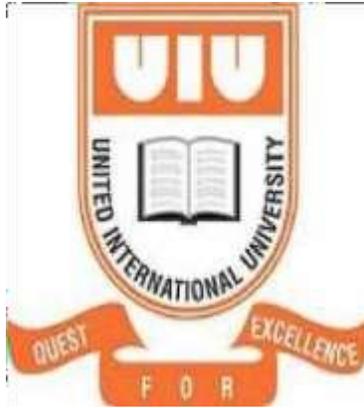




**Analysis of Implementation
of Human Resource Policy in
NRB Commercial Bank**



Internship Report on
**Analysis of Implementation of Human Resource Policy in NRB
Commercial Bank**

SUBMITTED TO

PROF. DR. MOHAMMAD BADRUDDOZZA MIA

Director BBA and BBA in AIS Programs

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DATE OF SUBMISSION

22nd September 2021

Letter of transmittal

To

Prof. Dr. Mohammad Badruddozza Mia
Director BBA and BBA in AIS Programs
School of Business & Economics
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Subject: Submission of Internship report.

Dear Sir,

I am happy to inform you that I have completed the internship report and submitted it within the specified time. The title of my report is "Analysis of implementation of human resource policy in NRB Commercial Bank". I prepared a complete report based on my internship experience and main data sources. A total of 10 employees of NRBC Bank were surveyed. Later, I analyzed their feedback and made suggestions based on the survey results.

Now, if you can review my internship report carefully and comply with it, I would be very grateful.

Sincerely yours,

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Acknowledgement

At the outset of this internship report, I'd want to thank Almighty Allah and my parents for making me worthy of finishing all of the courses and gradually completing my report. I am really grateful for their wonderful assistance and efforts.

In addition, I'd like to thank my instructors as well as my internship supervisor Prof. Dr. Mohammad Badruddozza Mia, Director BBA and BBA in AIS Programs, School of Business & Economics, United International University for assisting me through the process of completing my internship report effectively. The time and effort he put in for me helped me a lot in learning new things about human resource management.

Last but not least, I would like to thank my seniors and friends who guided and motivated me to prepare this long length report within the due time period.

Declaration of the student

I, URMI ZANNAT, a student of BBA program at United International University, states that this internship report entitled "Analysis of implementation of human resource policy in NRB Commercial Bank" is prepared by me. The study contains 70 pages (not including the cover); together with 11,500 words. The report contains no content that are directly copied from any second-hand source without proper citations and references.

Sincerely yours,

URMI ZANNAT

ID: 111 162 005

BBA Program

Major: Finance & Human Resource Management

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Executive Summary

The functions of human resource management are being conducted because people are the most important component of any management system, and every large and small business is currently practicing human resource management. The purpose of the study is to analyze the implementation of the human resource management policy by comparing the personal observation and feedbacks of employees. A total of eight chapters are used in this report. The first chapter contains introductory topics of the report that contains background, objectives, significance, methodology and limitations of the study. The methodology of the study represents the research approach where it is mentioned that this report is following the empirical research approach along with qualitative data. The second chapter "Literature Review" is written on the basis of research papers, books and papers, and reviews of human resource management and its functions. Chapter 3 introduces one of the leading private commercial bank in Bangladesh, NRBC Bank Limited because it is the main sample of this internship relationship. This chapter contains information collected from second-hand sources, such as bank websites and other related published articles, to give a brief introduction to the bank. Chapter 4 contains information about the human resource management functions of NRBC Commercial Bank Ltd. The fifth chapter is about my internship experience and work activities in NRBC Bank. Chapter 6 contains the SWOT analysis of NRBC Bank based on its workplace and human resource activities. Chapter 7 contains the analysis and results of the 10 bank employees interviewed. Finally, Chapter eight summarizes the internship report and puts forward relevant suggestions for improving the human resources functions of NRBC commercial bank.

Keywords: Human resource Management (HRM); Job analysis; Recruitment and Selection; Performance analysis; Training and Development; Compensation management

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CHAPTER ONE

INTRODUCTION



1.1 Introduction of the report

This study was prepared as an internship report for obtaining a Bachelor of Business Administration degree from United International University. This internship report is a summary of my three-month internship experience at NRB Commercial Bank. These three months are a prerequisite for ending my work in their organization. This internship report is important because it allows my supervisor to understand the courses and skills I have learned and the opportunities to apply these skills.

