



Project Report

On

The Impact on Employee Performance due to COVID-19 in Banking Sector

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Submitted To:

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3rd February, 2022

To,

Piana Monsur Mindia

Assistant Professor

School of Business & Economics

United International University

Subject: Submission of the Project Report on “The Impact on Employee Performance due to COVID-19 in Banking Sector”

Dear Ma’am,

With most respectfully thank you for giving me the opportunity to prepare a project on “The Impact on Employee Performance due to COVID-19 in Banking Sector”. The purpose of this report is to know in details the impact on employee performance that Covid-19 has bought upon the Banking Sector. By preparing this report, I have gained a lot of knowledge on how to make a complete project.

I will be obliged, if you kindly accept this report. I want to thank you for assigning me with such an important topic. I am prepared to give you further information related to the report, if required. I am thankful to you Ma’am for your kind assistance in this regard. Thanking you in anticipation.

Yours Sincerely,



Sheikh Sumaiya Ahmed (111 162 103)

Acknowledgment

This is my humble attempt to present gratitude in preparing this report. It is the final requirement of BBA program to get attached to an internship or a thesis for a chosen topic. Therefore, as a student of BBA program I prepared my report on “The Impact on Employee Performance due to COVID-19 in Banking Sector” under the supervision of my supervisor Piana Monsur Mindia Assistant Professor, School of Business & Economics (SOBE), United International University.

A report which needs huge amount of information from different corners is not the job of its preparers or authors only. To make a report we need to collect data of many kinds and we have to rely on many information and people. First of all, I will like to thank Almighty Allah whose gracefulness has let me complete this project. Besides a comprehensive work like this must owe credit to many people. I would like to thank those kind ones whose help & kind support has enabled me to complete this project.

I have worked very hard for this report. Specially, I’m thankful to my honorable supervisor, Piana Monsur Mindia, Assistant Professor, School of Business & Economics (SOBE), United International University whose direction, guidance and support has helped me a lot to complete this project on time. My honorable supervisor has helped me from time to time on different issues regarding the project.

I also pay my indebtedness to those websites and reference books that has helped me by providing a lot of information. Without these help & support I would have not been able to complete this project successfully on time.

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Executive Summary

The study aims to analyze “The Impact on Employee Performance due to COVID-19 in Banking Sectors”. The main objective of the study is to identify how the HR function including, Recruitment and Selection process, Training and Development programs, Performance Appraisal system, and Compensation and Motivation system of the selected organizations has impacted employee performance during the COVID-19 pandemic. The study was conducted using both primary and secondary data. A survey was conducted through a questionnaire containing 26 (open and close ended) questions with a sample size of 80.

For my study I have chosen 7 banks including, Standard Chartered Bank, AB Bank, BRAC Bank, DBBL, Prime Bank, Sonali Bank, and Dhaka Bank Limited. Then I have discussed about the banks’ history, mission, vision, and value statement. Along with that I have also discussed about their products and services and shown the organization structure of each bank.

In the third chapter I have discussed about the HR function including, Recruitment and Selection, Training and Development, Performance Appraisal, and Compensation and Motivation process of the selected organizations and how they have practiced their HR functions in order to enhance employee performance during the pandemic. For analysis and findings part of the report I have conducted both quantitative and qualitative analysis. I have showed my quantitative analysis and findings in a graph form (using MS Excel) for each question and then I have discussed about the qualitative analysis.

Lastly, I have generated the recommendation and conclusion part of the report where I have recommended some points where the selected banks can improve themselves in order to enhance employee performance during the COVID-19 pandemic. And finally I have concluded my report.

Chapter 1:

Introduction of the Report

1.1 Background of the Report

This report is prepared because it is a part of my study and it is the final requirement to complete my undergraduation. I have been assigned this report by my supervisor in order to know how COVID-19 has impacted employee performance in the banking sector and how the HR functions of the selected organizations worked together to enhance employee performance during the COVID-19 pandemic. This project is a great refresher of knowledge I've acquired during my undergraduate studies. It helped me a lot to know more about how the employee performance is related to recruitment and selection process, performance appraisal process, compensation strategies, and training and development programs. Through this report I can expect to gather good knowledge and understanding on the overall practices & activities associated with Bangladesh's human resource division in the banking sector.

I have collected some of the necessary and relevant data from various primary and secondary sources. After my hard labor, it has become possible for me to make the report comprehensive and factual. The data is truly and strictly confidential and no one can use its components in full or partial. The study of this report reveals the impact or changes that COVID-19 has brought upon employee performance in the selected organizations of the banking sector.

1.2 Scope of the Report

The report begins with an overview of seven organization of the banking industry (Standard Chartered Bank, AB Bank, BRAC Bank, Dutch Bangla Bank, Prime Bank, Sonali Bank, and Dhaka Bank Limited) and their mission, vision, and value statement. The report contains information concerning how the selected organizations have practiced their HR functions during the COVID pandemic in order to enhance and improve the employee performance.

By carrying out this study I was able to learn about the recruitment and selection process, training and development programs, performance appraisal methods and compensation and motivation strategies that the selected organizations of the banking sector have practiced during the pandemic. This study have helped me to increase my knowledge and it has also assisted me to link the theoretical aspect with practical aspects of the HR functions.

1.3 Objectives of the Report

1.3.1 Primary Objective

The primary objective of the study is to analyze the impact on employee performance due to COVID-19 in Banking Sectors. And to get familiar with the selected organizations and their recruitment and selection process, training and development programs, performance appraisal methods, and compensation and motivation strategies. The objective of the report is also to know

how the banks performed their HR functions in order to enhance employee performance during the COVID-19 pandemic.

1.3.2 Secondary Objective

The assigned report is very important and obligatory part of the course. The secondary objectives of the study are:

- Understanding the Recruitment and Selection Process that the selected organization practiced during the Pandemic.
- Knowing about the Training and Development Programs that the selected organizations conducted due to the COVID Pandemic in order to enhance Employee Performance.
- Knowing about the Performance Appraisal Methods that the selected organizations used to evaluate the Employees' Performance during the Pandemic.
- Knowing about the Compensation and Motivation Strategies of the selected organization that they practiced during the Pandemic.

1.4 Methodology

Methodology is the specific techniques and procedures that is used to process, select, identify, and analyze information about a selected topic. It evaluates a report's overall reliability and validity. It mentions the sources from where we have collected our data that is necessary for the report. I have used both primary and secondary data which is being discussed below.

1.4.1 Primary Data

Primary data is data that is collected by researcher from first hand source, using methods like-surveys, interviews or experiments. An advantage of using primary data is that researchers are collecting information for the specific purposes of their study. I have collected primary data to conduct the quantitative and qualitative analysis and get the findings. First of all I have prepared a structured questionnaire for my survey purpose. Later, I have selected a sample size of 80 and shown the findings in details using MS Excel (in bar chart). I have also used interview method in order to get the necessary details that is required to complete my report.

1.4.2 Secondary Data

Secondary data is the data that is sourced from someplace that means this kind of data has already been collected by some researchers or investigators in the past and is available either in published or unpublished form. Some sources of secondary data that I have used are relevant books, journals, practices of organization, internship reports. Then by using internet I have collected data from different websites, articles, newspapers, and assignments.

Lastly, I have also done industry analysis. Industry analysis is a tool that is used to assess the market and to figure out how the industry dynamics work for the specific industry. Industry analysis helps to develop strong sense of what is going on in the industry. For gathering idea about the industry of “Banking” I have looked into the following organizations’ websites:

- Standard Chartered Bank
- AB Bank Limited
- BRAC Bank Limited
- Dutch Bangla Bank Limited
- Prime Bank Limited
- Sonali Bank Limited
- Dhaka Bank Limited

1.5 Limitations

Though I tried my best to make the report perfect and satisfactory but there were some limitations which I faced while conducting the report, including:

- It was difficult to obtain proper information from respondents because of their busy schedule.
- The organizations had followed some private policy so they did not disclosed all relevant information.
- Without practical work experience it was difficult to do work.
- Some organizations were not allowing outsiders at the moment because of the new variant of Covid-19 named “Omicron” so I couldn’t visit all the organizations in person for the report and I had to depend on the internet for the data collection.
- Major problems were created due to the lack of understanding of the respondents regarding conceptual questions.
- Insufficient publications, articles, books, facts and figures regarding employee performance during COVID-19.

Chapter 2:

Introduction of the Organizations



2.1 Standard Chartered Bank

2.1.1 History of Standard Chartered Bank

Standard Chartered Bank (SCB) first started its operation in Bangladesh in 1906, in Chittagong. The bank's headquarter is located in Dhaka. The company is renowned for being the pioneer in the banking industry with many firsts. Some of their first includes, they were the first to expand credit lines to the independent Bangladeshis, introduced the first ever ATM, opened the first external LC in 1973, introduced the first credit and debit card, international debit card and they also introduced the first Shari'ah compliant credit card, developed the first twenty-four hour helpline centre, and the first ultra-modern online banking plan were brought up by them. The bank played the role of co-advisor to Bangladesh Bank in order to help Bangladesh attain the first sovereign for credit rating. In 2016 Standard Chartered Bank was titled as the greatest tax payer in the banking industry. Today the company has 2008 employees, 94 ATM booths and 24 branches all over Bangladesh. Bangladesh subsidiary of the British bank logged in profit after tax of TK. 1,367.6 crore in 2001 which is the highest yet in its 115 years of functioning in the country.

The company has earned many achievements and awards throughout many years including, The Bank of the Year Award, Best Foreign Exchange Bank Award, Best Foreign Bank in Bangladesh Award, and the Best Corporate Social Responsibility (CSR) Bank Award in 2019. An unbiased society and women empowerment are the central values of Standard Chartered Bank. In 2013, Standard Chartered Bank's global project started in Bangladesh in partnership with Women Win and BRAC. The aim of this project was to equip and empower the teenaged girls, who come from low earning families, with skills, knowledge, and confidence that they need in order to be the leader in their communities and families. By the end of December 2017, the program had outstretched 39,576 teenaged girls and out of them 1,552 were provided with employability and leadership training

2.1.2 Mission, Vision, Value Statement of Standard Chartered Bank

Mission Statement

“To create exceptional value for our clients, investors and staff; through market leadership in providing innovative Shariah compliant products and solutions, and by adopting and living our core values.”

Vision Statement

“To play in stimulating economic and social development through the services we provide and by being a force for good. The success of our business depends on this.”

Values: To improve productivity and deliver network.

2.1.3 Product/Services of Standard Chartered Bank

The bank provides a wide range of services over all segments. Some of their well-known and demandable services are mentioned below:

Banking for Individual: It is flexible and simple banking service which helps people to build the most of their life. In individual banking the bank offers the following services to their clients for making their life simpler:

- ***Personal Banking:*** Personal Banking is planned to help the people spend, save and get rewards for their bonding with the bank. From savings account to house mortgage or children's education fund, the bank provides a wide range of services in order to meet their clients' changing financial needs.
- ***International Banking:*** International banking provides many opportunities to the clients to tap into whether they are settling, travelling or investing overseas.
- ***Priority Banking:*** In priority banking the clients get help through 24 hour priority contact centre. Whether the customers are looking to protect their wealth, invest, make transactions, or sell or buy property, the bank's holistic wealth management services have it covered under this banking service.

Banking for Companies: Standard Chartered's banking for companies' service brings solutions for their clients' global business needs. By combining international-bank stability with local-market knowledge, the bank can support their clients' transaction banking needs across the world. From cash management solutions to financing solutions to sustainably fund the supply chain, they have the solutions to help prepare for future opportunities.

Islamic Banking: Standard Chartered Saadiq, their Islamic Banking section, provides a number of products and services. Encouraged by the Arabic word 'truthful', Saadiq is their global Islamic banking network, covering Africa, Asia and the Middle East. They have started a wide range of best-practiced Islamic financial services covering many different countries. Their large suite of wholly Shariah-compliant products are developed to meet all banking needs, in the market where people work and live.

Phone Banking: Standard Chartered's phone banking is a hotline that enables people to access wealth of financial information and services 24x7. Their 24*7 services includes, getting access by dialing 16233 from any mobile phone, generating password for phone banking and debit/credit cards, receiving expert financial consultation including application processing for credit card or personal loan, placing payment stop instruction for cheque, and blocking debit and credit cards.

2.1.4 Organization Structure of Standard Chartered Bank

The communication approach in SCB goes from top to down. The organization structure of Standard Chartered Bank is shown below:

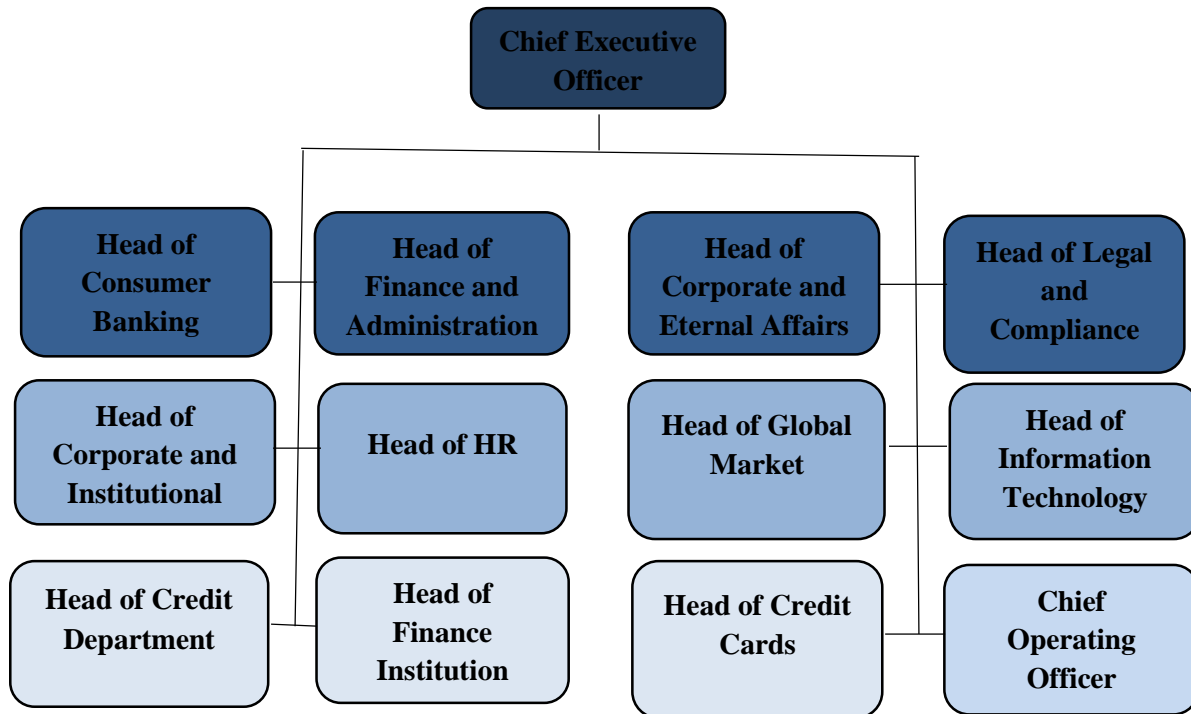


Figure 2.1: Organization Structure of Standard Chartered Bank

2.2 AB Bank Limited

2.2.1 History of AB Bank Limited

AB Bank started its operation on 12th April 1982 and their first branch was located at Karwan Bazar. Arab Bangladesh Bank as previously known began its operation with the goal to be the top performing Bank in Bangladesh. They have an aim to fix its place as the best services giver, designing long lasting values for their shareholders, clientele, and employees and specifically for the society and community it functions in. Attaining many milestones and embracing a number of changes over the years, AB Bank always had a genuine desire of becoming the technologically driven and innovative bank of Bangladesh. In order to become the best in this new generation of technological triumph, the bank has presented internet banking, 24/7 ATM booth service, cutting edge ICT, SMS banking, ultra-modern network solution, and many more outstanding e-products. The bank has expanded its services over the last years in both abroad and home. Currently they have 7000 employees, 272 plus ATM booths, 106 branches spread across all over the country, including one branch in Mumbai.

The new logo of the bank shows the mixture of trust and bonding. It represents the bank's culture 'Sheetal Pati' and shows their bonding with the clients and how they fulfill the clients' need. So, the new ethos of the bank is "Bonding". The company has its first of many firsts including, first private commercial bank to begin banking operation in 1982, first to establish ATM in Gulshan club in 1996, first to open overseas branch in Mumbai, and the first to install solar power ATM in Uttara.

2.2.2 Mission, Vision, Value Statement of AB Bank Limited

Mission Statement

“To be the best performing bank in the country”

Vision Statement

“To be the trendsetter for innovative banking with excellence & perfection”

Values

- Providing excellence service
- Openness
- Trust
- Commitment given to clients
- Integrity
- Responsible Corporate Citizen

2.2.3 Product/Services of AB Bank Limited

Through its variety of product and services, AB bank has state its place in the top rated banks of Bangladesh. They provide different types of loan and depository products in order to serve virtually for every customer segment. The products/services of AB bank is mentioned below:

Islamic Banking: The Islamic Banking section of AB Bank works properly in accordance with the concept of Islamic Shariah and the instruction of Islamic Banking from Bangladesh Bank, the central bank of the country as well as it works in accordance with the standard procedures and rules of banking both at abroad and home. Islamic banking products are mentioned below:

- ***Al-Wadeeah:*** Fund that are deposited with banks by the clients with clear authorization to invest and utilize the same is known as Al-Wadeeah. Islamic banks collect deposits in current accounts on the basis of this Al-Wadeeah principle. Islamic banks gets authorization from the Al-Wadeeah depositors to use the funds at its own responsibility and the depositors will not share any profit or loss earned or incurred out of using of this funds by the bank. In this service the banks have to pay back the deposits received on the principle of Al-Wadeeah on demand of the holders.
- ***Al-Mudarabah:*** Depositor here gives fund and the bank do the business. Deposit provider is known as “Shaheb Al-Mal” and the banker i.e. user of fund is known as “Mudarib”. According to the Shariah principles, the Mudarib will do the business independently by following the Shariah principles and the Shaheb al-mal will give fund only. If the business receives any profit it will be divided among the depositor and the bank according to the pre-determined ratio. But in case of loss it will go to the account of the shaheb al-mal. Mudarib i.e. bank will not get any remuneration against its services.

