL.
- As an int restricted facts became gathered for preparing this record because of an excessive amount of confidentiality.
- The BBL is a bank that confirms the pleasant support of the clients notwithstanding the faculty with the guide of Human Recourse Department.
- BBL is the quickest developing financial institution in the country. Their Human Recourse Department got some real the expertise.
- A regionally owned group can offer valuable, wonderful, employee friendly fresh financial help on a productive establishing.

City Bank Ltd

- The manager of HRD isn't sufficiently competent to utilize the expansion of HRM attributes. Therefore, the job evaluation, HR planning, employee recruitment and retention policy could not meet the standard.
- Overall performance appraisal is not fair enough. Many often discriminations are being occurred, nepotism is also exercised. As a end result, personnel with equal efficiency are given one-of-a-kind rating by way of exclusive writer.
- They have got a less competitive Pay Packages comparing to other Banks operating in country. Though the company is not in missing of personnel, however I suppose there's still some deficiency of qualified candidates for the right post- meaning "lack of proper human beings in proper region".
- They didn't operate a legitimate Succession Planning. Likewise, the don't have proper time for that. In any case, it includes having senior chiefs' periodical evaluation of their top leaders. That is the reason the following decrease level is to choose various reinforcements for every senior position. This is crucial because it takes time while for preparing and making various strong ranking directors. Moreover, the employers are not answerable in those situations.
- Some personnel say that they face extra work load as a regular basis is a commonplace standard of the Bank. That is why, the bank sometime losses personnel splendor.
- Head Office has the only authority to incorporate the HR division, likewise the HR exercises are all controlled from the head office. Thus, while occasionally any HR inconveniences raised, staff should look forward to quite a while to cure it. Besides, this division isn't also dependent.
- Training and development evaluation structures aren't well used or maintained.

Chapter 6: Policy Recommendation and Conclusion

BRAC Bank Ltd

Recommendation part demonstrate, some important issues of BRAC Bank Ltd. These are some aspects that got here out even as operating as an intern at BBL. These had been associated with diverse components of BBL and hence are positioned in the listing of general enhancements.

- The bank needs to make a profit shape appealing to the employees through survey with the alternative related agencies in the marketplace.
- They ought to make appropriate succession planning arrangements to advance the qualified possibility for the higher position and it will uphold as persuasive component.
- They ought to work on their Performance Management machine so that can tune the representative's performance forthright.
- There should place in force rule, inclusion or rule provided to the enlistment officials for the CVs which can be dismissed after a meeting.
- They should create an organized and well-maintained CV archive.
- They should maintain a transparent recruitment system.
- Organize co-curricular sports for representative's reward which is persuasive and decrease the turnover rate. Organize legitimate training sessions for the employees to blast the proficiency of the capacity.
- They ought to arrange learning focused training programs and that ought to be persuasive to the employees. Create new online enrollment framework to diminish the load of responsibilities.
- Additional benefits should be provided like extra time, generally speaking execution reward, increments and ought to be more rational.
- BBL should arrange Foreign Training which helps to gain information about global workforce system.
- They should launch the upgraded Finacle software.
- They ought to cross for the newspaper commercial each time they need.
- They should maintain a chain of command methodically in HRD control.

City Bank Ltd

Recommendation means to offer pointers approximately The City Bank Ltd. On the basis of the findings and evaluation of the data and other information, my guidelines are discussed below:

- The supervisor from human Resource Division of the organization should analyze the contemporary HR Management gadgets, and the practices of HRM functions well. Because HRM covers all human aid functions in an organization.
- The Manager from HR division ought to set up a standard performance appraisal, cause the achievement and the failure of an association is really depends on the right execution. Handiest execution reward unquestionably motivates the employees and assists the administration with accomplishing the organizational aim.
- They ought to lay out an old compensation structure for the representatives due to diminish the high turnover possibilities.
- They should arrange some learning focused Training session at the vital stage and mid-level.
- Make succession planning. A cautious and gone in into thought direction guarantees that the most un-practical disturbance to the individual's obligations and in this manner the business' viability like employers' effectiveness.
- More workload than the ability of the workforce should be reduced.
- The HR Management should be more structured.
- Arrange appropriate motivational and reward giving system for the worthy ones. After the assessment and training programs, those staffs should be considered as significant.
- The Bank should put together “uniform performance appraisal policy”. That is how the Manager should avoid the biasness in order to reward the most eligible one.

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HR practice in Banking industry

Questionnaire for Managers

1. Can you explain a short description of an ideal HR workplace for you and how you execute that on your workplace?
2. What qualifications and experiences do you consider leading a project team as a HR professional?
3. How do you develop your talent management process?
4. What experiences do you have handling conflict in an organization?
5. How have you handled cost reduction efforts and effects as an HR manager?
6. What is your recruiting strategy?
7. During pandemic what type of changes did you acquainted and which changes did you bring?
8. What type of challenges did you face and how did you get over on them?
9. Do you bring any long-term changes in your HR policy because of Pandemic like Covid-19?
10. Define the differences of work life balance between before and after of the Pandemic?
11. How did you develop “working from home” from your line and staff aspects?
12. Do you want to run this system even after the pandemic? If its yes then why?
13. How was the strategic pay plans for your employees now and before of the pandemic?
14. Did you go for downsizing during the pandemic? What is policy for your job elimination?
15. Did you face any accusation from the employees end? How you manage them and retain your positive employee relations?
16. How do you determine the duties for each and specific position? Also, how do you specify the qualifications for those positions? Do you follow any certain format every time?
17. How do you find, what your employment needs will be in the next few months or years, why are you hiring?
18. How do you forecast personnel needs?
19. How do you design your training process and do you think they are rational enough?
20. Approximately how much money and time do you allocate for specific group or employee for a whole year?
21. Which steps you follow from employee testing and selection to training and development?
22. How do you determine performance standards? How do you assess the employee’s actual performance relative to those performance?
23. Which actions do you take to enable employees to better understand and develop their career skills and interest?
24. How do you measure competence? How much time, experience and qualities is required for the advancement of your each position that means the increasing responsibilities?

25. Which laws and procedures do you follow for dismissal/termination, lay off or downsizing?
26. Which strategies do you follow to retain your more skilled people and do you think you have a good and developed employee-management relationship?
27. How do you develop your compensation plans and handle the employee benefits programmed?
28. How do you set the duties of line and staff authorities?
29. Which standards do you use to decide what your conduct should be?

Questionnaire for Employees

1. When it comes to communications in your company, how satisfied would you say you are with it?
2. How do you feel about the information you receive?
3. Compared to before pandemic situation, how do you rate your knowledge of the company, its strategies, and its ongoing accomplishments?
4. Do you feel the staff evaluation process is fair?
5. Are you able to strike a work life balance with the organization?
6. Are you satisfied with the information provided to you during the recruitment and the onboarding process?
7. Did you face any obstacles during “working from home”? Do you prefer it even after the pandemic?
8. How did you go with the pay plans of the company now and before the pandemic?
9. How dedicated is your organization to diversity and inclusivity?
10. Do you feel safe always in your working environment?