The internship report is one of the main components of student evaluation. This kind of assessment is usually the final stage of training in the learning cycle. It can be a process concerning the performance of students in the background similar to a professional situation. If properly researched, it can become a product that supports this reflective response. This element of student evaluation reflects their performance-looking at their performance and actions from a critical point of view based on reflective reasoning and reasons for action. In this sense, this internship report can be described as a reflection of theoretical and methodological work, as well as the human resource management activities carried out as part of the NRB Commercial Bank internship.

In addition, my internship report includes relevant details of my internship experience, such as what I learned from my actual job position in the organization based on the work I did and the skills I learned. The bank and my supervisor can use this report later to improve internship opportunities or courses for freshmen. Research on human resource management is being prepared because people are the most critical part of the management system, and now every large and small organization is implementing HRM.

1.2 Background of the study

Human Resource Management (HRM) is the effective management of people in an organization. Human resource management bridges the gap between employee performance and organizational strategic goals. In addition, an effective human resource management team can provide companies with a competitive advantage. In Bangladesh, although human resource

management still follows traditional labor-management practices, in recent years, analysts have distinguished changes that have made progress in strategic human resource management practices. First, the role and importance of human resource management in Bangladesh's organizations are expanding. Many large organizations have now established independent human resource management departments and signed contracts with professional human resource managers with relevant education, knowledge and experience. Some organizations have indeed updated the status of human resources management managers and integrated the heads of human resources departments into the company's board of directors. The development of specialization and the establishment of professional associations and organizations may have stimulated the rise of the role of HRM because it has changed the trade's attitude and recognition of the importance of HRM practice. With the help of the World Bank, the government established the Bangladesh School of Administration, which provides professional degrees and diplomas in human resource management and related fields. Most public and private universities in Bangladesh currently also offer Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) degrees, specializing in human resource management. In order to expand to educational institutions, two professional associations, specifically, the Institute of Personnel Management (IPM) and the Bangladesh Association of Human Resource Management (BSHRM), are composed of recognized human resource management professionals to promote the profession of human resource management and promote the development of human resource management. This study has focused on the practical human resource management practice of a renowned private bank of Bangladesh, named NRB Commercial Bank, which is a leading corporate banking service provider in Bangladesh, meeting the domestic and foreign needs of SMEs by providing a wide range of project financing products from fixed working capital financing. The bank's customers include multinational and domestic companies involved in all contracts, trade, shipping, real estate and international trade. Some have good syndicated term loan portfolios.

1.3 Objectives of the report

The objectives of this report define the specific objectives of the research and should be stated explicitly when introducing research plans. These goals briefly describe what the study is trying to achieve. They give an overview of the achievements that the researchers expect through the project and provide direction for the research. Before formulating research goals, I read all the developments in my research field and found the knowledge gaps that need to be addressed. This will help me to suggest suitable targets for my internship report. After deciding the objectives, I have separated them into two broad categories. Here, the general goal is usually only a general goal, as it encompasses the entirety of an investigation or report, and is the primary goal to be achieved, the one towards which all efforts of an organization or all chapters of a thesis contribution grade, for example. On the other hand, Specific objectives are usually different as each segment of an organization or each chapter of an investigation has its own goal to achieve, which is either underestimated or contained in the overall goal.



1.3.1 General objectives

The primary and common objective of preparing this study is to submit it as an internship report to United International University to achieve the under graduation degree. However, the general objective of this report is to analyze to what extent NRBC Bank has implemented human resource management policies in Bangladesh.

1.3.2 Specific Objectives

- i. To investigate the NRB Commercial Bank.

- ii. To analyze the human resource management functions of NRBC Bank.
- iii. To conduct an online survey on the practice of HRM in NRBC Bank.
- iv. To recommend improvements for the betterment of HRM practices at NRBC Bank.

1.4 Methodology

The definition of the method is the branch of reasoning that studies logic or the way something is done. An example of the method is the way an experiment was conducted. In this study, this methodological section addresses specific methods or techniques used for identifying, selecting, processing, and analyzing information about NRBC Bank's human resource management function. This section allows the reader to critically evaluate the overall method, validity, and reliability of a survey.