AB Securities Limited: AB Securities Limited (ABSL), a fully owned subsidiary of AB Bank Limited, gives stock broking services to its customers. Their services include stock broking services for trading in stock markets through internets and the branches, and investments in IPOs, Mutual Funds and Bonds. For Foreign National’s and Non-Resident Bangladeshis, ABSL provides one stop stock broking service including support in opening Foreign Currency (FC) Account & Non-Resident Investor’s Taka Account (NITA) with AB Bank, BO account opening with CDBL and trading at DSE and CSE.

AB Investment Limited: The services provided by AB Investment limited (ABIL) are mentioned below:

- **Corporate Advisory Services:** ABIL offers every types of Corporate Advisory Services to the public and private limited companies including: Project Valuation & Appraisal, Merger & Acquisition Advisory, Financial Restructuring & Reengineering, Management Buy Out & Leverage Buy Out, Arranging Long Term Debt & Equity Finance
- **Issue Management Services:** The team offers issue management services covering from fund raising (Equity and Debt), corporate advisory for listing of shares in the Stock Exchanges. ABIL also acts as Issue Manager for Right Offerings for any listed company. The expert team of the ABIL controls and carry out all types of public issue works including arranging of prospectus, finalizing the formalities at the regulatory bodies to provide freedom to the issuer to utilize and seek other avenues for procurement of capital.

2.2.4 Organization Structure of AB Bank Limited

The organization structure of AB Bank from top to bottom level management is shown below:

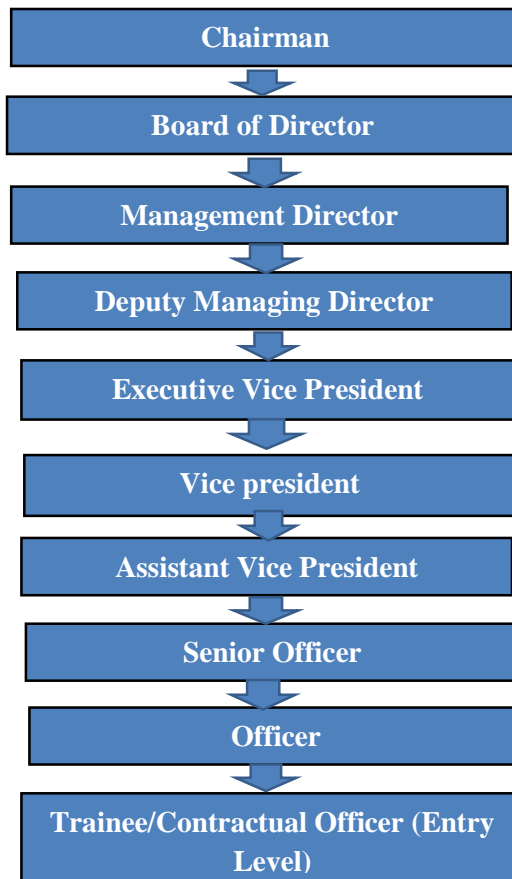


Figure 2.2: Organization Structure of AB Bank Limited

2.3 BRAC Bank Limited

2.3.1 History of BRAC Bank Limited

BRAC Bank was established on 4th July 2001. The main aim of BRAC Bank was to serve the huge number of unbanked customers, who were not being served by the other traditional banks. BRAC Bank is a private commercial bank in Bangladesh, which is managed and handled by the BRAC development organization, who concentrated on Small and Medium Enterprises (SMEs). The headquarter of the bank is located in Dhaka, Bangladesh. Inspired by its parent organization BRAC, the biggest NGO in the entire world, BRAC bank has presented small loans to the SMEs in order to bring the new entrepreneurs under the shelter of authorized banking service. Almost half of the bank's lending portfolio contained of SMEs. The visionaries who led BRAC Bank understood that the formerly forsaken SMEs sectors plays a very important role in creating employment and bringing growth in the country. When it was unfeasible for the SMEs entrepreneurs to get a finance from the banking industry of Bangladesh, BRAC Bank took a step forward and financed the unbanked SMEs entrepreneurs.

BRAC Bank believes in 3P Philosophy- Plant, People and Profit. The bank thinks they have a duty towards the place they function in and towards the people they work with. As a goal oriented bank they want to work for the betterment of the society and people. The bank has 187 branches, 17 prime banking lounges, 481 agent banking branches, 457 SMEs office, and 375 ATM booths. BRAC Bank was the official sponsor for Bangladesh National Cricket Team, Bangladesh Women Cricket Team and Under 19 Cricket Team.

2.3.2 Mission, Vision, Value Statement

Mission Statement

“To empower people and communities in situations of poverty, illiteracy, disease and social injustice and to achieve large scale, positive changes through economic and social programmes that enable women and men to realize their potential.”

Vision Statement

“A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.”

Values

- Building an environment that is very open, honest and enabling.
- Respecting the people and forming decisions on the basis of merits.
- Providing all types of rewards on the basis of employee performance.
- Being law abiding and responsible in all the things that they do.

2.3.3 Product/Services of BRAC Bank Limited

BRAC Bank mostly offers variety types of financial services to its clients. The product/services of BRAC Bank are:

SME Banking

Products that are offered by SME banking are provided below:

- Prapti Current Account
- Anonno Loan
- Shonchoy SME Deposit
- Shadhin Current Account

Retail Banking

Products that are offered by retail banking are provided below:

- Deposit Account
- Home Loan
- Golden Benefit Saving Account
- Triple Benefit Saving Account
- Happy Savers Account

Credit Card

Types of credit cards that are offered are:

- Gold Card
- Signature Card
- Platinum Card
- Classic Card

Debit Card

Types of cards that BRAC Bank offers are:

- Visa/Master Card
- Hajj Prepaid Card
- Apollo Health Card
- Foreign Exchange Services
- Probashi Banking
- Probashi Saving Account
- Probashi Current Account
- Probashi Fixed Deposit

2.3.4 Organization Structure of BRAC Bank Limited

Organization structure of BRAC Bank Limited is shown below:

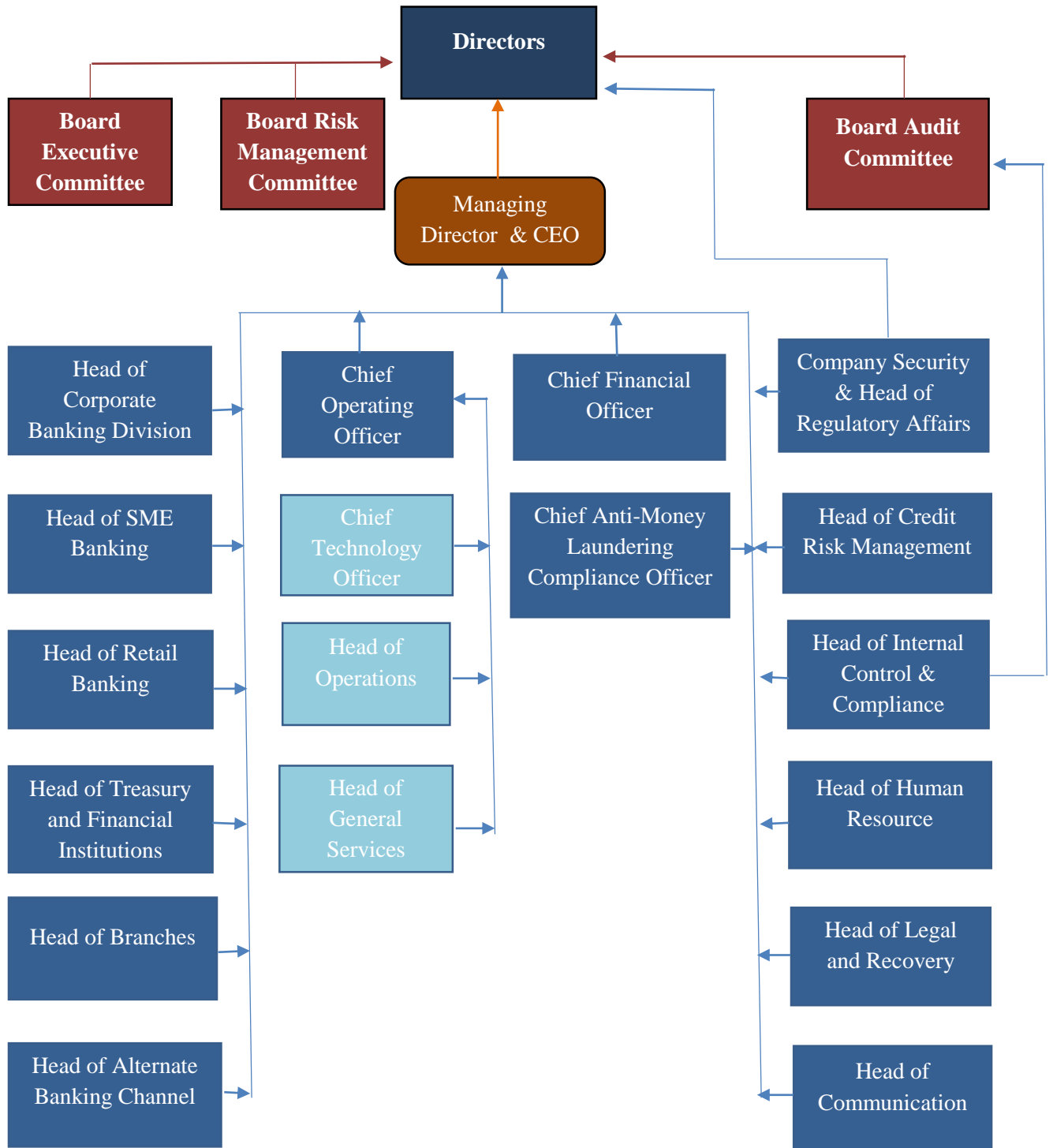


Figure 2.3: BRAC Bank Limited's Organization Structure

2.4 Dutch-Bangla Bank

2.4.1 History of Dutch Bangla Bank

Dutch Bangla Bank is a joint venture private commercial bank. The joint venture is between M Sahabuddin Ahmed (Chairman and Founder) and a Dutch company FMO. Dutch Bangla Bank first started its operation in Bangladesh on 3rd June 1995 and its headquarter is located in Motijheel, Dhaka. The bank focused on financing the manufacturing companies whose growth is high. DBBL has become one of the biggest donor and bank donor in Bangladesh. Dutch Bangla Bank donates towards the educational and medical field and for the betterment of the society they also donate towards programs like social awareness. The bank has received a number of international awards because of its distinctive approach as a socially responsive bank. Dutch Bangla Bank was the first ever Bank in Bangladesh who was fully automated. In order to bring fast automation and latest banking services into the banking industry, Dutch Bangla Bank has started its electronic banking sector in the year 2002. In 2008, the stock of Dutch Bangla Bank set the highest share price record in Dhaka stock exchange.

In Bangladesh the mobile banking was introduced by Dutch Bangla Bank. They were the first bank of all banks in Bangladesh to provide banking services and facilities through a wide range of mobile phones. On 4th June 2011, Dutch Bangla Bank introduced internet payment gateway system (Nexus Gateway). By using the bank's Nexus Getaway, merchants can charge their clients Master, Visa, DBBL Maestro and Nexus online. The bank has more than 4,933 ATM booths installed all over the country making them the biggest network in Bangladesh. It has around 214 branches all over Bangladesh and 1661 employees working under the company. The net income of the company is Tk 4.201 billion (US \$50 million).

2.4.2 Mission, Vision, Value Statement of Dutch Bangla Bank

Mission Statement

“To engineer enterprise and creativity in business and industry with a commitment to social responsibility”.

Vision Statement

Dutch-Bangla Bank dreams of better Bangladesh, where arts and letters, sports and athletics, music and entertainment, science and education, health and hygiene, clean and pollution free environment and above all a society based on morality and ethics make all our lives worth living. Dutch-Bangla Bank's essence and ethos rest on a cosmos of creativity and the marvel-magic of a charmed life that abounds with spirit of life and adventures that contributes towards human development.

Values: To fulfill their client's satisfaction and need and become the customers' very first choice in banking.

2.4.3 Product/Services of Dutch Bangla Bank

DBBL offers a variety of services to its customers in order to increase their business in the banking industry and to make their client's life easier. Some of the well-known services of DBBL are discussed below:

Dutch Bangla Bank Rocket: Rocket is a Banking activity without bank branch which offers financial services to unbanked people at affordable cost. It offers financial and banking services, such as, cash out, cash in, merchant payment, salary disbursement, utility payment, foreign remittance, ATM money withdrawal through mobile technology devices, i.e. Mobile Phone and government allowance disbursement.

Dutch Bangla Bank Agent Banking: DBBL Agent Banking was established for the rural customer who does not have any access to formal banking system even through Rocket. These sector of the bank serves a wide range of customers all over the country by offering financial and banking services with the help of mobile telecommunication devices/computer system/biometric technology. It is especially for customers in remote areas. Agent banking sector helps the customer to withdraw and deposit funds and other admissible services at banking agents. With the help of the agent banking service clients can enjoy the banking service at any place of the country.

Dutch Bangla Bank NexusPay: NexusPay from Dutch-Bangla Bank is the first wholly cardless solution in Bangladesh. NexusPay works with all bank cards including, Visa, Nexus, MasterCard, Rocket Mobile Banking and Dutch-Bangla Bank Agent banking. Over 10,000 shops accept NexusPay. Customers can download multiple cards and use them when they want to send money for free to anyone.

Dutch Bangla Bank VIP Banking: Dutch-Bangla Bank VIP Banking provides exclusive benefits, services and banking solutions to the Bank's chief customers. VIP clients will enjoy the privileged services through dedicated relationship manager. A bunch of specially priced services and products will be available for the VIP customers. All sorts of privileged facilities are designed only for VIP customers to make the relationship more congenial.

SMS and Alert Banking System: This service is initiated for the customers, where the customers can type a keywords and send sms to the small code 3225. In reply of the sms, the customers will receive information which they want. It is convenient in enquiring bank account related information. With this device a client can get information about his account balance, see the last few transactions, pay utility bills, and transfer funds.

2.4.4 Organization Structure of Dutch Bangla Bank

Organization Structure of DDBL is shown below:

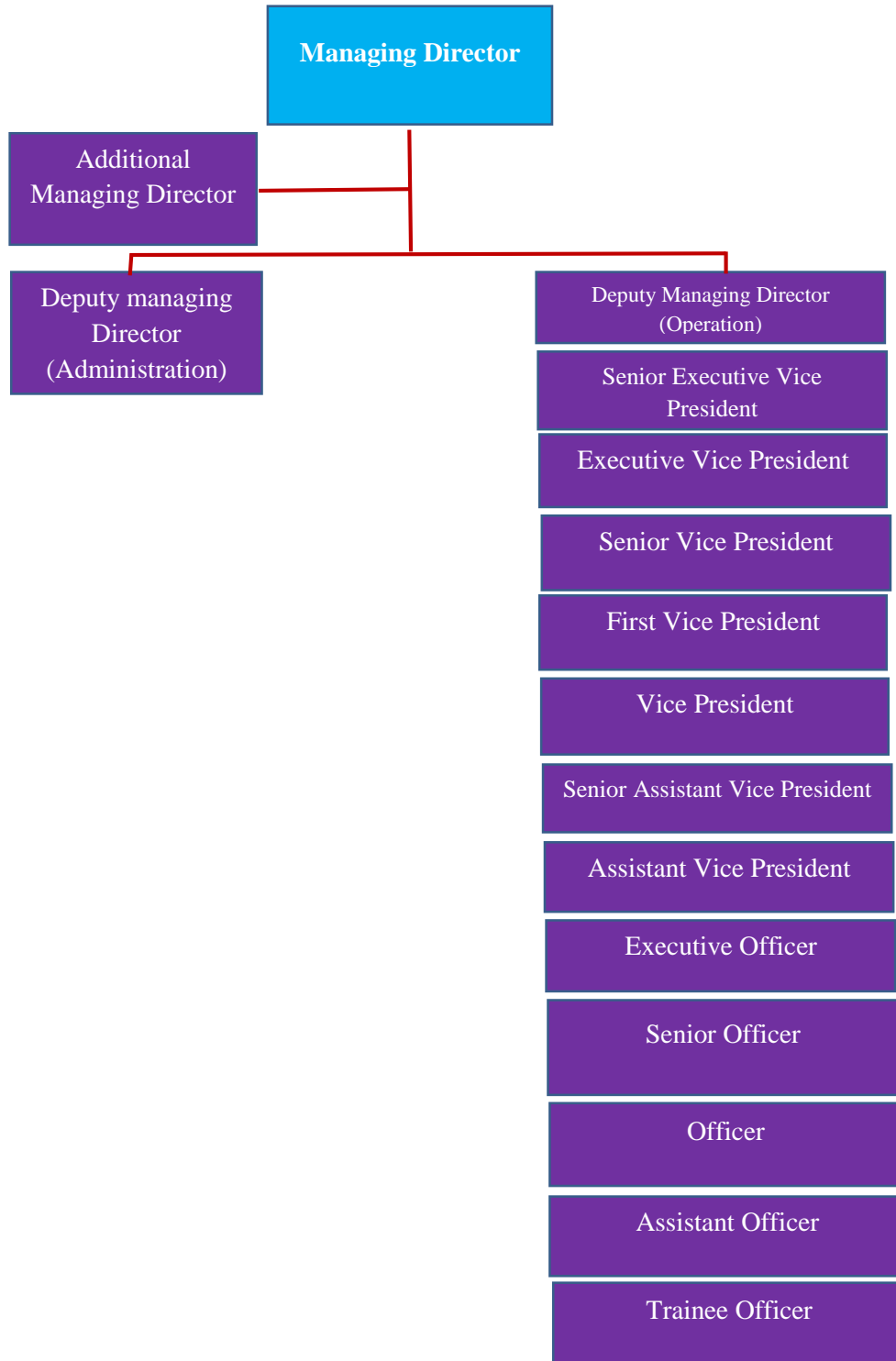


Figure 2.4: Organization Structure of DDBL

2.5 Prime Bank Limited

2.5.1 History of Prime Bank Limited

Prime bank is the premium second generation local commercial bank in Bangladesh, which started its operation in 1995. Prime Bank was launched and created on 17th April 1985. The headquarter of the bank is located in Motijheel, Dhaka. Currently Prime Bank has 146 branches and 170 ATM booths which is a spread across different areas of Bangladesh. Prime Bank is known for its proficiency and competency in Institutional and Corporate Banking and also for their unique Digital Banking services. In the year 2004, the bank started a 'Business Model Centralization and Restructuring' project in order to bring consistency in their banking practices while restructuring their business ways in order to increase efficiency of resources. In 2020, global finance has recognized Prime Bank as the best performing Bank in Bangladesh. The bank also received the Best Digital Bank in Bangladesh Award in the year 2022. As of 31st December 2020, Prime Bank had 3,090 employees among which 681 are female employees.