1.4.1 Research Approach

This report is prepared using empirical research methodology and qualitative data for NRBC Bank to explore human resources information. Here, empirical research is a type of research method that uses verifiable evidence to arrive at the research results. In other words, such research is based solely on evidence obtained through observational or scientific data collection methods. Experimental research can be conducted and analyzed using qualitative or quantitative methods. Qualitative data are descriptive and conceptual results collected through questionnaires, interviews or observations. It will allow us to explore ideas and further explain the quantitative results. Moreover, these methods are used to collect non-numerical data. It is used to find underlying meaning, opinions or causes from its subjects. These methods are disorganized or semi-structured.

1.4.2 Source of data

The data source is the source location of the data used in a study. The data source may be the main location where the data is born or the physical information is first digitized, but even the most refined data can be used as the source unless another process accesses and uses it. According to the researcher's research plan and design, data can be collected in various ways to prepare for the research. The most commonly used methods are literature sources, surveys (email

and mail), interviews (phone, face-to-face or focus groups), observations, files and records, and testing. The data of this internship report are being collected from two sources. These sources are described below:

a. Primary data sources:

- i. Written based on own working experience at NRBC Bank.
- ii. From the employees' feedback collected by the online survey.

b. Secondary data sources:

- i. From recently published articles on Human Resource Management.
- ii. From online blogs and articles.
- iii. From online news articles and books.

1.4.3 Questionnaire Development

The survey questionnaire was prepared as an online survey in Google Forms following seven different steps: First, I decided on the necessary information. Second, I have defined target interviews. Third, I chose the method of communicating with the interviewer. Fourth, I have determined the content of the question. Fifth, I have questions; sort questions; check the length of the question paper. Sixth, I have already tested the question paper. In the seventh or final stage, I sent NRBC staff questionnaire links to collect information related to HRM.

It should be noted here that in all HRM practices in NRBC Bank focus seeks to identify only inquiries related to recruitment and selection of questionnaires; Performance appraisal; Training and development, compensation management.

1.4.3 Data analysis and Presentation

The survey results of employees' feedbacks will be analyzed on SPSS and shared as the frequency of the opinion. The finding and analysis chapter will be prepared based on these

frequencies with relevant tables, bars and pie charts. To describe the tables/figures, the findings section will have a proper interpretation of the results.

1.5 Limitations

The limitations of the study are factors that influence our interpretation of research results in design or strategy. The limitations and problems I encountered when creating this report were:

- a. **Time limitations:** The internship report was written for such a large-scale study in just three months due to academic qualifications. Therefore, please consider investigating late-stage errors.
- b. **Lack of secondary resources:** It is very difficult to collect HRM data from NRBC Bank because there is not enough secondary data to understand all aspects of NRBC Bank's HRM functions. Due to the lack of second-hand data, no more exclusive results can be shared in the research.
- c. **Strict policies:** Bangladesh banking institutions have formulated strict internal business information release policies and regulations. For my report, some information is very important, but I cannot disclose this information.

CHAPTER TWO

LITERATURE REVIEW



2.1 Introduction

This internship report is prepared to know about the implementation of human resource management functions in NRBC Bank. As a result, this chapter of the literature review has been prepared based on research paper, books and articles to provide a review of human resource management and its functions.

2.2 Human Resource Management

Planning, recruiting, selecting, dispatching and managing employees are all part of human resource management (HRM). It is the strategic approach to the effective and efficient management of people in a business or organization in a way that helps their business gain a competitive advantage. It is designed to maximize employee performance in service of the employer's strategic objectives (Johnason,2009). Human resource management is primarily about managing people within organizations, focusing on policies and systems (Collings & Wood, 2009). Human resources departments are responsible for overseeing benefit planning, recruiting, employee training and development, performance appraisal, and bonus management, such as the management of compensation and benefit systems (Paauwe & Boon, 2009). Human resources are also concerned with organizational change and industrial relations, or with the balance between organizational practices and the demands arising from collective bargaining and government laws (Klerck, 2009).

Before Human Resource Management practices, most companies and organizations entrust their human resources department with the creation, implementation and oversight of company policies governing workers and the organization's interaction with its staff. People who worked for an organization as a whole had been called "human resources" since the early 1900s and had been used more and more since the 1960s. People management is also about managing people as corporate assets. Employees are often referred to as human capital in this context. Workers must be used efficiently so that risks are minimized and returns are maximized as with other company assets.