2.5.2 Mission, Vision, Value Statement of Prime Bank Limited

Mission Statement

“To build Prime Bank Limited into an efficient, market-driven, customer focused institution with good corporate governance structure.”

Vision Statement

“To be the best Private Commercial Bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity.”

Values: Delivering quality services in all areas of banking activities with the aim to add increased value to shareholders investment and offer highest possible benefits to the customers.

2.5.3 Products/Services of Prime Bank Limited

Prime Bank has 5 groups of products and services. The products and services that are offered by the bank in order to grab the concentration of the clients are discussed below:

Retail Banking

Under retail banking, the services that are offered by the bank are listed below:

- Saving Account
- Cards
- Deposit Schemes
- Current Account
- Loans
- Locker Services
- Phone Banking

- Internet Banking
- Utility Bills Pay Service
- SMS Banking
- Mobile Banking
- Cash Back Services

Corporate Banking

Under corporate banking service, Prime Bank has 4 units, including:

- Export Finance Unit
- General Credit Unit
- Structured Finance Unit
- Lease Finance Unit

Islamic Banking: Prime Bank's Islamic Banking operates on the basis of the Shari'ah principles. The bank has taken a step in identifying very type of Islamic Banking activities by acquiring a generic name 'Hasanah' which is the brand name for the Prime Bank's Islamic services and products. The Islamic services under Islamic banking are mentioned below:

- Hasanah Deposit
- Hasanah Foreign Trade
- Hasanah Investment

SME Banking

Prime Bank provides variety types of loans to the SMES, in order to motivate the new entrepreneurs in the country. Under SMEs banking the bank offers the following services:

- Sampan Rin
- Sahaj Rin
- Chalti Rin
- Prime Subidha Rin
- Digun Rin
- Prodip Rin
- Anchol
- Moushami Rin

NRB Banking

Prime Bank provides highest level priority the Non-Residential Bangladeshi Nationals working and living across the world. The banks remittance services are fast, easy, and secured. Under NRB banking the bank offers the following mentioned services:

- Foreign Remittance Services
- Wire Transfer Services
- Account Facilities for NRBs
- Remittance and Fund Transfer

2.5.4 Organization Structure of Prime Bank Limited

The top level to the bottom level management of Prime Bank Limited can be divided into 4 levels. The organization structure of Prime Bank Limited is shown below:

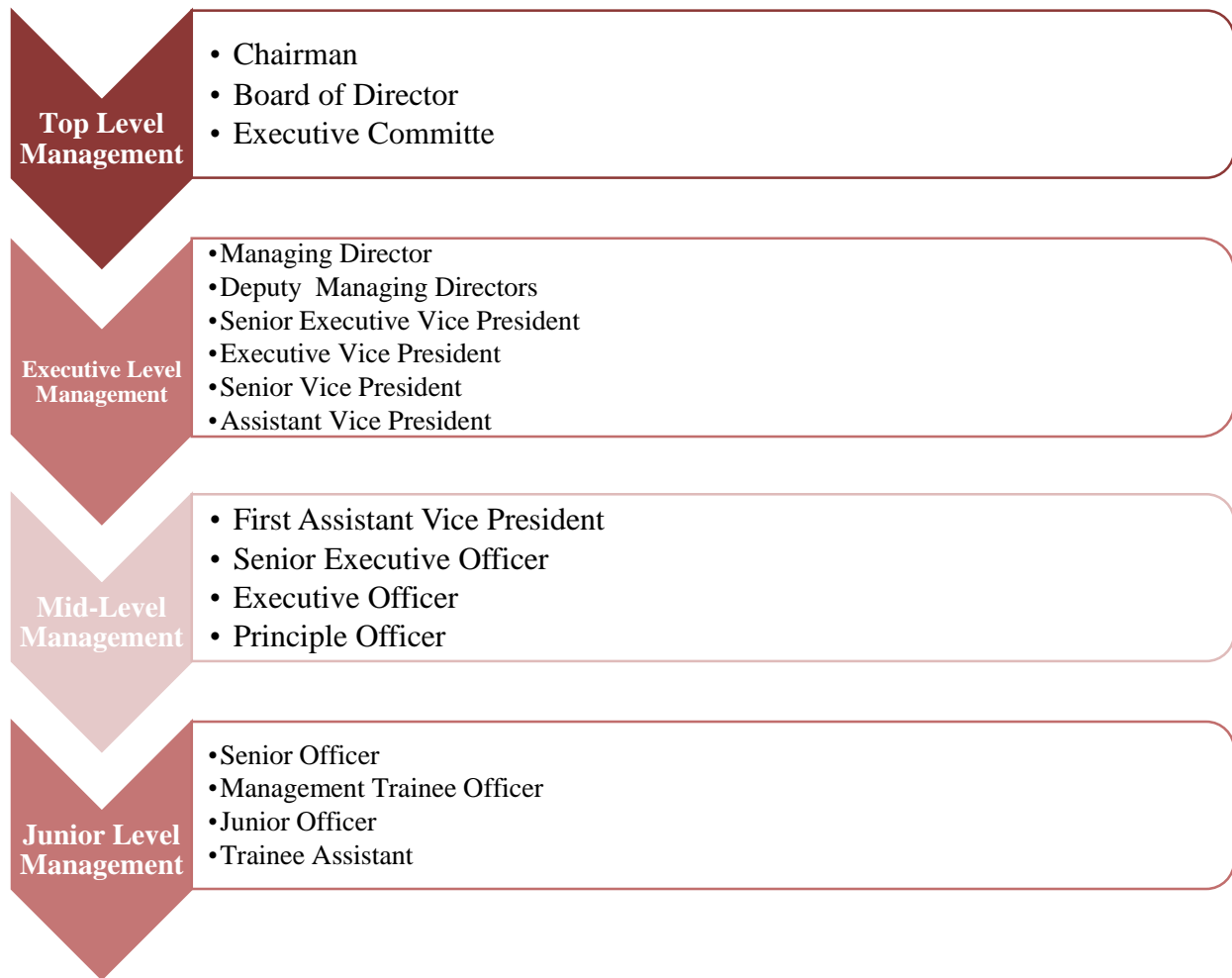


Figure 2.5: Organization Structure of Prime Bank Limited

2.6 Sonali Bank Limited

2.6.1 History of Sonali Bank Limited

Sonali Bank started its operation in 1972 under the Bangladesh Bank order by the nationalization and amalgamation of the branches of Pakistan's National Bank, Bahawalpur Bank, and Premier Bank branches that was situated in East Pakistan until the year 1971 Liberation war of Bangladesh. As a wholly state possessed institution, Sonali Bank had been releasing its national building duties by managing Government entrusted socio-economic schemes and as well as money market schemes of their own volition, by covering all the areas of Bangladesh economy. The bank had been changed to Public Limited Company with 100% government ownership and it started operating as Sonali Bank Limited from 15th November 2007, captivating all the liabilities, assets, and business of Sonali Bank. After taking over the ownership, the Bank management has been provided with the needed autonomy to make the bank effective and competitive in the market. The corporate headquarter of Sonali Bank is situated at Motijheel, Dhaka, Bangladesh. It is the biggest bank of Bangladesh.

In total the bank has 1,227 branches. The last branch was opened in the University of Rajshahi Campus, in Rajshahi. Out of 1,227 branches, 467 are situated in urban areas, 746 situated in rural areas, and 2 are situated in India. The bank also runs the Sonali exchange company Inc. in USA, Sonali Bank exchange in Dubai (UAE), Sonali Bank (UK) Limited, United Kingdom, Hong Kong (HAR), and Singapore in order to facilitate foreign exchange remittance. Sonali Bank UK send money in more than 25 destination all over Bangladesh including Sylhet, Chittagong, Dhaka, Moulvibazar, Beanibazar, Balaganj, Biswanath, Jagannathpur, Sunamganj, Gopalganj, Nabigonj, Hobigonj, Kulaura, Tajpur. Currently 21,839 employees work under them.

2.6.2 Mission, Vision, Value Statement of Sonali Bank Limited

Mission Statement

“To extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.”

Vision Statement

“To be a committed and dependable Business House with high standard business ethics creating continuous value for our clients in the capital market.”

Values: Teamwork, Ethic, Integrity, Excellence, Commitment, Transparency, Objectivity, and Self-Reliance

2.6.3 Product/Services of Sonali Bank Limited

Sonali Bank offers all types of general banking services to their customers by using its large scale network which is spread all around the country. Current accounts, saving account, money transfer using Demand Draft, Mail Transfer, Pay Order, and Telegraphic Transfer are their everyday functions. The product/services are discussed below:

Sonali E-Wallet: Sonali e-wallet is the mobile wallet apps of Sonali Bank Limited, the biggest state owned commercial bank of Bangladesh. This is a dynamic and secure wallet apps that cater the clients' daily transaction needs like Fund Transfer, Mobile Airtime Recharge and Bill Payments. The customers will receive notifications on their latest activities; see transaction summary and their transaction history. In addition to that Sonali e-wallet will soon come up with innovative and very exciting services in the market in order to meet their customer demand and needs.

Credit Loan: Consumer Credit loan is established to support permanent workers in Government, Semi Government, Autonomous and recognized bodies to purchase consumer durables for household use. Here, rate of interest is very reasonable and payback is through monthly installments. There is a special small credit for the Government employees and the teachers. Those who want to expand their income through a small business can avail this type of opportunity.

International Banking: Sonali Bank Limited is proficient in International Banking and has a track record of in-house growth over more than half a century. Its role in managing foreign exchange transactions and foreign trade way before the independence of our country still remains uninterrupted. With a wide network of branches at home and huge number of correspondent banks world-wide it is singularly handling the largest volume of export-import business including home-bound remittances. The facilities of export and import finance are discussed below:

- ***Import Finance:*** Sonali Bank Limited helps its clients by offering facilities throughout the import process in order to make sure that their business runs smoothly. These facilities includes, Post Import Financing, Import Letter of Credit and Import collection services & Shipping Guarantees.
- ***Export Finance:*** Sonali Bank Limited offers extra cover to its customers for whole export process to speed up receipt of proceeds. The facilities includes, Export Letters of Credit advising, Pre-shipment Export Financing, Export documents negotiation, Letter of Credit confirmation.

Personal Banking: Sonali Bank Limited offers all the utmost personal banking services and facilities to its customers with its skilled workforce and largest network of around 1,227 branches who are covering all the remote rural and urban areas of Bangladesh. Sonali Bank Limited offers foreign and local remittance in the fastest time possible. Foreign remittance is available in both Taka draft and T.C. Clients can transfer fund from one branch to another by mail transfer, demand

draft, and telegraphic transfer. They can also get locker facilities for safely keeping their valuables and in particular branches they can get corporate client services with computerized system.

2.6.4 Organization Structure of Sonali Bank Limited

The organization structure of Sonali Bank limited is shown below:

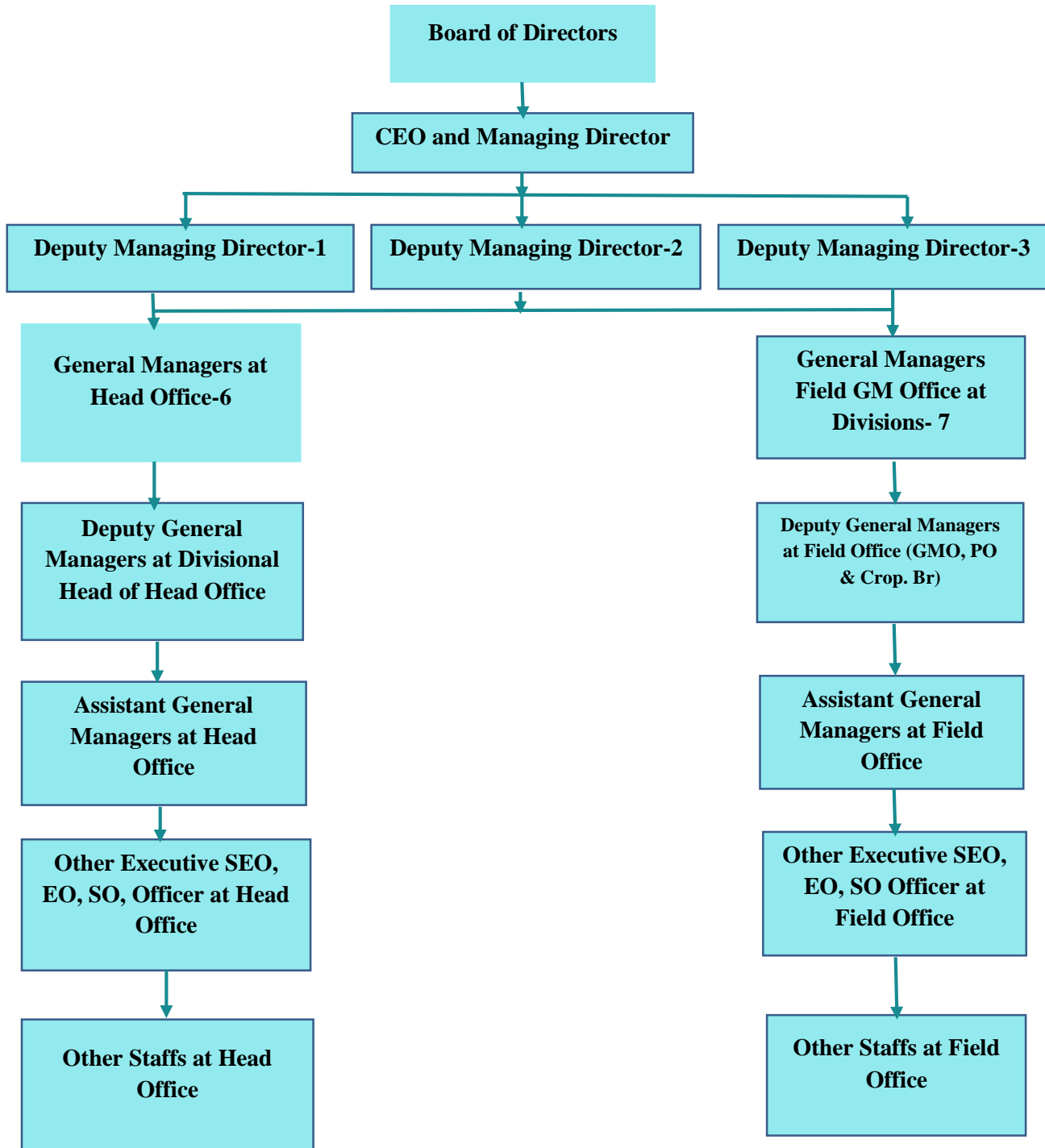


Figure 2.6: Organization Structure of Sonali Bank Limited

2.7 Dhaka Bank Limited

2.7.1 History of Dhaka Bank Limited

On 6th April 1995, Dhaka Bank was formed as a Public Limited Company under the Companies Act 1994. The bank started its operation on 5th July 1995 with the authorized capital of TK. 1,000 and paid-up capital of TK. 100 million. The current authorized capital is TK. 10,000 million and as of 31st December 2017 the paid-up capital now stood at TK. 7,234 million. In 31st December 2017 the bank's total equity stood at TK. 15,824 million. The founder of Dhaka Bank is Mirza Abbas. From the beginning of the journey, Dhaka Bank has really admired and brought focus into the history and inheritance of Bangladesh and Dhaka from the Mughal outpost to the modern metropolis. Most of the bank's publication, presentation, delivery channel, brand initiatives, financial manifestation and calendar bears bank's dedication to this attachment. Today Dhaka Bank is known for its extraordinary services, proximity, simplicity and cutting-edge way of delivery.

Through a wider network of branches, SMEs channel, ATMs and SMS banking, Dhaka Bank got a hold of the whole country. The bank has 105 branches and out of them 2 are Islamic banking branches, 14 Sub Branches, 3 SME service centre, 68 ATMs, 2 Offshore Units and 1 customer service unit. According to the need of the capital market, the bank has started a subsidiary company called Dhaka Bank Securities Limited which has six countrywide branches.

2.7.2 Mission, Vision, Value Statement of Dhaka Bank Limited

Mission Statement

“To be the premier financial institution in the country providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver Excellence in Banking.”

Vision Statement

“To assure a standard that makes every banking transaction a pleasurable experience. And to offer customers supreme service through accuracy, reliability, timely delivery, cutting edge technology and tailored solution for business needs, global reach in trade and commerce and high yield on investments.”

Values

- Respect for an individual
- Integrity
- Focusing on Customers
- Quality and Teamwork.