Several researchers have presented their study on Human Resource Management and on the benefits that HRM provides a company that implements it properly. A few of them are discussed here. Chairman Emeritus of Infosys, Mr. N.R. Narayana Murthy once stated that "Respect and dignity must be accorded to your staff because even in the world's most automated workplace, human brainpower is required. That's how invention happens. In order to attract top talent, you must safeguard their respect and dignity.

According to Anupama Gupta (2010), the effects of the problem encountered in the management of human resources must be taken into account in light of the current economic situation. When it comes to finding talented people, there are several hurdles to overcome. It focuses on how human resource management addresses the challenges that arise in the course of normal business operations. As a bonus, she made several important tips on how to handle the situation in a better way.

"Human Resource Management Practices in Insurance Companies" by Kundu, Subhash, and Divya Malhan (2009) explain that organizational benefits are generated only by human resources. An advantage of human resource management is the ability to provide insurance to employees. While local and foreign insurance companies have room for improvement in terms of human resources (HR), Tripathy (2008) explains that the organization has an optimal use of human resources. They follow the 3C concept (i.e.) competencies, commitment and culture. By following this 3C culture in the work organization give positive results in the organization. This practice is considered to be the best result earning which increased the financial growth.

Maitin, T.P. (2003), in his study, explained the Human Resource Development (HRD) shows the progress of the organizational growth with the different processes like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way, the best approach towards the employees which is in the highly productive of the employees.

Salokhe (2002), in her study, explained the Human Resource department has several processes to improve the employee's individual growth in the organization. It also helps the organization to achieve more profit with their effective smart work. Employees are the asset of any organization in which they make a profit out them.

Mishra and Bhardwaj (2002), in their research, made an empirical study on the private companies and their nature of work in the Human Resources Department. A random sample of 107 managers with different levels like low level, middle level and top-level management are taken into consideration. A questionnaire was circulated to them to know about the Human Resource department and analyzed. As a result, the situation present in the HRD is satisfactory.

2.3 The functions of HRM and their importance

Human Resource Management (HRM) ensures the proper functioning of an organization. Starting with formulating the correct rules for the job requirements, the process ends with ensuring the successful business expansion of the company. As a result, HRM is an invisible agent that unites all parts of the organization to enable a smooth transition of work.

Additionally, organizations have become more people-centric than ever in the modern age, especially because this approach pays off in terms of improving employee performance and lowering turnover rates. For businesses and organizations to achieve their goals, human resource management, or HRM, is essential.

Human Resource Management (HRM) departments play a crucial role in the growth and overall development of an organization because if employees learn and improve their skills, the organization will grow and develop automatically. Work analysis; recruitment; selection; training and development; performance management; and compensation and benefits are some of the key activities of HRM. All of these five functions are described with their importance mentioned below.

2.3.1 Job Design and Job Analysis

One of the main functions of HRM is the design and analysis of tasks. Job design involves the process of describing job duties, responsibilities and operations (Fottler, 2005). To hire the right employees based on rationality and research, it is imperative to identify the traits of an ideal candidate who would be suitable for the job. This can be accomplished by describing the skills and character traits of your top-performing employee. This will help you determine the type of candidate you are looking for the position. You will be able to identify your key minimum requirements in the candidate to qualify for the position. In addition, job analysis involves describing the requirements of the job, such as skills, qualifications and work experience (Anyakoha, 2019). Day-to-day vital functions should be identified and described in detail, as they will decide the future course of action when recruiting. Parker et al. in 2017, demonstrated that job design has important implications for individual employees (for example, health goals) and society (for example, using the skills of a population or promoting an effective work environment).

2.3.2 Recruitment and Selection

The process of identifying the need for a job (Zaharie & Osoian, 2013), defining the job requirements and the job owner, advertising the job and selecting the most suitable person for the job is called recruitment and selection. It is essential to understand the distinction between recruitment and selection. The practice of seeking out and encouraging potential candidates to apply for a current or planned position is called recruiting. The process of recruiting people from shortlisted applicants and submitting a job with the company is known as screening. Undertaking this process is one of the main objectives of management (Djabatey, 2012). The success of any business depends in large part on the quality of its Hiring employees with the right skills can add value to a business and hiring workers with a salary or wages the business can afford will reduce costs. Employees, therefore, need to be carefully screened, managed and retained, like any other resource.