2.7.3 Product/Services of Dhaka Bank Limited

The bank designed variety types of banking and investment services for their corporate and personal customers. Dhaka bank provides a wide range of online banking services with the help of all its branches, ATMs and internet banking channels. Their product/services are discussed below:

Corporate Banking: Dhaka Bank provides a wide range of operational, financing and tailored advisory services to its corporate clients combining treasury, trade, transactional and investment banking activities in one package. Whether it is a term loan, project finance, import or export deal, forward cover for a foreign currency transaction or working capital requirement, their corporate banking managers provides the right solution. Customers will get proper knowledge of market and top-class skill with their Corporate Banking specialists, speedy approvals and efficient processing satisfying all the requirements of the customer.

Mudarabah Hajj Saving Scheme: This scheme of the bank fulfills the dream of the customer of performing hajj within a certain age limit. It is fully Shari'ah compliant, hence absolutely Riba free. Clients can receive more than the maturity value for additional periods after the maturity till performing Hajj. The Bank allows premature encashment in case of emergency or death of the Account Holder. Moreover, the customer can experience hassel-free monthly installment payment.

Tuition Fee Payment Solution: Dhaka Bank Tuition Fee Payment Solution is an integrated solution for payment & collection of tuition fee for the educational institute, guardians and students. With this single system in place and the backbone of Dhaka Bank network, institutes (e.g. universities or colleges) can collect the tuition fee of students via Dhaka Bank counter collections and other digital payment methods such as Debit/Credit Cards, bKash, Mobile App. This solution brings convenience, transparency, control and confidentiality of the tuition fee payment for both the guardians and institutes. The solution is also capable to handle automated communication of students' tuition invoice and payment alerts.

Shuchona Loan: New SME Entrepreneurs, find it quite difficult to avail formal loan facilities. To address the issue, Dhaka Bank SME Division offers “Shuchona Loan” to facilitate such 1st time borrowers to attain sustainability of their smooth business function and prosperity. The only pre-condition for eligibility in this category is that the customer is required not to have availed any loan facilities in company's favor prior to availing “Shuchona Loan.”

Shukti Account: Shukti Account (SME Customers) is a type of current account, which has all the major features of a current deposit accounts, but with an additional provision of interest income facility. Respective conditional interest rates may differ as per account deposit or balance, starting from minimum account balance of TK. 25,000. This type of account motivates people to explore their earning options, resultantly, having positive impacts on Bank's overall deposit portfolio.

I-Khata: I-Khata, is an internet based book-keeping accounting register, developed by Dhaka Bank MSME team. This platform assist the clients on how to maintain a comprehensive and structured business activities and financial records. It has replaced the maintenance of multiple kaacha khatas, and made it much easier for generating necessary business statements, i.e. profit and loss statement, income statement, purchase order, balance sheet, invoices and Challan copies. I-Khata is a dependable financial tool to have better control for record keeping and monitoring of various business activities and increases efficiency by having accurate updated business information. Customers utilizing "i-khata" platform are required to record (initiate inputs) their daily Sales, Purchases, Payables, Receivables, Inventories.

2.7.4 Organization Structure of Dhaka Bank Limited

The organization structure of Dhaka Bank from top to bottom is shown below:



Figure 2.7: Organization Structure of Dhaka Bank

Chapter 3:

Discussion of the HR Functions of the Selected Organizations



Human resource management is the main pillar of any organization. HRM practices brings valuable success to any company. HR department are accountable for all the activities spanning a large number of core HR functions. The HR functions deals with employee well-being and ensures that organizations treat their employees in a way that brings benefit to both the employees and the organizations. In these chapter I am going to discuss about how the organizations has practiced their HR functions during COVID-19 in order to enhance employee performance and how the organizations have motivated their employees to work in the pandemic situation. In the below section I am going to discuss about the following HR functions of Standard Chartered Bank, AB Bank, BRAC Bank, Dutch Bangla Bank, Prime Bank, Sonali Bank, and Dhaka Bank Limited:

- Recruitment and Selection
- Training and Development
- Performance Appraisal
- Compensation and Motivation

3.1 HR Functions of Standard Chartered Bank Limited

The purpose of HRM of SCB is to keep and create balance between the organization's goals and interests of the workers. The HR professionals of the bank needs to ensure that their employees are motivated enough so that their performance brings benefit to both the employees and the organization. Below I have discussed how Standard Chartered Bank Limited has practiced their HR functions during COVID-19:

- ***Recruitment and Selection:*** SCB recruits most talented employees from eternal market to increase its internal organizational talent. The HR department of the bank provides instructions on how to use the psychometric test and they have strong recruitment criteria to make sure that all their candidates are treated equally, fairly and with respect. SCB's selection criteria are based on skill, knowledge, and talent. They provide equal opportunity to all the employee regardless of age, gender, nationality, race, ethnic origin, marital status and disability. But due to the rapid changes and challenges of the external environment the organization had to bring some changes in their practices. To overcome the challenges, during the lockdown, SCB has slowed down its hiring process. Moreover during the pandemic 80 employees of SCB has lost their job. As due to COVID pandemic the employees had to work from home so SCB started recruiting and selecting techies with particular domain expertise.
- ***Training and Development:*** T&D refers to educational activities that is created to increase the skills and knowledge of the employees while providing instruction and information on how to perform a task in a better way. Due to the ongoing COVID pandemic the HR professionals of SCB has to restructure their HR practices depending on the changing external environment. SCB provided online training to their employees on the new HR

practices that they are going to follow. Such as in the training program, specific guidelines and instructions were provided to the employees that how they are going to conduct the recruitment and selection process during COVID pandemic. In order to help the employee better care for their physical and mental wellness during the pandemic, SCB has also developed a number of training programs for their employees.

- **Performance Appraisal:** During my research I found that SCB's employees are much familiarized with the performance management system of the organization and all the employees are committed towards the development of an individual with required amount of competency and commitment to work towards the objectives of the bank. Standard Chartered Bank's performance appraisal is done on a yearly basis. The main focus of the performance appraisal system of SCB is to fully attain the capacity of the workforce in favor of both the employee and the organization. During the pandemic in order to appraise the employees' performance SCB had followed behavior-based appraisal method. This method focused on the ability of the employees to perform a specific task and depending on the employees' competency in these tasks the organization promoted or rewarded them. As mentioned earlier, 80 employees of SCB had lost their job during COVID-19 because of their poor performance. In these case the bank had used straight ranking method to identify the poor performer from the good performer. In this method, they have ranked the employees from best to worst based on their job performance. After that they have fired the least 80 poor performing employees from the organization.
- **Compensation and Motivation:** During the lockdown, SCB has provided financial support to its workers. In terms of compensation SCB has provided Taka. 30,000 allowance to its permanent workers and Tk. 15,000 allowance to its contractual workers. They did these to ensure that their employees can survive the pandemic situation and can meet their basic needs such as food, shelter and medical care. Motivating the employees during the pandemic was a very hard job for the bank because everyone was shaken from inside. So, in order to motivate the employees and lighten their mind the bank has arranged fun games and activities where the employees can show their distinctive skills that will help to lighten the work environment. These practices of SCB has motivated the employees to enhance their performance during COVID-19.

3.2 HR Functions of AB Bank Limited

AB Bank Limited's (ABBL) human resource division is one of the most valuable department which consists of responsibilities including, training and development, performance appraisal, staffing, organization development, rewarding, compensation, recruitment and selection and many more. In the section below I have discussed how AB Bank Limited has practiced their HR functions during COVID-19:

- **Recruitment and Selection:** AB Bank believes that recruitment and selection are the major input of any healthy organizational activities. During the pandemic ABBL has conducted all its recruitment and selection process online because at that time maintaining social distance was very important. The bank conducted online conference to interview the candidates using an application named Blue Jeans. When an employee was selected all the documents of the employees were received online, even the signature of the employees were needed to be scanned in order to send it to the bank. After the selection of an employee, they were instructed to work from home in order to maintain social distancing.
- **Training and Development:** ABBL provided online training to their employees on how to use their new software which were developed during the COVID pandemic for ‘work from home’ purpose. The bank gathered their employees on an online platform and showed them videos and slides on how to use the new software via screen sharing technology. The bank has also conducted a two day online training program for the newly hired employees in order to provide them with sufficient amount of knowledge regarding products/services, account opening procedure, aspects of customer service, pertaining to different account types so that the newly hires can manage their work responsibilities effectively.
- **Performance Appraisal:** The purpose of the performance appraisal system of AB Bank is to enhance employee performance in terms of knowledge, skills and leadership. AB Bank’s performance appraisal is done annually and the progress is reviewed quarterly in order to correct the direction so that an individual can achieve their objectives. In the pandemic, AB Bank had two types of performance appraisal form. One was for the department heads or the branch managers and the second one was for the employees who were working below them. Management Committee of AB Bank filled the performance appraisal form of the department heads or the branch managers. And in case of the employees, their immediate supervisors filled the form of performance appraisal. According to the policy guideline and standard format of performance appraisal developed during COVID-19 pandemic, every employee was appraised in relation to the given targets, responsibilities, and work plan. The bank practiced performance appraisal in this way to ensure that the employees maintain a good performance during the pandemic. AB bank developed 5 performance categories including Excellent (exceed target, performance standard and work plan given is far above expectation), Very Good (reasonably exceed target, performance standard and work plan given is above expectation), Good (meet target and performance standard and work plan given is acceptable within expectation), Average (closely met targets, performance standard and work plan given but it is not fully acceptable), Below Average (performance is far below expected standard).

- ***Compensation and Motivation:*** An employee is motivated to perform better when their work is being recognized and rewarded by the organization. Employees receive compensation for their good job performance, and it is the foundation of a productive workforce. The performance and the quality of the workforce is dependent on how an organization is executing their compensation strategies. Employee motivation and compensation strategies are also directly dependent on each other. So, when an employee doesn't receive reward according to their job performance than they ultimately get demotivated. According to my research, during the pandemic AB Bank took a decision to cut 5% salaries of their employees. By their decision the bank employees were very disappointed and demotivated. In order to motivate the employees in this critical situation the bank authorities made sure to communicate with the workforce personally by arranging team meetings for the employees where they were given hopes that when the COVID situation gets better they will get their deserved salaries again.

3.3 HR Functions of BRAC Bank Limited

As the whole world is experiencing the current COVID pandemic situation, all the big and small organization around the whole world are restructuring their HR policies and strategies in order to adapt the external environmental changes. Like all the other banks in the banking industry BRAC Bank has also restructured and redesigned their HR policies in order to meet the changing need of the nation. Now I am going to discuss how BRAC Bank Limited has practiced their HR functions during COVID-19 pandemic:

- ***Recruitment and Selection:*** The recruitment and selection team of BRAC Bank is very hard working, energetic, intelligent, and committed to every piece of work they are assigned with. While recruiting the bank's objective is to select, attract and employ the most qualified and experienced candidates. In order to maintain social distancing during COVID-19 pandemic the bank conducted its recruitment and selection process online. When many organizations were cutting salaries and jobs of their employees in order to survive the ongoing COVID-19 pandemic for almost 2 years, BRAC Bank has decided to recruit more than a thousand new workers to expand their organization across the country. The bank recruited new graduates on 4 posts including, universal officer, relationship manager, business relationship officer and assistant manager. Of the new recruited employees the bank posted 900 employees as relationship manager in their SMEs units. Although the bank recruits new employees every year, but their decision to recruit last year was a big one.
- ***Training and Development:*** BRAC Bank believes that training is not an expense instead it's a long term investment for their organization which is going to bring organizational success. According to BRAC Bank, providing training and development opportunity can help to retain and motivate the employees. The bank's strategy is to train their employees in order to intensify their knowledge and skills so that they can better understand their

duties. In order to maintain social distancing, during the pandemic the bank conducted online orientation training and online job specific training for the new and existing employees. Online orientation training program included a five days' workshop which provided a brief idea about the bank and its HRD in the first two days; and in the last three days of the workshop they discussed about negotiable act and anti-money laundry. And online job specific training enhanced the employee's service quality, knowledge, and risk and compliance issues about specific job position.

- ***Performance Appraisal:*** In the COVID pandemic, BRAC Bank used Behaviorally Anchored Rating (BARs) method to evaluate their employees' performance. The bank had developed 5 performance categories in order to give evaluation rating to the employees, including, Excellent (E) 5 points, Very Good (VG) 4 points, Good (G) 3 points, Fair (F) 2 points, and Poor (P) 1 point. An employee got 5 points when their performance was remarkable, praiseworthy and outstanding. These employees achieves more than their given targets and they exceed the performance standard. An employee received 4 points when they fairly exceed performance standard but their performance is not as good as the excellent performer. When an employee is appropriately doing his/her work in accordance of the standard forecasted then they received 3 points. An employee got 2 points when there was a lacking and imperfection in their work but it was thought to be good enough yet it needed further development and improvement. Lastly, an employee received 1 point when their work was unsatisfactory and far below the standard expected. Using this rating method BRAC Bank appraised the employees' performance. After measuring the employees' performance using BARs they evaluated the result and provided them with a feedback. Based on the result of the performance appraisal, BRAC Bank recognized the potentially good performing employees and compensated them accordingly.
- ***Compensation and Motivation:*** In terms of compensating and motivating the employees, BRAC Bank has given BDT 35.3 million to address its 62 workers who were COVID positive during that timeline. Sadly, one employee among the 62 couldn't survive the Coronavirus impact. In that case, the bank has compensated the deceased family in December 2020 with 5 times the assigned fund for the workers. In order to show support and motivate the employees, BRAC Bank provided specific health care insurance to its frontline workers who became COVID positive while performing their job duties during government announced general holiday in the year 2020. The Health Insurance Policy of BRAC Bank also covered the treatment cost of the employees who were infected by Coronavirus.

3.4 HR Function of Dutch Bangla Bank Limited

Despite of the COVID pandemic, DBBL had made a record of highest profit in its history in the year 2020. Because of the bank's strong foundation it was able to survive the COVID's shock and was able to make the highest profit. Now I am going to discuss how Dutch Bangla Bank Limited has practiced their HR functions during coronavirus pandemic:

- **Recruitment and Selection:** In case of recruitment during the pandemic, there were a number of steps that were needed to be followed. During the pandemic DBBL has conducted the recruitment and selection process online. First, the candidates has to go through a written test which is a combination of both M.C.Q and elaborative questions. In order to pass the examination, the candidates had to acquire a predefined mark. After passing the written test the candidates had to go through VIVA test. For the health security of the candidates, DBBL conducted both the written test and VIVA online. Finally, only a small number of candidates were selected for the job. DBBL also conducted the selection process online such as employment test, initial screening interview, comprehensive interview, background investigation all these were conducted online.
- **Training and Development:** During the pandemic DBBL has conducted two types of online training, one was for their managers and the other one was for their employees. For the managers, the bank had conducted an online training session where the managers where given guidance by the higher authorities on how to bring out the best from their employees, enhance their performance and motivate them during the pandemic. In the training session the managers were also instructed to communicate with their employees on a regular basis and to stay updated about their health. During the training session the managers also learned how to handle an employee with care who were COVID positive. For the employees, the bank had conducted an online training session where they were mainly given guidelines on how to conduct their work from home smoothly and uninterruptedly. During the training session they learned how to use the new softwares of the bank efficiently from home. And lastly, they were given instructions on how to deal with the customers with care during the COVID-19 crisis.
- **Performance Appraisal:** In DBBL employee performance is assessed annually which the bank calls Annual Confidential Report (ACR). The supervisors of the bank observes and notices the employees and then gives opinion on good or poor performance. During the pandemic, DBBL considered 5 things in case of appraising the performance of the employees including, (1) The Key Performance Indicator (KPI). In KPI there were various types of performance criteria which were based on the work plan and target set for the employees. (2) The bank appraised the employees' performance depending on their current job performance. (3) They considered the academic background of the workers. (4) Employees' banking experience for providing promotion and increment. (5) Lastly, they

considered the behavior competency level of the employees. During the pandemic, DBBL focused on being fair to its employees while appraising their performance. And after evaluating the result, they carried out a fair compensation plan i.e. good performers got rewards and bonuses and poor performers got punishments.

- ***Compensation and Motivation:*** In case of compensation, DBBL paid an extra amount to its front line workers who had to work overtime during the pandemic. The bank also focused on protecting the critical benefits of their employees including, paid time off (so that employees can spend time with their family in the critical time), paid sick leave, and special payment for elder care and child care. The child care and elder care allowance were only available for the workers who needed it badly. To further motivate their employees during the pandemic the bank also went ahead and paid transportation expense to the workers so that they can avoid mass travelling in the pandemic.

3.5 HR Functions of Prime Bank Limited

Prime Bank's human resource division plays an advocacy role and performs as a bridge between the employers and the employees. Since the last 2 years Prime Bank has been working digitally because of the pandemic. The bank received an award for taking a huge initiative in safeguarding the interest of its customers and safety of their workers. Like other banks in the banking industry Prime Bank also had to bring some changes in their HR policies and practices due to the COVID-19 pandemic. Below I am going to discuss how Prime Bank Limited has practiced their HR functions during the pandemic:

- ***Recruitment and Selection:*** Recruitment and selection process fulfills all the conditions of a job and it also makes sure that an organization continues to keep its commitment by providing same amount of opportunity to all the employees. When an organization conducts proper recruitment and selection process than they get the most experienced and qualified employees who are able to rise the success rate of the organization. For the global pandemic situation Prime Bank had to bring changes in their policies. For Prime Bank, safety and health issues are at the top most priority. To maintain the safety of their customers and current workforce the bank slowed down their recruitment process temporarily. They focused on hiring minimum number of employees so that they can provide maximum safety to its current workforce and customers. Although Prime Bank had opened all its 146 branches from the month of May 2020 but its main motto was to run the branches with minimum workforce and maximum safety security for the employees. During the pandemic the bank recruited only a small amount of employees and they conducted all the recruitment and selection process online. From online conference interview to written test to selection process, all the necessary things were conducted online in order to maintain social distancing.