2.3.3 Training and Development

Training and development involve improving the efficiency of the organization and its individuals and internal teams. Training can be seen as related to immediate changes in

organizational effectiveness through organized direction, while development is related to advancing the long term goals of the organization and employees. Although training and development technologies have different definitions, the two are often used interchangeably and/or together. Training and development have always been a subject of applied psychology, but over the past 20 years, it has been closely linked with human resource management, talent management, human resource development, instructional design, human factors and knowledge management (Aguinis et al. 2009). The benefits are to improve productivity and performance in the workplace, unify work processes, reduce supervision and reduce waste, promote internal employees, improve organizational structure and design, increase morale, better understand organizational policies and goals, and increase customer valuation and improvement. Training is very important because it prepares employees for higher professional responsibilities, shows them that they are valued, improve IT and IT processes and test the effectiveness of the new performance management system. However, on the contrary, some people think that training is a waste of time and money, because in some cases the real-life experience can be better than education, and the organization wants to spend less, not more.

2.3.4 Performance Appraisal

A performance appraisal, also known as a career development conversation, or employee appraisal (Muchinsky, 2012), is a way to document and assess an individual's job performance. Performance reviews are an important aspect of career development because they involve frequent reviews of employee performance within companies. It is a systematic, general and periodic process that assesses an employee's job performance and productivity based on pre-established criteria and organizational goals (Manasa & Reddy, 2009; Abu-Doleh & Weir, 2007). Employees of any organization will be evaluated by the human resources department based on their performance. This function of human resource management is to help the organization to know if the employee they have hired is heading towards the goals and objectives of the organization. On the other hand, it also helps the company to assess whether employees need improvements in other areas.

He also helps the HR team to draw up some development plans for employees who have not met the minimum requirements of the position.

2.3.5 Compensation and Benefits

Compensation and benefits refer to the salary and other monetary and non-monetary benefits passed on to employees by the company. Compensation and benefits are important aspects of HRM because they help keep employees motivated (Johari et al., 2012). It helps to provide employees with benefits based on their performance and behavior and to play their best role in the workplace. It is a sub-discipline of human resources, focusing on compensation policies and employee benefits. Although compensation and benefits are tangible, there are also intangible rewards, such as recognition, career and development. These are collectively referred to as total returns. Therefore, the term "compensation and benefits" refers to both discipline and the reward itself.

CHAPTER THREE

COMPANY OVERVIEW



3.1 Introduction

This chapter represents NRBC Bank Limited, a leading private commercial bank of Bangladesh. The chapter contains information that is collected from secondary sources such as bank's websites and other published articles that are relevant to provide a brief introduction of the bank.

3.2 Organization information

The banking industry is a forward-looking industry on which the development of a country largely depends. In Bangladesh, this industry is tremendously large, with many brilliant representatives. NRB (Non-Resident Bangladesh) Commercial Bank Co., Ltd. is one of the leading financial banking organizations in Bangladesh, and its programs and management have gained great respect and impact recently. The banks' headquarters are located in Dhaka at 114, Motijheel C/A, Dhaka-1000.

The bank was established when the founders realized the importance of foreign remittances for Bangladesh and to solve skills and problems related to non-residents of Bangladesh (NRB) related problems, as many non-Bangladeshi residents of countries have developed a good education and professional experience in different fields that are potential resources for our country. NRB sponsors will not only bring huge funds to invest but also “state of the art” to build a world standard bank designed to meet the country's local development needs. In addition, the flow of foreign remittances inland will not be expanded solely by sending our workforce out of the country unless they are trained and able to compete with their peer group from other countries, and a bank like NRBC can play an important role. in achieving the desired objective. Furthermore, given the current state of banking in Bangladesh, the new bank is expected to be able to compete with existing banks by implementing new risk management principles and building strong assets and organizational health. NRBC Bank considers that, in light of the above-mentioned difficulties, Bangladesh Bank accepted applications for the desired bank and issued LOIs in favor of qualified companies.

Moreover, to encourage transactions and business development in the country, the bank set out to offer a wide variety of banking transaction activities. Business visionaries can also use NRBC Bank Management to set new goals. It has established important banking links with nearby and external banks to provide population management on universal exchanges, covering genuine exchanges and currency-related premiums at home and abroad. NRB Commercial Bank places great value on offering courteous and personalized customer service. In addition, it built a managerial wisdom model that takes into account changes in CRP and ensures satisfied customers by setting goals for the character, attitude, level of preparation, and correctness of managerial quality and punctuality of bank employees.