- Training and Development:*** For the pandemic every type of industry had to conduct their operation from home and thus the new era of working from home was introduced. As everyone was not familiar with the concept and didn't know how to conduct their work efficiently from home, organizations had to conduct different types of training and development programs for their employees. For the lockdown and the continuing COVID-19 pandemic situation Prime Bank had to operate its business digitally for the last 2 years. During the lockdown from March 26 to May 30, only twenty five percent of the bank's employees went to the office and the rest of the workforce were working from home. In order to run their business operation smoothly without interruption the bank conducted variety types of training for their employees. The training were mainly about how to deal with the customers in the digital platform, how to solve the client's critical problem digitally, and how to separate their personal life from their work life while working from home. The bank also conducted a special training program for their front-line employees who were working from the office. The training program was about "Safe Work Practices" such as wearing face mask, hand gloves, how to disinfect places, using hand sanitizer, maintaining social distance, and how to properly wash hands with soap. In the training program they also instructed the employees to bring home made foods and avoid group tea breaks and lunches.
- Performance Appraisal:*** One of the main concept of HRM is performance appraisal, and it's a win-win situation for both the employee and the organization. Because employees receives benefits in terms of bonuses & rewards and the organization's targets and objectives are also met. There is also no doubt that performance appraisal and motivation has a positive relationship. Therefore, there is a fall in employee engagement and they also get demotivated if the performance appraisal is not carried out properly. Prime Bank carries out performance appraisal to evaluate the performance of the officers, executives, and staffs. In the bank the performance of the regular workers are evaluated on a yearly basis. In the pandemic, Prime Bank used 2 types of form for appraising the employees. One was for the low-level employees such as receptionist, assistant, teller typist, etc. and the other one was for the assistant officer and above. Both the appraisal form contained items for quantitative and qualitative judgment of performance, behavior, and capability of the appraisee. The form that is used to appraise the low-level employees contained criteria like amount of work they have to do during the pandemic, quality of work, knowledge of the job, dependability, ambition for further growth, and ability to learn. Using the 4 point scale the bank had done the evaluation of the low-level employees. The 4 point was defined as, Excellent (4 points), Very Good (3 points), Good (2 points) and Below Average (1 point). And the form that was used for the executives and officers was a bit comprehensive and lengthy. This appraisal form had 4 parts. In Part-A there were 16 basic questions which the employees needed to fill including father's name, designation, birthdate, present salary, etc. In Part-B the employees' all over performance was evaluated. The evaluation process

was done on a 4 point scale like Excellent (35-45), Good (25-34), Average (15-25), and Below Average (0-14). The appraisal was on the basis of personal knowledge, commitment, quality and quantity of work, power of judgments, analytical ability, leadership skills, decision making and communication ability. In Part-C, the reporting officers gave their comments on the employees' performance in the form, and commented on any improvement that is needed. Part-D is used by the Head Office's management committee. These marks are later viewed by the HR department of the Head Office in order to recommend performance increment.

- ***Compensation and Motivation:*** In terms of compensation Prime Bank provided paid leave option to its front-line employees and employees who were working from home so that they can take a good care of their family members during the pandemic. In case of death of an employee due to corona virus the bank provided full months' salary and the next 2 months' salary to the deceased family members. To maintain the security of the employees who were working from home and to motivate them, the branch managers ensured to personally communicate with all the staff members regularly and they also introduced the new way of working to the staff members by arranging team meeting, coffee connection, and virtual town hall where the managers provided key updates to their employees.

3.6 HR Functions of Sonali Bank Limited

Sonali Bank's strategy is to retain, attract and motivate the most qualified and talented people. The bank has prepared a detailed HR rules manual which covers the recruitment and selection guidelines, training and development related issues, performance appraisal criteria, compensation strategy and promotion criteria. The bank's HR rules and manuals are updated and reviewed at a timely basis in order to bring benefit to the employees and to bring organizational success. Now, let's discuss how Sonali Bank has practiced their HR functions during the COVID-19 pandemic:

- ***Recruitment and Selection:*** The recruitment and selection process of Sonali Bank is done by the Banker Selection Committee. The bank's target is to attract talented workers in order to bring organizational success. During the pandemic, the bank conducted their recruitment and selection process a bit differently. Like many other organizations, Sonali Bank also recruited and selected employees using online platform in order to maintain physical distance with one another. In the pandemic, initially the bank took preliminary tests of the candidates then in the next level the candidates who had got through the preliminary test were qualified for the written test. The written test contained some MCQs and in order to pass the test the participants had to obtain atleast 80% marks. Then the candidates who had got through the written test had to give VIVA test. Finally, when candidates got through the VIVA they were recruited for the job position. All these process were conducted digitally by the Banker Selection Committee.

- **Training and Development:** Sonali Bank encourages career development and motivates growth of the employees by helping them in attaining both their professional and personal goals at the bank and beyond. During the pandemic, Sonali Bank's HR division had conducted effective designed training plans for the employees. First of all, they conducted a training session for the front-line employees this training session took place in the office branches right after the office hours. In the training session the employees were given safety instruction which they has to follow during the pandemic. They were trained about the proper usage of Personal Protective Equipment (PPE), how to clean and disinfect the workplace in the correct way, and when it is safe to go back to office after being infected by the virus. Secondly, Sonali Bank conducted training programs for the employees who were working from home. For the pandemic, the bank had to adopt some new virtual business technologies. During the training session the employees were taught how to get access to the bank's tech platform and they were introduced to the new technologies related procedures and policies. The bank has also provided customer service training to its employees. In this training program they were trained about how to communicate with the clients, about the safety measures the bank had taken to keep the people safe, how to digitally persuade the clients and promote their products and services.
- **Performance Appraisal:** Performance is a result or an outcome of a person's action. Performance appraisal is the continuous review of an employee's job-related work which is accomplished within the organization. In the pandemic, Sonali Bank measured the employees' performance annually and along with that they also evaluated the employee's monthly performance by analyzing the achievements of targets set on collection of deposits, profit, loan and advance, import and export, classified recovery of loan, and non-interest income. In order to keep a close eye on the employees' performance the bank evaluated their monthly performance during the pandemic. Due to the pandemic, Sonali Bank's Annual Confidential Report (ACR) was divided into 2 parts. In the first part, the qualitative part was measured such as, employee's personality, mental strength, work ethics, timeliness, dress codes, communication, ability to work under pressure, leadership skills, dedication, creativity and motivation level during the pandemic. Then the employees' quantitative facts were measured in the second part where the workers were evaluated on the indicators depending on their working sectors.
- **Compensation and Motivation:** In Sonali Bank, employees who were infected by COVID-19 got financial support from the bank. The bank provided 24/7 doctor's support for all the employees. The bank also provided health insurance benefit to all its workers during the COVID-19 crisis. It has been difficult for the organizations to motivate the employees especially during the COVID-19 crisis. Employees are not only facing difficulties at work due to the new adjustment of the work environment but they are also experiencing challenges at home. In this difficult time Sonali Bank had to think of different ways to

motivate their employees so that their performance doesn't affect the organization badly. In order to motivate the workers, the bank offered flexibility to their employees such as pregnant women and elderly workers were given the first priority to operate their work from home. The bank also provided their worker with an additional allowance during the pandemic. To further motivate the employees to perform better the bank also offered various types of monetary and non-monetary rewards, additional paid time off, small pay raises and bonuses to the employees whose job performance were up to the mark.

3.7 HR Functions of Dhaka Bank Limited

The people's practices of Dhaka Bank are planned to cater to the fast developing business environment. The bank's strategy is to line up the organization structure to the emerging ecosystem, building capabilities, reimagining processes, and introducing new innovation to its people. Dhaka bank's basic human source management practices includes, training and development, staffing, recruitment and selection, performance appraisal and a competitive compensation strategy. Below I am going to discuss about the HR function that Dhaka Bank has practiced during COVID-19 in order to both motivate the employees and increase their job performance:

- ***Recruitment and Selection:*** In the pandemic, Dhaka Bank had recruited some entry-level employees for different job position, but they were not able to recruit as many female workers as they expected. The bank's target was to appoint atleast 20% female workers in the entry-level jobs but they failed to do so. Because as the deadly coronavirus started to spread quickly, the female employees started to leave their job in order to stay home and take care of their family members. During the pandemic, Dhaka Bank didn't bring much changes in their recruitment and selection practices. When there was a vacancy for a job position the bank gave out vacancy announcement. The bank followed three ways in terms of external recruitment. First, they advertised about the vacancy in a well-known Bengali and English national newspaper. They also used online platform to advertise through bdjobs.com for recruiting workers. Second way of external recruitment was employee referral, where only an existing employee can refer a new employee. And lastly they also accepted walk-in CVs, i.e. people who were searching for a job can come up and drop their CVs. Once the recruitment process was done, Dhaka Bank moved towards selection process. The selection process begin with huge amount of application form which was filled up using online platform. After examining the information given in the form they decided on which candidate will sit for the written test. The bank then informed the applicant over the cellphone about the written test. The test consists of analysis and math based questions which the candidates had to answer. In the next step the answer script was checked by the exam committee. According to the highest marks, applicants were invited for the interview. In the interview process the candidates were asked different structured and unstructured questions and they were given evaluation rating according to

organization's criteria. If a candidate got 46-50 marks then they were selected for the position.

- ***Training and Development:*** In the recent years organizations are giving more priority to employee training. An employee tends to stay longer in an organization when an organization invests in helping them to learn. Like other banks in the banking industry, Dhaka Bank had also provided special training to its employees during the pandemic. The basic training was regarding the workplace safety guidelines which included proper use of mask, face guard, PPE, instruction on how to clean their hands properly step by step, etc. Other than that the bank has also conducted training for the new entry-level workers, where they were given an overview of the organization and their products and services. The employees were also given instructions on how to carry out their job duties and responsibilities. The training session were conducted for 2-3 hours for consecutive 2 days. Because of the pandemic situation the bank didn't provide any off-the job training to its employees.
- ***Performance Appraisal:*** Dhaka Bank's performance appraisal system measures the performance of an employee to identify the gaps and to plan for the future development in order to ensure better job performance between the incumbent and the jobs. In the pandemic, Dhaka Bank used rating system for evaluating the performance of their employees. Rating is done on factors including, knowledge of work, speed, sense of duty and responsibility, knowledge level, performance on job, and behavioral competency level. The rating was defined as, Excellent (4.5-5), Very Good (3.5-4.5), Good (2.5-3.5), Average (1.5-2.5), and Below Average (1.0-1.5). Based on this evaluation criteria the employees were evaluated and ratings were given to them. Later the HR department of the bank reviewed the ratings to provide increments or promotions to the employees.
- ***Compensation and Motivation:*** In the pandemic, Dhaka Bank didn't cut any salaries of their employees. Instead, if an employee had died while performing his/her duty then according to the policy Dhaka Bank had provide Tk. 3lakh to each employee's family if the employee's position was senior officer or above and Tk. 1.5lakh to trainee assistants and below post of senior officials. The money was handed to the employee's spouse or children. And in case the employee was unmarried then the money was handed to the deceased parents. In order to motivate the employees during this hard time the bank also provided health insurance to its employees and offered paid sick leave options.

Chapter 4:

Analysis and Findings



For the analysis and findings part I have conducted a survey and selected a sample size of 80 people. Due to the current situation of the COVID-19 pandemic I have conducted the survey online using Google form. The questionnaire contains total 26 questions which the employees of the selected organization (Standard Chartered Bank, AB Bank, BRAC Bank, DBBL, Prime Bank, Sonali Bank, and Dhaka Bank limited) answered to. Among the 26 questions, 22 questions are based on quantitative analysis and the rest of the 4 questions are based on qualitative analysis. For measuring the employee performance during COVID-19, I have mainly focused on four HR functions including, Recruitment and Selection, Training and Development, Performance Appraisal, and Compensation and Motivation. According to the employees' opinion I have conducted both quantitative and qualitative analysis and for each of the questions I have showed my findings in a graph.

4.1 Quantitative Analysis

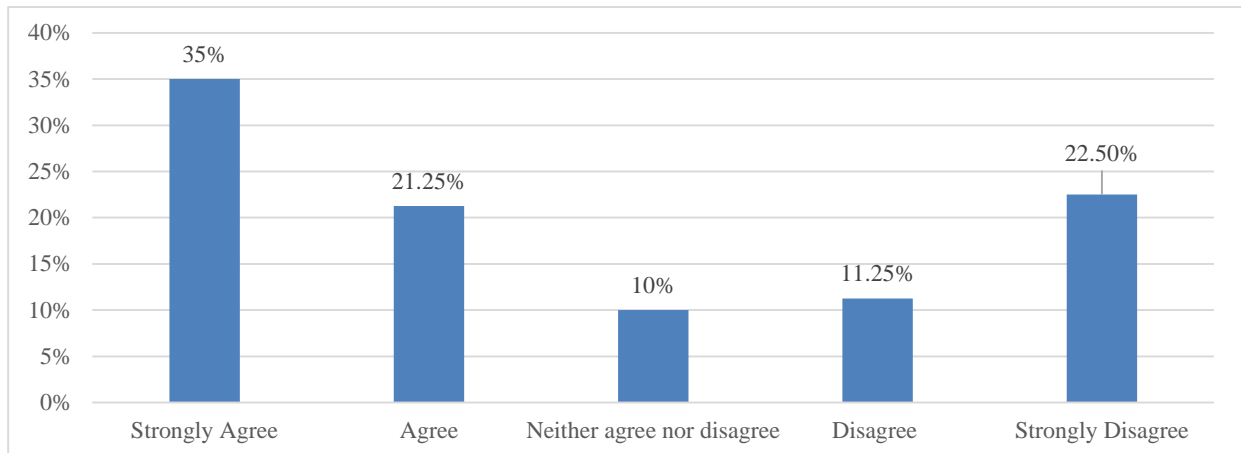
Quantitative analysis of data is the centre of any study. It requires techniques by which analyst converts the data into a numerical form. The main objective of quantitative analysis is to come up to a conclusion depending on mathematical expression and empirical observation of the phenomena. I have prepared a questionnaire which contains 22 closed ended questions and the sample size is 80 respondents. The marking scale of the survey was, Strongly Agree (5), Agree (4), Neither agree nor disagree (3), Disagree (2), and Strongly Disagree (1). In order to show my findings I have prepared bar chart for each of the questions.

4.1.1 Recruitment and Selection

According to my research and interview that I have conducted for recruitment and selection, during the pandemic the selected organizations had mainly analyzed the jobs very well and after that they advertised their job description through internal website, Facebook, and newspaper. For recruiting and selecting new employees the selected banks have first created an interviewer panel then they have taken written test, VIVA tests, checked the background, qualification level, ability to do the work, and competency level of the candidates through online platform. In the section below I am going to show the findings from my survey that the employees of the selected organizations have filled. I am going to show my findings of the survey in a graph for each questions of recruitment and selection.

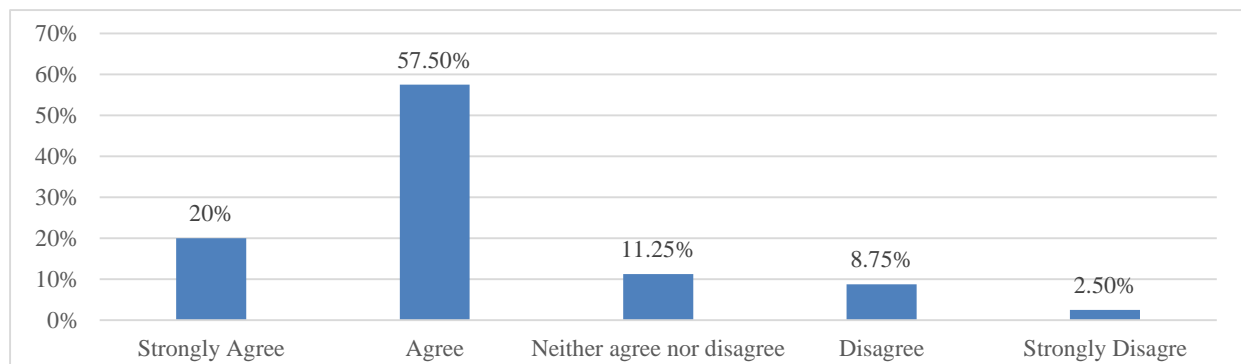
Findings from survey:

1. While recruiting candidates during the pandemic for a position, our organization followed the policies of affirmative action.



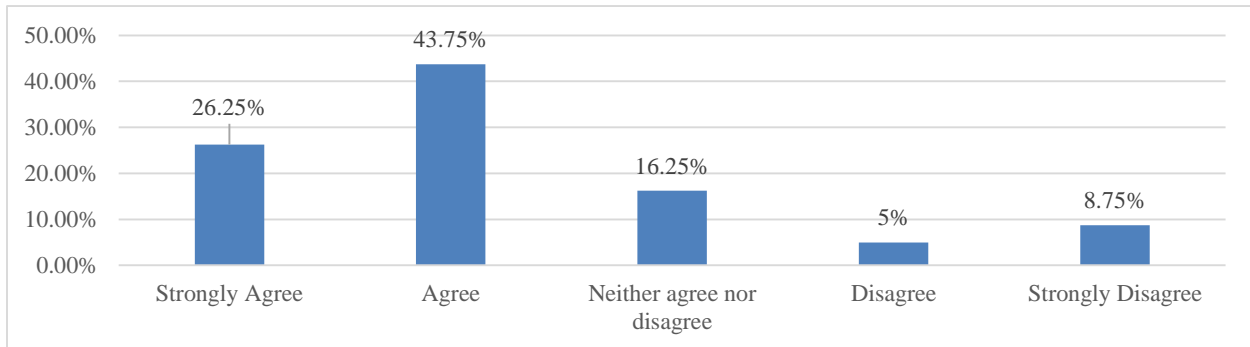
As we can see the evidence is showing that, 56.25% (strongly agree + agree) of the employees believes that the banks followed the policies of affirmative actions while recruiting candidates during the pandemic, and 10% neither agree nor disagree to it. But 33.75% (strongly disagree + disagree) employees doesn't believe that the banks had followed the policies of affirmative action. That means, among the selected banks most of the banks followed the policies of affirmative action while recruiting candidates.