3.3 Vision

The vision of NRB Commercial Bank is to become an unparalleled bank in providing efficient and innovative banking services, safeguarding the interests of depositors, satisfying shareholders' wishes, and supporting the country's economic growth. It pays special attention to guiding the regular inflow of foreign remittances from foreigners in Bangladesh. In foreign countries, and the entry of inactive and low-paying funds maintained by wealthy NRBCs.

3.4 Mission

- a. Through trustworthy brokerage services, the bank will provide amazing prospects for future income earners to obtain positions abroad.
- b. Through different financial products, the bank will be committed to provide necessary services, attractive returns and safe investments for foreigners in Bangladesh, thereby increasing their investment trust.
- c. The bank will carry out effective training and education programs as needed so that future income earners in Bangladesh can compete with competitors from other countries.
- d. The bank will continuously monitor changing customer needs and wishes to formulate new requirements and modify the service delivery process.
- e. The bank will provide quality services to all its retail and commercial customers by providing quality services to existing and commercial customers in a cost-effective and time-efficient manner.

- f. The bank will create a favorable atmosphere to adopt and consciously cultivate a team culture in which individuals will be driven to accept banking challenges and participate in the competition.

3.5 Product/service

NRB Commercial Bank Limited offers a wide range of retail and personal banking products and services through its national network. The bank provides all clients with financial services that are flexible enough to customize a suite of products according to their specific banking needs. The bank's goal is to provide competent, efficient, and reliable services in a friendly, helpful, and responsive manner, thereby providing customers with excellent value. However, NRB Commercial Bank offers a total of seven different types of products and services. Figure 1 shows these seven groups and their subcategories.