2. In the pandemic, when a job advertisement was given in the online platform our organization received a huge number of experienced and qualified candidates.



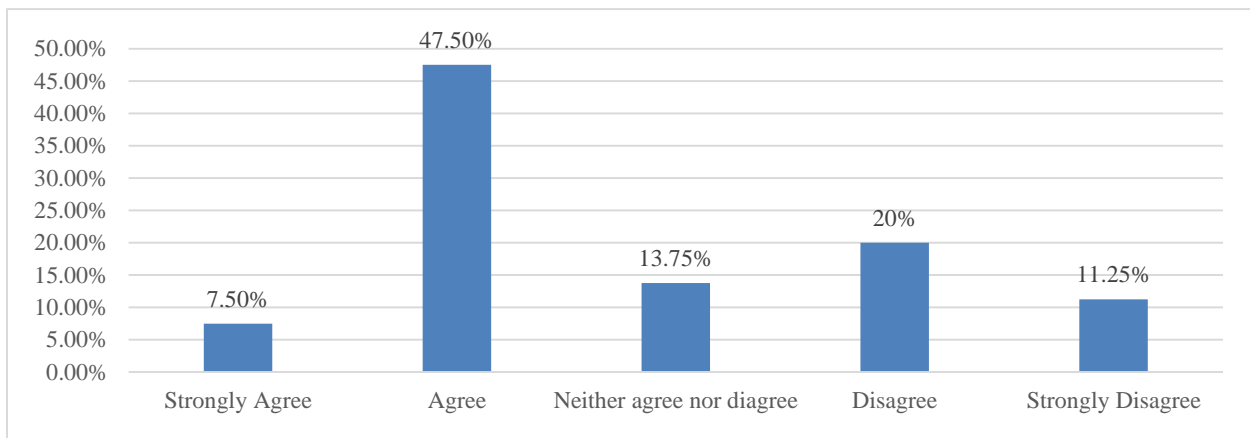
Evidence from the bar chart shows that, 77.5% (strongly agree + agree) employees believe the organization received a huge number of experienced and qualified candidates when a job advertisement was given in the online platform and 11.25% employees neither agree nor disagree with it. But on the other hand 11.25% (strongly disagree + disagree) employees don't agree with the statement. Therefore, we can say that some of the banks haven't received experienced and qualified candidates during the pandemic whereas most of the banks have received qualified and experienced candidates through job advertisement on the online platform.

3. The selection method used (assessment centers, interviews, application forms, psychometric tests, CV data, group interviews, references) in our organization during the pandemic, played an important role in employee performance.



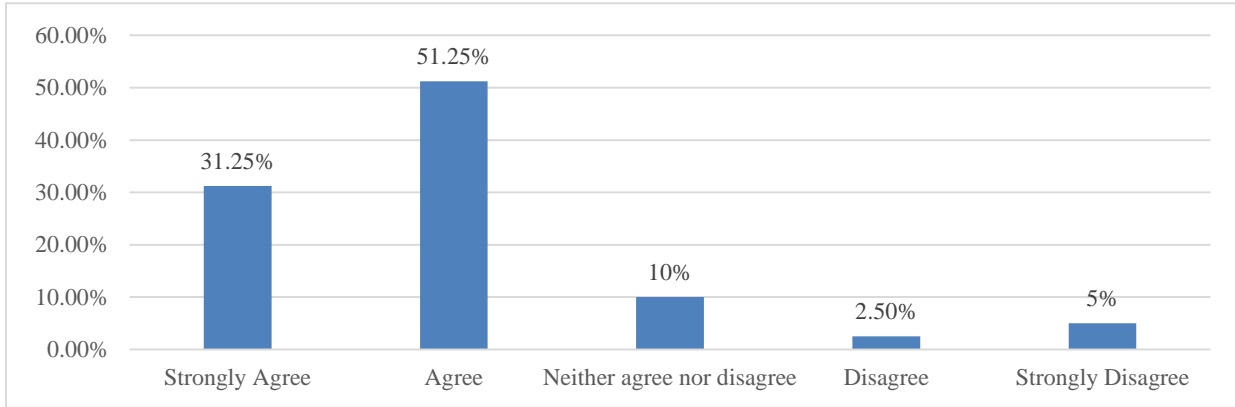
Based on the evidence from the bar chart we can come to the statement that, 70% (strongly agree + agree) employees think that the selection method which was used in the organization during the pandemic played an important role in employee performance and 16.25% neither agree nor disagree with it. Whereas, 13.75% (strongly disagree + disagree) employees don't think the selection method played an important role in employee performance. Therefore, most of the employees agreed with the statement.

4. While determining the suitability of an applicant for an available position during the COVID pandemic, our organization used both structured and unstructured interviews.



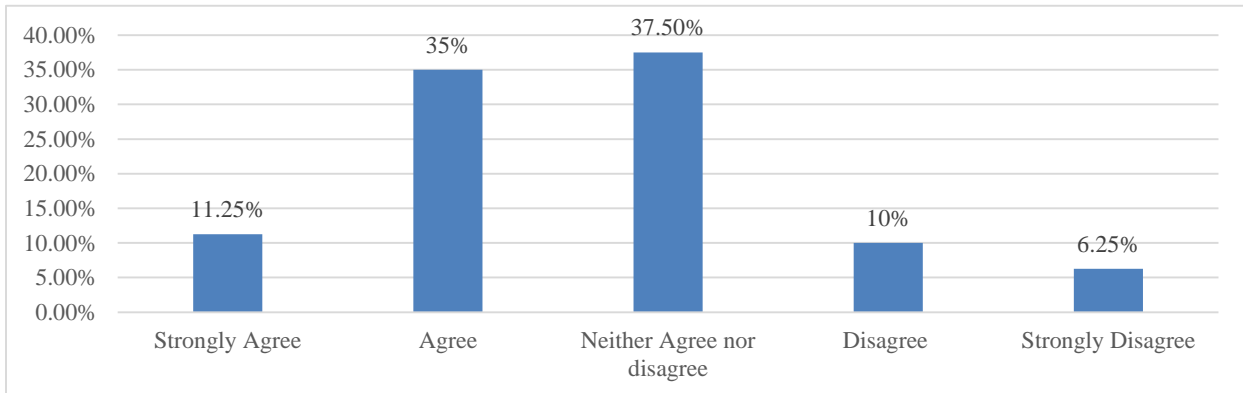
According to the bar chart given above, we can say that 55% (strongly agree + agree) employees believe the organization has used both structured and unstructured interviews in case of determining the suitability of an applicant for an available position during the pandemic, and somehow 13.75% employees neither agree nor disagree to the fact. And the rest 31.25% (strongly disagree + disagree) employees didn't agree with the statement. Therefore, we can say that among the selected banks, some of the banks have to improve their interview process and use both structured and unstructured interviews so that they can determine the suitability of an applicant.

5. While recruiting, the management measured our ability to perform the requirements of the job.



According to the employees' feedback, 31.25% employees strongly agree that while recruiting, the management measured their ability to perform the requirement of the job. 51.25% employees just agree, and 10% neither agree nor disagree with the statement. Somehow, only 7.5% (strongly disagree + disagree) employees doesn't agree with the point. Therefore, as majority of the employees agreed to the statement so we can say that, while recruiting, the selected banks have measured the employees' ability to perform the requirement of the job.

6. Employee performance in our organization has improved during the COVID-19 pandemic for the new HR policies of recruitment and selection process.



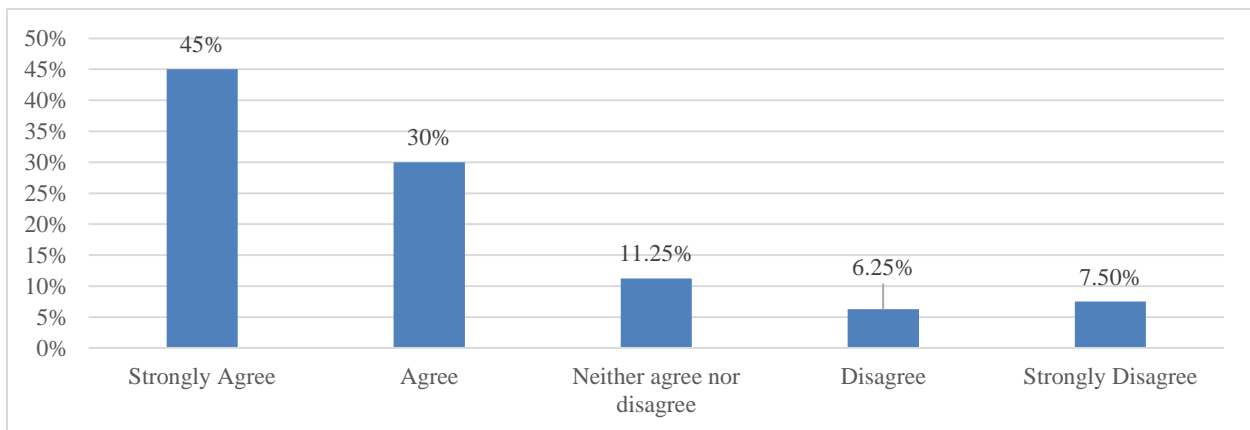
Based on the survey I have conducted on the selected organizations, we can come to a statement that only 46.25% (strongly agree + agree) employees believes their performance in the organization has improved during COVID-19 pandemic for the new HR policies of recruitment and selection process and 37.5% employees neither agree nor disagree with the statement. And the remaining 16.25% (strongly disagree + disagree) employees doesn't agree with it. That means, we can say that most of the selected banks have to redesign their HR policies of recruitment and selection so that the employee performance increases.

4.1.2 Training and Development

According to my research and interviews that I have conducted in the selected banks regarding training and development; during the pandemic the selected banks have conducted all their training and development programs online in order to prevent the virus from spreading. The banks have firstly focused on conducting training programs related to safe work practices where they have provided guidelines and instructions to the employees including, wearing face mask when they are outside the house, maintaining 6 feet distance from one another, proper use of PPE, wearing gloves, how to disinfect a place properly, proper use of sanitizer, and how to wash their hand with soap step by step. Apart from that the banks also focused on training programs where they trained the employees about how to get access to the bank's technological platform, how to deal with the customers digitally, how to promote the products and services, etc. Some banks conducted special training programs for the managers, in order to train them how to motivate the employees in the pandemic and how to handle the employees with care. Some banks have also provided training to the new employees where they were given an overview of the bank and the products and services. Therefore, according to my research all the selected banks have provided training and development programs to the employees. Now I am going to show the findings from my survey that the employees of the selected banks have filled. I will show my findings in a graph for each questions of training and development.

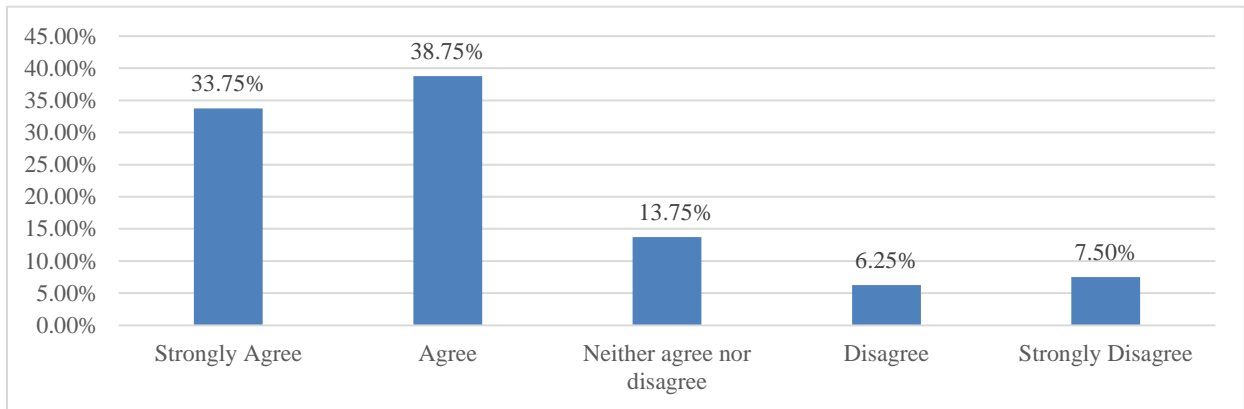
Findings from survey:

8. In the pandemic, our organization provided training to the new and current employee when it was needed.



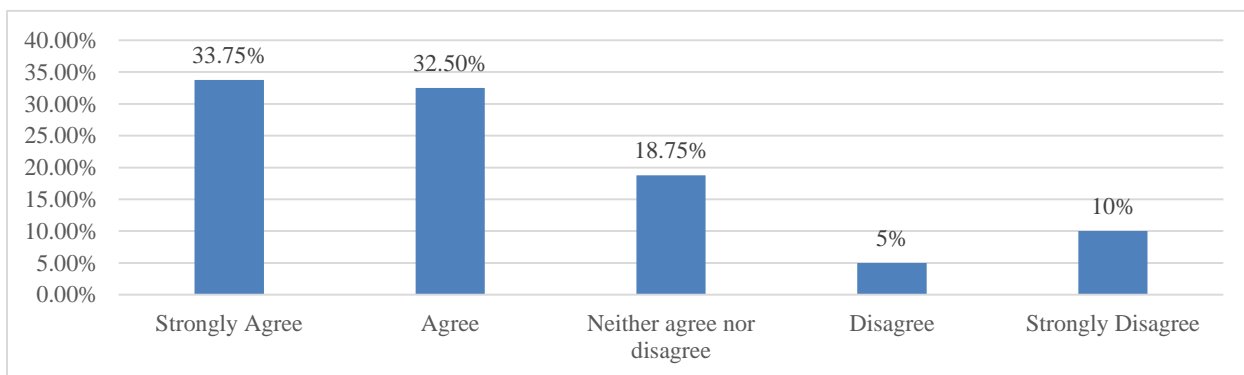
Here we can see, 75% (strongly agree + agree) employees believes that in the pandemic their organization have provided training to the new and current employees when it was needed. However, 11.25% neither agree nor disagree with the fact. But 13.75% (strongly disagree + disagree) employees doesn't agree with the statement. So, we can say that among the 7 selected banks, most of the banks provided training to their new and current employees.

9. During the pandemic, our management offered training program that helped us to acquire new skills and knowledge and apply them on the job in order to enhance our performance.



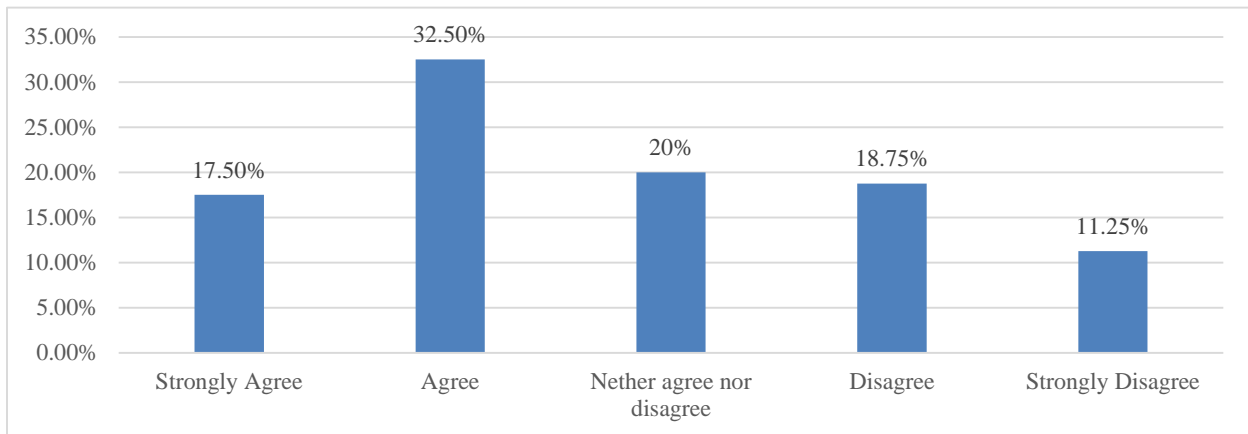
From the survey I have conducted, 72.5% (strongly agree + agree) employees agreed that in order to enhance performance during the pandemic, their management offered training program that helped them to acquire new skills and knowledge and apply them on the job. On the other hand 13.75% employees neither agree nor disagree with it and 13.75% (strongly disagree + disagree) employees disagreed with the statement. Therefore, we can say that among the selected banks almost every bank have offered training program during the pandemic which has helped the employees to acquire new skills and knowledge and apply them on the job.

10. The training and development program were helpful for us in identifying the actions needed to achieve the goal that was set during the pandemic.