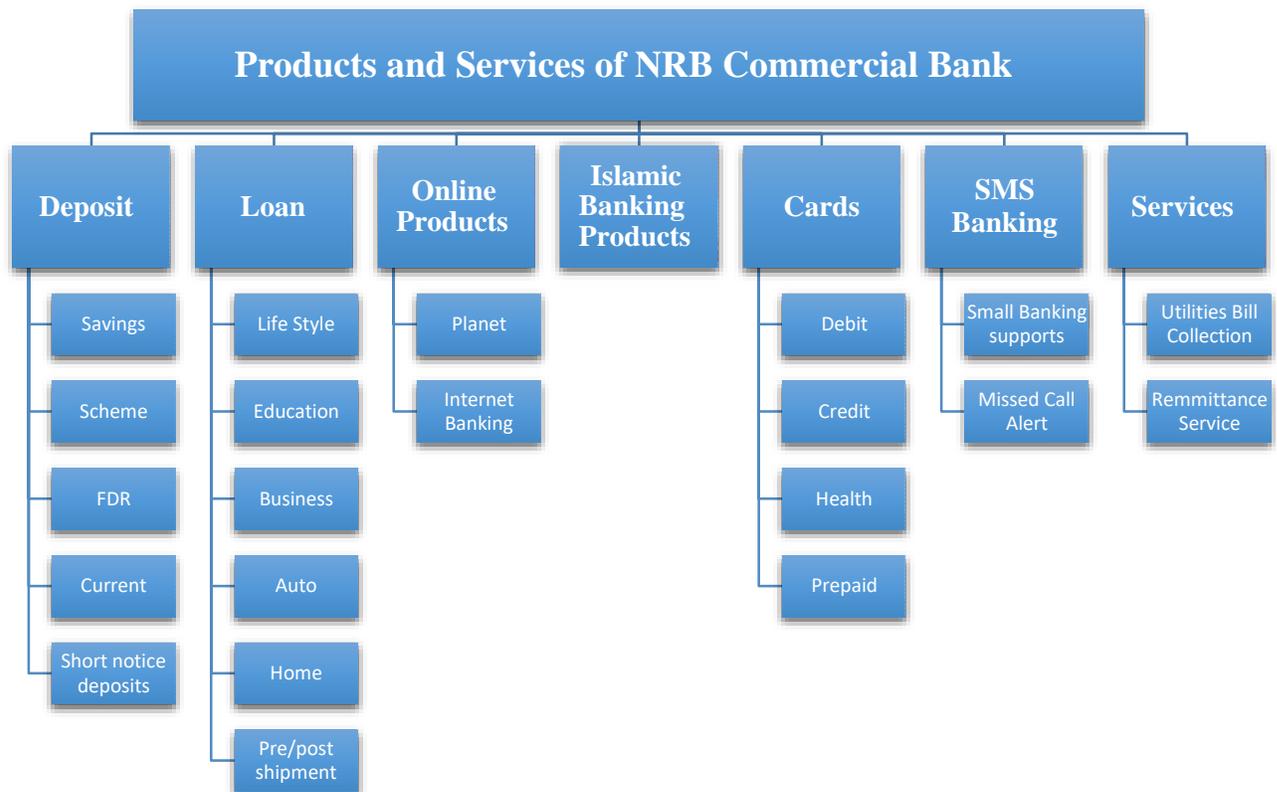


Figure 1. Products and services of NRBC Bank

3.6 Organizational structure

An organizational structure is a system that defines how certain tasks are directed to meet the objectives of an organization. These actions can include the implementation of rules, roles, and duties. The banks’ organizational structure also influences the way information moves between levels. Figure 2 depicts the management committee hierarchy of NRB Commercial Bank.



Figure 2. Organizational Structure

CHAPTER FOUR

HR FUNCTIONS of

NRBC BANK



4.1 Introduction

Due to rapid global and technological advancements, today's business environment is becoming increasingly unstable and even chaotic. In order to survive and grow, organizations are looking for innovative ways to improve their adaptability. In Bangladesh, the functions of human resource management are the key activities of banks to achieve competitive success. Banks employees' have never been more important than they are today. Therefore, the previous themes have been replaced with new themes. Human resource management (HRM) is the buzzword in this field, which has a more proactive and strategic connotation. Moreover, human resource management and business strategy are inseparable. In many cases, it has a major impact on a bank's strategy. However, this chapter contains information related to the Human Resource Management functions in NRB Commercial Bank Limited.

4.2 Functions of HRM followed by NRBC Bank

NRB Commercial Bank uses human resource management to maximize return on investment, improve human resource efficiency and minimize financial risks. In order to maximize the return on investment and ensure the bank's future survival and prosperity, NRBC's human resources department aims to keep the supply of qualified personnel synchronized with the capabilities of its existing workforce. From this perspective, the role of the human resource function is to ensure that the bank's human resource needs are implemented effectively and pragmatically while taking into account legal and ethical considerations.

4.2.1 Job Analysis

When the human resources manager of NRBC Bank determines the responsibilities and nature of the job and the type of personnel to be hired to achieve its goals, he or she will conduct a job analysis. It is the act of analyzing components of tasks, examining them in detail and collecting comprehensive information about how they work. The HRD of NRBC Bank collects and analyses data about the work in this process, and prepares job descriptions and work specifications, which are later used for recruitment and selection, salary, performance evaluation and training.

✓ **NRBC Bank' Job Analysis Process**

- i. NRBC Bank incorporates work analysis into corporate strategy;
- ii. After that, HRD reviews the job responsibilities of existing employees;
- iii. At the same time, the research on the internet and obtain job description examples that highlight similar positions online or offline;
- iv. Therefore, they can better understand the role's responsibilities, tasks and obligations;
- v. Their research is shared with comparable companies;
- vi. One should be able to articulate the most important results or contributions that the position is expected to provide him/her.
- vii. The Human Resources Department of NRBC Bank publishes job advertisements and records each description for later use.

4.2.2 Recruitment and Selection

a. Recruitment

The recruitment of candidates is an important part of the recruitment process at NRBC Bank. This involves collecting and reviewing resumes, conducting job interviews, and finally selecting and hiring staff to start working for the bank, which takes time and resources. An employee recruitment and selection process is carried out in order to fill vacant positions within the bank's personnel department. When it comes to recruiting, either the human resources director of NRBC Bank does it, or an external recruiter does it. Human resources managers oversee the hiring process and cooperate with other departments to streamline it. In addition, for announcements of new vacancies, the main media chosen by NRBC Bank are its website and social media pages.

b. Selection

The NRBC bank selection process can be defined as the process of selecting and pre-selecting suitable candidates with the necessary qualifications and skills to fill vacant positions. The selection process varies among the banks' branches. In order to select suitable candidates, the bank implemented its employee selection process.