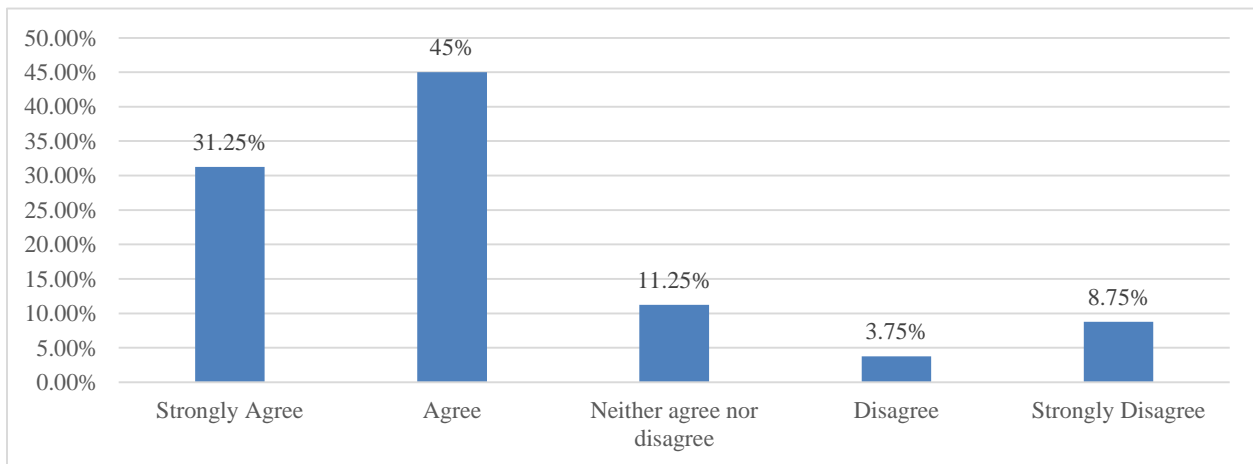
Here, 33.75% employees strongly agree that the training and development programs were helpful for them in identifying the actions needed to achieve the goal that was set during the pandemic and 32.5% employees only agreed to the statement. Somehow, 18.75% employees were somewhat neutral and 15% (strongly disagree + disagree) employees totally disagreed with the statement. Therefore from the bar chart, it is understandable that the training and development programs that the banks have conducted were helpful for the employees in identifying the actions needed to achieve the goals which was set during the pandemic.

11. Our management evaluates the training process to further improve it.



Evidence from the bar chart above shows that, 17.50% respondents strongly agree, 32.5% respondents just agree, 20% are neutral, 18.75% respondents disagree, and 11.25% strongly disagree. That means, only 50% of the respondents believes that their management evaluates the training process in order to further improve it. Therefore, we can say that the selected banks have to focus on evaluating their training process, because by evaluating the training program the organization can tell that whether it has attained its objectives or not.

12. The training and development programs that was conducted during the pandemic has bought a positive impact on the employee performance.



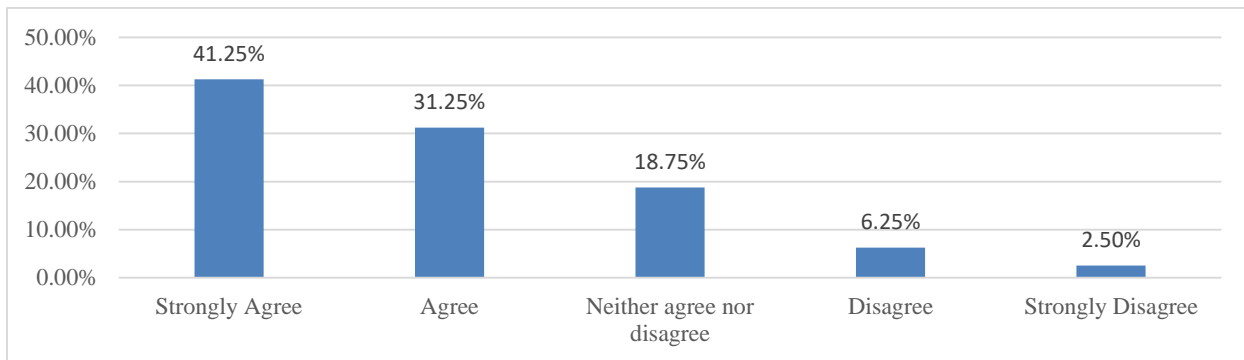
From the bar chart provided above we can say that, 31.25% respondents strongly agree, 45% respondents just agreed, 11.25% are neutral, 3.75% respondents disagree and the remaining 8.75% strongly disagree with the statement. Therefore, it is understandable that most of the respondents (76.25%) believes that training and development programs that was conducted during the pandemic has bought a positive impact on the employee performance.

4.1.3 Performance Appraisal

Different banks have selected different appraisal methods and different criteria to measure and evaluate the employees during the pandemic. The measuring point scale also varied from one bank to another, such as some use 4 point scale to evaluate the employee and some use 5 point scale. Now I am going to show my findings from the survey in a graph for each questions of performance appraisal.

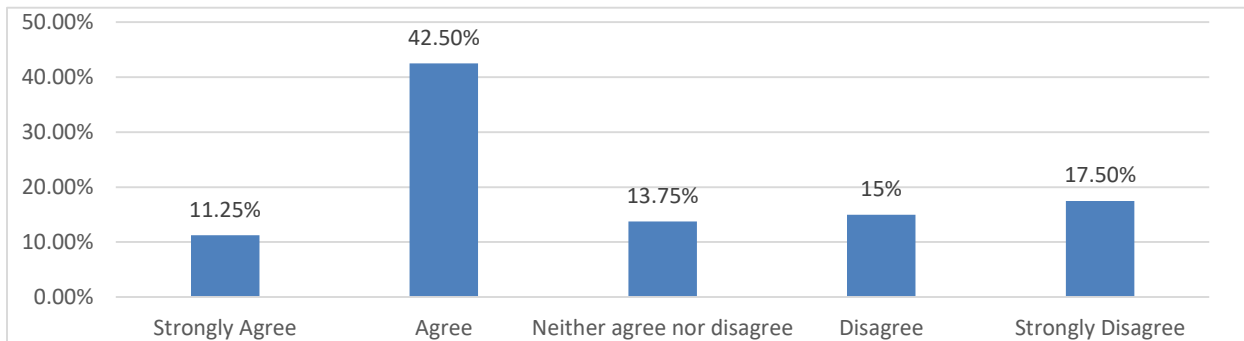
Findings from survey:

14. Our organization's performance appraisal criteria are understandable and fair.



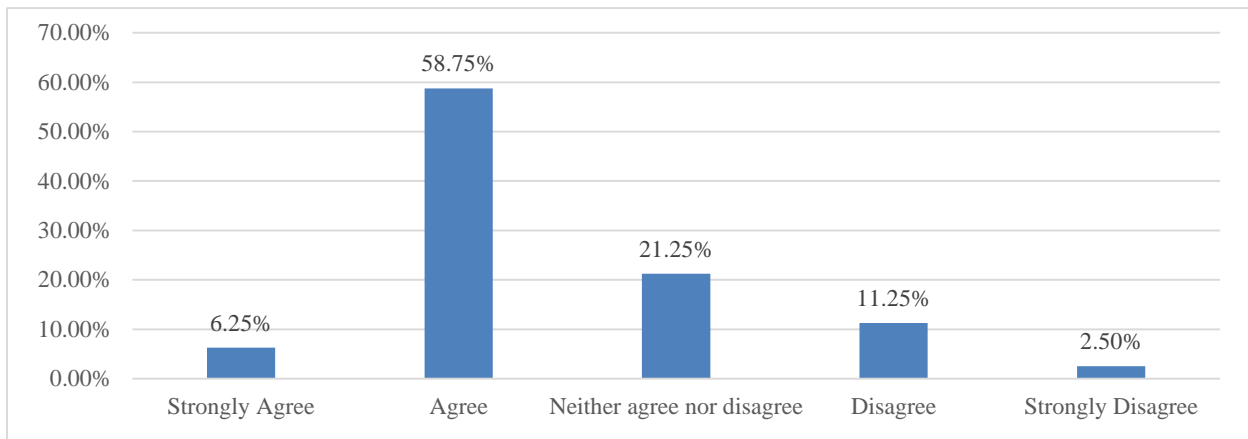
Based on the evidence provided on the bar chart above we can see that, 72.5% (strongly agree + agree) respondents think that their organization's performance appraisal criteria are understandable and fair. 18.75% are somewhat neutral. And 8.75% respondents doesn't agree with the statement. Therefore, it is clear from the graph that the selected banks follow a fair and understandable performance appraisal criteria.

15. During the pandemic, the supervisor documented the employee's performance properly.



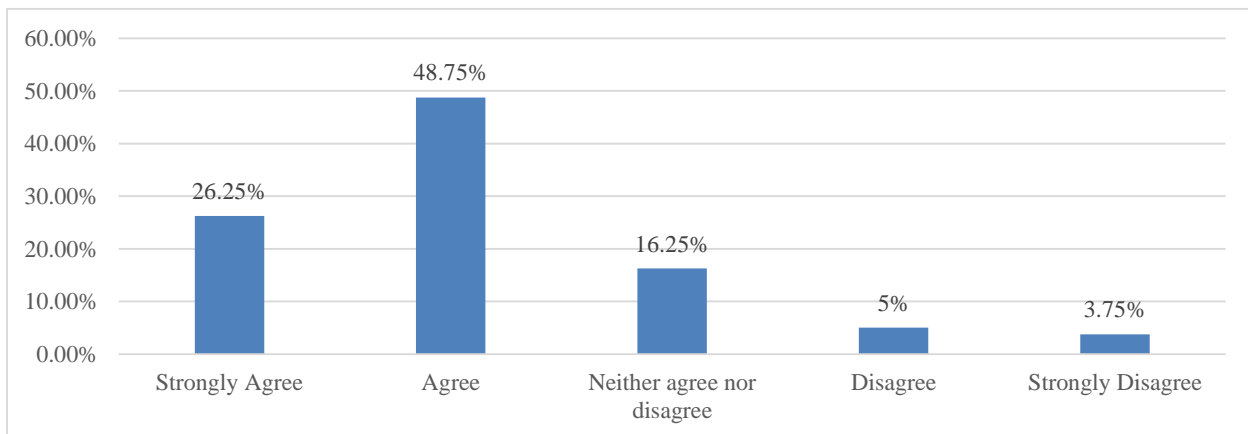
The bar chart shows that, 11.25% respondents strongly agree, 42.5% respondent agree, 13.75% are neutral, 15% respondents disagree, and the remaining 17.5% respondents strongly disagree with the fact that during the pandemic the supervisors documented the employees' performance properly. Although 53.75% (strongly agree + agree) respondents agreed with the statement, still a large number of employees disagreed with it. Therefore, we can say that some of the selected banks are not properly documenting the employees' performance.

16. Feedbacks you received were useful to improve your performance during the pandemic.



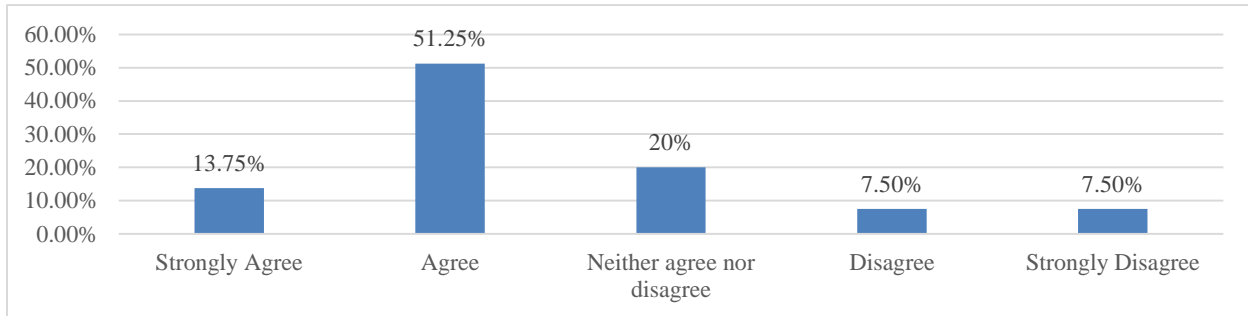
As we can see the evidence is showing that, 65% (strongly agree + agree) employees believes that the feedback they received were useful to improve their performance during the pandemic and 21.25% respondents neither agree nor disagree with it. The rest 13.75% (strongly disagree + disagree) employees disagreed with it. Therefore, we can conclude that the selected banks are providing their employee with feedbacks which are useful to improve their performance.

17. During the pandemic, results of performance appraisal were used to recognize the potentially good performing employees.



Here we can see, 26.25% employees strongly agree, 48.75% agree, 16.25% are neutral, 5% respondents disagree, and the rest 3.75% respondents strongly disagree with the statement. Since, majority of the respondents agreed to the statement so it is understandable that the banks have used the results of performance appraisal to recognize the potentially good performing employees.

18. I am motivated and satisfied with the appraisal system that was used during the pandemic to evaluate my performance.



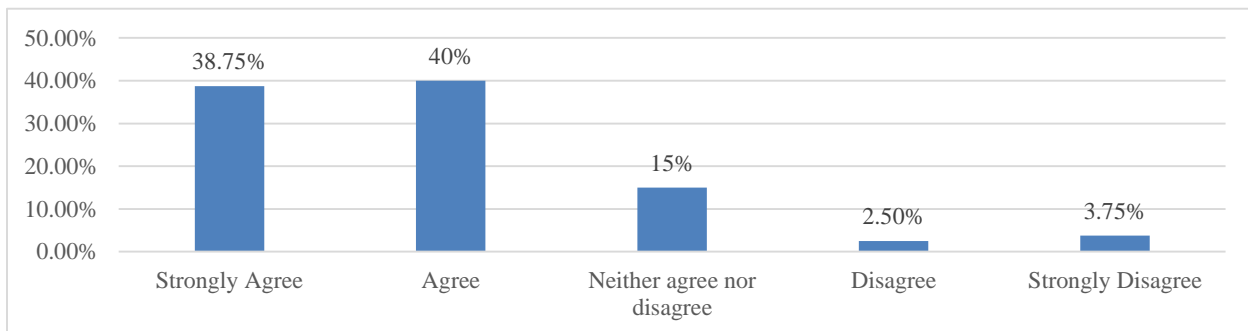
According to the bar chart above, 65% (strongly agree + agree) of the employees agreed that they are motivated and satisfied with the appraisal system that was used during the pandemic to evaluate their performance and 20% neither agree nor disagree with it. However, the remaining 15% respondents doesn't agree with it.

4.1.4 Compensation and Motivation

According to my research, most of the selected banks are claiming that they are following a fair compensation strategy. Such as they have stated that they have provided bonuses, small pay raises, various types of monetary and non-monetary rewards, compensation to an employee's family in case the employee had died from the virus while doing his/her job, health insurance policy, paid sick leave, additional paid time off, paid holiday and transportation expense to the employees during the COVID-19 crises. My research also shows that among the 7 selected banks, AB bank had cut 5% salaries of the employees in the pandemic. It was a hard job for all the banks to motivate its employees during the pandemic. In order to motivate and enhance employee performance the banks have provided various types of fun activities, coffee breaks, safe working environment, and followed fair HR practices. Now let's see whether the findings of the survey filled by the employees state the same thing as the banks are claiming or not. Below I am going to show my findings in graph for each questions of compensation and motivation.

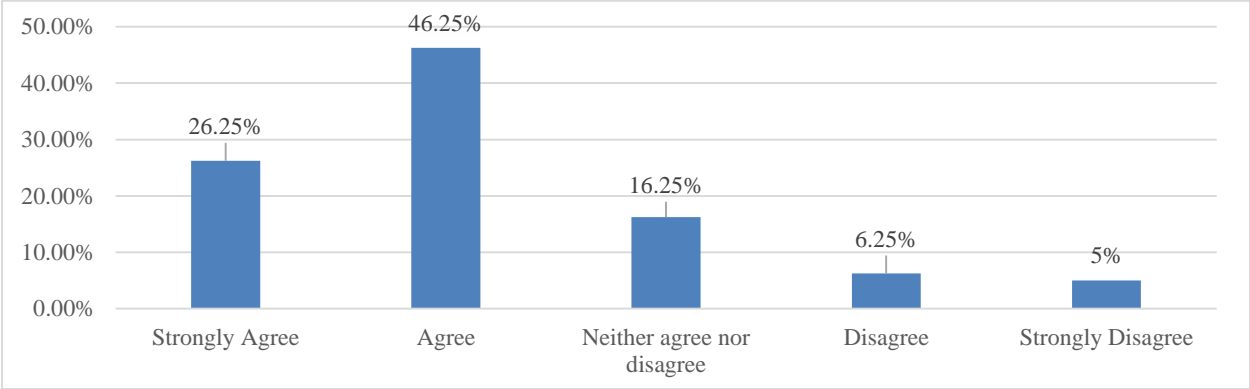
Findings from survey:

20. In our organization, pay raise are determined mainly by an employee's job performance.



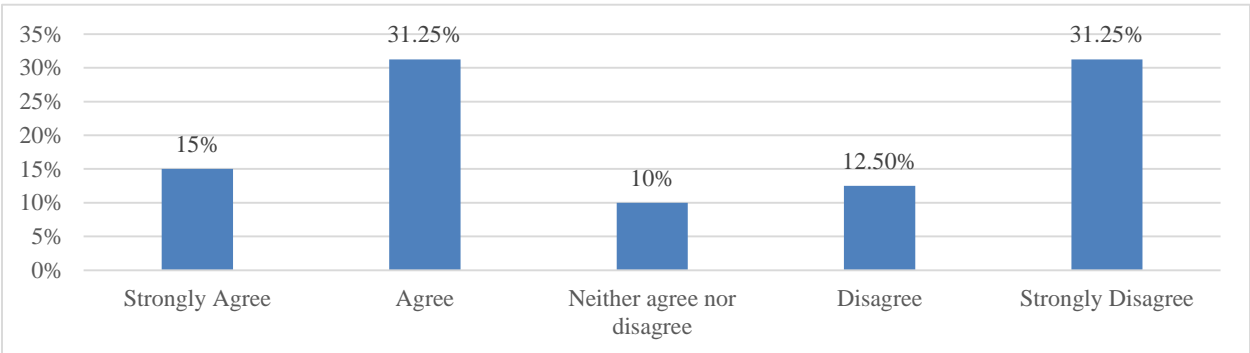
Evidence from the findings shows that, 38.75% respondents strongly agree, 40% respondent just agree, 15% employees are somewhat neutral, 2.50% respondents disagree, and the rest 3.75% respondents strongly disagree with the statement. Since, majority of the employees agreed to the statement (78.75%) so we can say that in the selected banks pay raise are mainly determined by an employees’ job performance.

21. During the pandemic, our organization followed a fair compensation policy in order to motivate employee performance.



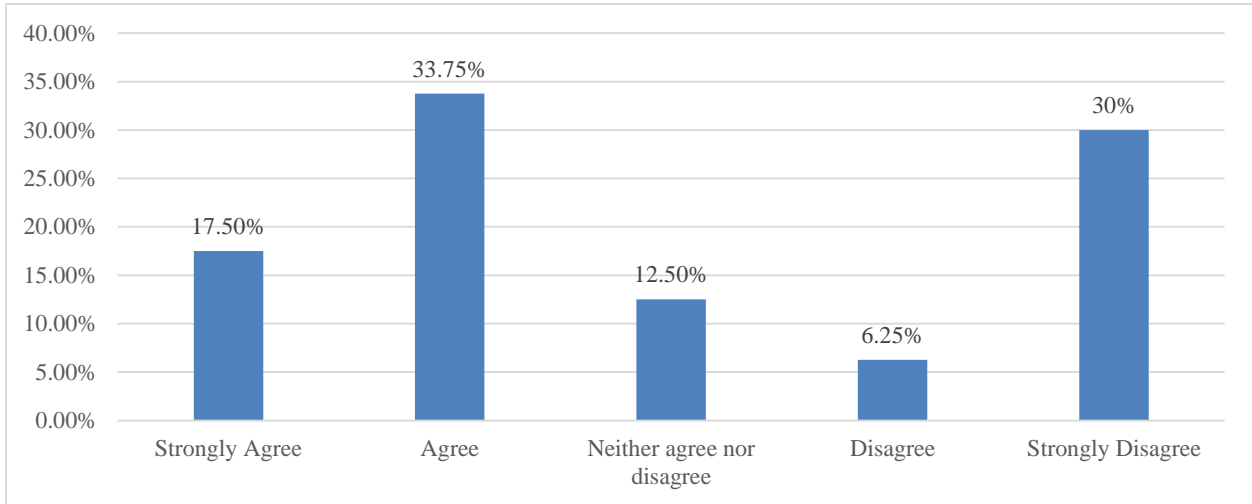
Here we can see, 72.5% (strongly agree + agree) employees believes that during the pandemic, their organization followed a fair compensation policy in order to motivate employee performance. Whereas, 16.25% neither agree nor disagree with it and 11.25% (strongly disagree + disagree) employees doesn’t agree with the statement. As most of the employees agreed with the statement, so we can say that the selected banks have followed a fair compensation policy in order to motivate employee performance during the pandemic.

22. In the COVID-19 crisis, our organization didn’t cut salaries of the employees.



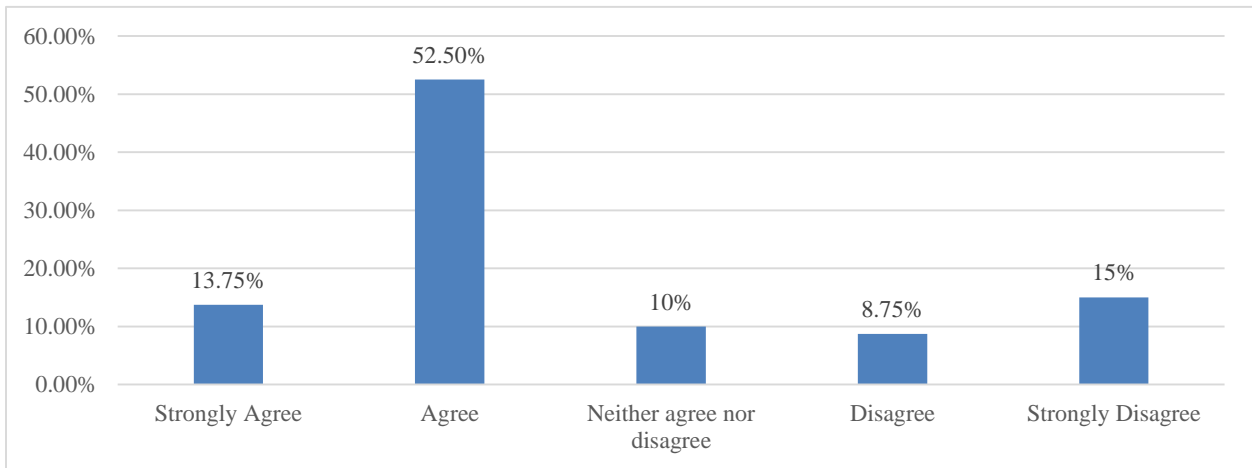
Based on the evidence from the bar chart we can say that, only 46.25% (strongly agree + agree) employees believes that their organization didn’t cut salaries during the pandemic. On the other hand, 10% respondents neither agree nor disagree with the fact. And the remaining 43.75% (strongly disagree + disagree) respondents believes that their organization had cut salaries during the crisis. Therefore, we can say that the organizations did cut the employees’ salaries during the pandemic.

23. Remuneration incentives like bonus were an important part of the compensation strategy during the pandemic in our organization.



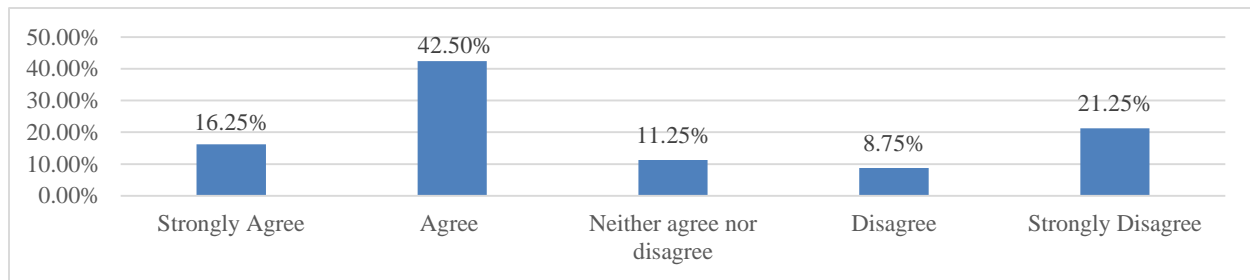
The bar chart above shows that, 17.5% respondents strongly agree, 33.75% respondents just agree, 12.5% neither agree nor disagree, 6.25% disagree, and 30% respondents strongly disagree with the above statement. Though a majority of respondents (51.25%) believes that remuneration incentives like bonus were an important part of the compensation strategy during the pandemic but a large percentage of respondents (36.25%) also disagreed with the point. So, from the chart it is clear that some organizations didn't provide bonuses to their employees during the pandemic.

24. During the pandemic, our organization offered us paid holiday and paid leave option so that we can take care of our family members.



According to the bar chart given above, 66.25% (strongly agree + agree) respondents agreed that during the pandemic their organization offered them paid holiday and paid leave option and 10% employees were somewhat neutral about it. Somehow, 23.75% respondents are not agreeing with the statement. That means, during the pandemic majority of the selected banks have provided paid leave and paid holiday option to its employees.

25. In order to motivate us, our organization has provided us with health insurance benefits in the pandemic.



From the survey I have conducted, 30% (strongly disagree + disagree) respondents doesn't agree with the statement and 11.25% are neutral about it. However, 58.75% (strongly agree + agree) respondents agreed that their organizations have provided them with health insurance benefits. So, we can say in order to motivate the employees, most banks have provided them health insurance benefits in the pandemic.

4.2 Qualitative Analysis

Qualitative analysis handles inexact and intangible information which can be hard to measure and collect. It is difficult for the machines to conduct the qualitative analysis because intangibles cannot be interpreted through numeric values. Therefore, qualitative analysis covers opinions and subjective characteristics which can't be expressed through a number. I have prepared a questionnaire which contains 4 open ended (opinion based) questions and the sample size is 80 respondents. Now, in the section below I am going to discuss what the respondents had to say regarding recruitment and selection, training and development, performance appraisal, and compensation and motivation process of their organizations.

4.2.1 Recruitment and Selection

A successful and effective recruitment and selection process identifies an organization's needs then matches it with the right applicant who will fit and contribute in the company. When an organization has top talented employees who are sincere about the organization and their job then the organization is put up for success and growth in the industry. For attracting a talented workforce, it is important to conduct an effective recruitment and selection process in any organization. The recruitment and selection process would eventually decide on the success of the organization and it would have an effect on the entire organization's operation.

According to the employees' feedback from the survey that I have conducted, some employees wrote their recruitment and selection process was fair, some said it was not fair, others said their organization's recruitment and selection process needs improvement and the organization should hire more tech experts. Most of the employees think that the recruitment and selection process of the organization needs further improvement in order to enhance employee performance. As due to the pandemic the employees had to work digitally from home, so according to the employees'

feedback the organizations should recruit and select candidates who are technologically advanced and can do the job more efficiently and effectively.

4.2.2 Training and Development

Employee training & development programs are crucial for any organizational success. Training and development not only provides opportunities to the employees to enhance their skills and knowledge, but it also provides opportunities to the employers to increase employee productivity and organizational culture. Training and development is important for an organization in order to retain and gain top talents, increase productivity and gain more profit. It helps to increase employee performance, improves employee productivity and decreases turnover. Therefore, training and development should not be considered as an expense indeed it should be considered as an investment, which every organizations should make.

According to the respondents' opinion, the organization should have conducted motivational training programs for its employees. As due to the pandemic the employees were shaken from inside and they didn't know how to adapt to this new situation so the organization should have provided motivational training programs for the employees. Along with that the employees also think that the banks should have organized programs were they were taught about the "new normal adaptation". In addition to that a respondent mentioned that the bank provided training programs that were more generalized but according to that respondent, the bank should have conducted multiple training programs in relation to each role of the organization. Another respondent wrote, the bank should have provided training and development programs for every department of the bank during the pandemic for enhancing employee performance.

4.2.3 Performance Appraisal

Performance appraisal is the process of assessing an employees' personality and performance in accordance to the organization's standards such as quality of work, versatility, efficiency, teamwork, and cooperation. Performance appraisal are required for growth of an organization and employees. It helps to figure out whether an individual is being fruitful or is a burden for the organization. It also helps an employee to figure out where their career is going. By conducting performance appraisal an organization can recognize good work of an individual and compensate them accordingly. It is important to let an employee know that their individual performance is essential for the organizational growth.

According to the respondent's opinion, in order to enhance employee performance during the pandemic, the banks should evaluate the employees' performance by observing their monthly performance average rather than their daily or weekly performance. The organizations should also evaluate the employees by measuring all of the activities performed by them rather than measuring only few activities. Further in order to enhance employee performance, while appraising an employee during the pandemic, the banks should focus on the quality of the work they are doing rather than focusing on the numbers of hours (quantity) they have worked in the bank.

4.2.4 Compensation and Motivation

According to the researchers, compensation packages plays a huge role on employee engagement and employee motivation level. High level of compensation provides an individual with a perception of satisfaction from the job and motivates the employees to perform better especially if compensation and job performance are related with each other. On the other hand, researchers have also found that low level of compensation effects employee performance and motivation. Therefore, in order to enhance employee performance during the pandemic, an organization needs to plan a fair compensation strategy and treat all employees equally and fairly.

Based on the feedback of the survey that I have conducted, in order to enhance employee performance during the pandemic, the banks could have raise the employees' salaries in accordance to their job performance, provide them bonuses, and arrange good benefit programs for them. Along with that, the banks should also appreciate the employees' hard work in order to enhance the performance and motivation level. During the pandemic, all the employees were feeling insecure regarding their job and salary. So according to a respondent, in order to enhance performance, the management of the banks could have included the employees to draft a long term remuneration package and openly share the plans with all the employees to make them feel at ease.

Chapter 5: Recommendation and Conclusion



5.1 Recommendation

Recommendations are basically the suggestions or proposal on the areas where the banks have a weakness and can improve themselves in order to do well in those areas. Recommendations for the selected banks, in order to enhance employee performance, are provided below:

- The banks have to bring some changes in the recruitment and selection process in order to enhance employee performance during the pandemic. For instance, while recruiting and selecting employees during the pandemic, the banks should use both structured and unstructured interview for determining the suitability of an applicant. The structured interviews will give quantitative data which is measurable, and the unstructured interviews will provide details regarding an applicant's behavior for a specific event or situation. If the banks use both structured and unstructured interviews then they can hire those candidates who are best suited for the job position. And if the bank can hire the right person for the right job then eventually employee performance will increase.
- There is no doubt that the selected banks have conducted training and development programs during the pandemic in order to ensure employee performance. But in my opinion the banks should also focus on evaluating the training process to further improve it. Because by evaluating the training program the organizations can tell whether it has attained its objectives or not.
- The banks have conducted training programs that were more generalized training, but in my opinion the banks should conduct multiple training programs in relation to each role of the organization. In addition, the management should arrange training and development programs for each and every department of the bank for enhancing employee performance and motivation.
- The banks should document the employees' performance properly because documenting employees' performance will help the organization remain fair in the inspection and appraisal process. And the supervisors should also document employees' performance in order to keep a track record of how the employees are doing on their job, along with that the employees should be informed that their work performance is being recorded. If they know that their work performance is being recorded then they will perform better.
- While appraising an employee, the banks should focus on the quality of the work they are doing rather than focusing on the number of hours they have worked. This will help the employees understand that their organization values their work and ultimately the performance of the employees will be better.

- Lastly, the banks shouldn't cut the employees' salaries during the pandemic. Cutting the salary decreases their motivation level and ultimately the performance level also decreases. In addition, the banks should appreciate the employees' hard work in order to motivate and enhance their performance.

5.2 Conclusion

This report was conducted to analyze the impact on employee performance due to COVID-19 in the banking sector. And after analyzing it was identified that, in the pandemic, the performance of the employee in the banking sector was good but there are a few shortcoming from the banks' side. The banks conducted proper Training and Development programs and Performance Appraisal system in order to enhance employee performance during the crisis. But the banks have to bring some improvement in their Recruitment and Selection process and Compensation and Motivation strategy. The banks have to use both structured and unstructured interviews process while recruiting their employees in order to hire the right person for the right job so that employee performance increases. Though the performance of the employee, during the pandemic, was good but for further improvement the banks need to focus on providing more rewards to the employee and shouldn't cut the employees' salaries during the pandemic because it effect the performance level of the employees negatively. In addition, the banks should appreciate the employee more often because it will increase their performance level more than anything.

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Appendix

Questionnaire:

Questionnaire regarding “Impact on Employee Performance due to COVID-19 in Banking Sectors”

The data collected from this survey questionnaire will be used only for the academic purpose. If you could kindly cooperate, it will be a great help.

Section A: General Profile of Respondents:

1. Gender: Male Female
2. Age Group: 25-35 36-45 46+
3. Designation: _____
4. Experience:
- a. Less than 1 year b. 2-3 years c. 5-7 years d. More than 7 years

Section B: You are requested to read and fill the following questions with patience and concentration.

Please use the following marking scale:

- 5 Strongly agree
- 4 Agree
- 3 Neither agree nor disagree
- 2 Disagree
- 1 Strongly Disagree

Try to answer the questions fairly without rushing your response.

	Recruitment and Selection	5	4	3	2	1
1.	While recruiting candidates during the pandemic for a position, our organization followed the policies of affirmative action.					
2.	In the pandemic, when a job advertisement was given in the online platform our organization received a huge number of experienced and qualified candidates.					
3.	The selection method used (assessment centers, interviews, application forms, psychometric tests, CV data, group					

	interviews, references) in our organization during the pandemic, played an important role in employee performance.					
4.	While determining the suitability of an applicant for an available position during the COVID pandemic, our organization used both structured and unstructured interviews.					
5.	While recruiting, the management measured our ability to perform the requirements of the job.					
6.	Employee performance in our organization has improved during the COVID-19 pandemic for the new HR policies of recruitment and selection process.					

7. Do you think your organization was fair with the recruitment and selection process during the COVID pandemic? Please Share your opinion below:

	Training and Development	5	4	3	2	1
8.	In the pandemic, our organization provided training to the new and current employee when it was needed.					
9.	During the pandemic, our management offered training program that helped us to acquire new skills and knowledge and apply them on the job in order to enhance our performance.					
10.	The training and development program were helpful for us in identifying the actions needed to achieve the goal that was set during the pandemic.					
11.	Our management evaluates the training process to further improve it.					
12.	The training and development programs that was conducted during the pandemic has bought a positive impact on the employee performance.					

13. What specific types of training and development programs your organization should have conducted during the pandemic in order to enhance employee performance? Please share your opinion below:

	Performance Appraisal	5	4	3	2	1
14.	Our organization’s performance appraisal criteria are understandable and fair.					
15.	During the pandemic, the supervisor documented the employee’s performance properly.					
16.	Feedbacks you received were useful to improve your performance during the pandemic.					
17.	During the pandemic, results of performance appraisal were used to recognize the potentially good performing employees.					
18.	I am motivated and satisfied with the appraisal system that was used during the pandemic to evaluate my performance.					

19. What are the changes that you would like to bring in the performance appraisal process in your organization in order to enhance the employees performance in the COVID pandemic. Please share your opinion below:

	Compensation and Motivation	5	4	3	2	1
20.	In our organization, pay raise are determined mainly by an employee’s job performance.					
21.	During the pandemic, our organization followed a fair compensation policy in order to motivate employee performance.					
22.	In the COVID-19 crisis, our organization didn’t cut salaries of the employees.					
23.	Remuneration incentives like bonus were an important part of the compensation strategy during the pandemic in our organization.					
24.	During the pandemic, our organization offered us paid holiday and paid leave option so that we can take care of our family members.					
25.	In order to motivate us, our organization has provided us with health insurance benefits in the pandemic.					

26. In your opinion, what are the other ways your organization could’ve motivated the employees in order to enhance their performance. Please share your answer in the space provided below:

Thank you for your time and patience. Have a good day.