Figure 3. Selection steps of NRBC Bank

Through a structured selection process, the bank will identify candidates that do not match the positions and allow suitable candidates to fill the vacancies. From the initial information, the bank uses the following tests to determine suitable employees:

i. Situational Judgment Test

In these tests, candidates are faced with various hypothetical work-related situations. Each scene gives specific steps. In most cases, there are four to five activities, but this may vary. Choosing

between these options and determining which is the most effective is the candidate's job. They must decide what they will do if they face this situation. In addition, NRBC Bank only accepts options in multiple-choice questions.

ii. Aptitude test

NRBC Bank evaluates the knowledge and skills of candidates through this aptitude test. As a result of organized education (such as training or classroom teaching), these exams are designed to check the skills and knowledge acquired in a certain grade. It is common practice to compare performance ratings with aptitude tests.

iii. Achievement test

Through this achievement test, NRBC Bank evaluates the knowledge and skills of candidates. These tests are designed to measure the skills and knowledge acquired in a specific grade, usually through planned teaching, such as training or classroom teaching. A successful test is usually the opposite of an ability test.

iv. Writing test

Written tests will be used to assess candidates' skills, abilities and knowledge related to the position they are seeking, which is the most important and concentrated element in the NRBC bank selection process. They must answer four sets of questions, including Bengali and math questions and English and computer science questions.

v. Mock/simulation test

NRBC Bank conducts mock tests on candidates to understand their reactions to situations that may be encountered at work and how to resolve difficulties. Because banks have a deep understanding of candidates' attitudes, problem-solving skills, and how they deal with real-world situations, they are one of the most commonly used psychological tests today.

vi. Role-play test

As part of the NRBC Bank's role-playing test, the bank determines how candidates might respond to difficult situations that often arise in the business. As part of the bank interview process, interview candidates are asked to play the role of company employees and describe how they will deal with hypothetical or real events.

vii. Job knowledge test

NRBC Bank uses this professional knowledge test to assess an individual's understanding of many aspects of the profession. These tests will measure a person's factual and procedural knowledge of the relevant role. The professional knowledge test can also be called the pass or mastery test.

4.2.3 Performance Appraisal

For NRBC Bank, performance appraisal is an annual review of staff performance and contributions. As a result, bank can offer their employees a full performance appraisal and justify salary increases and layoffs. To measure employee performance, NRBC Bank evaluates employee performance under instructions provided by the human resources department. The daily activities, performance and reliability of each employee are monitored by the branch manager of each branch and the operations manager of each branch of that financial institution. Members of the audit committee assess the performance of all employees once a year. Since the date of the audit is not mentioned in any department, there is no risk that something will go wrong. As a result, employees follow standards and regulations as closely as possible. Employees and agency managers are monitored for three days by an agency's audit committee, which also checks account holder documentation and monitors the system. Here are some examples of performance assessment methods used by banks:

i. HR review driven systems

When it comes to the workplace, it is a systematic examination of employee behavior, including job performance and potential for growth. Performance appraisal is not an appraisal of job performance, but rather an appraisal of employees' job performance.

ii. 360-degree feedback

NRBC Bank obtained feedback from subordinates, colleagues and supervisors of employees, as well as their own self-assessments, for this 360-degree feedback.

iii. Behavioral anchor rating scale

By integrating quantitative scales with examples of specific stories of good, average, and poor performance, the bank hopes to combine the benefits of stories, major events, and quantitative assessments.

4.2.4 Training & Development

In order to become familiar with the bank and its products, NRBC Bank organized training courses for new employees and fresh graduates. However, the bank also provides training for its senior citizens monthly or at least quarterly (if necessary), depending on their performance. The managing director of this bank conducts training programs for new employees. It provides appropriate guidance to employees for the first time.

a. **Training needs analysis (TNA):** In the first stage of training and development, NRBC Bank's human resources department uses a training needs analysis (TNA) process to determine the skill gap between employees. This is the process by which the company determines the training and development needs of employees so that they can complete their work effectively. This is a comprehensive analysis of the training needs of different levels of banks.

b. **Training method followed:** There are varieties of training methods are observed, through what NRBC Bank train their employees. During the COVID-19 pandemic, the bank recently adopted online training facilities. The training methods of the bank are as follows:

i. Instructor-led training

NRBC Bank uses this strategy to train people in training spaces (such as offices, classrooms, or meeting rooms), and the training of specific parts of the TNA process reveals their

knowledge and skills gap. They impart skills or materials to others through lectures, seminars, presentations, and discussions.

ii. E-learning

In e-learning, digital resources are used to provide learning and training. There are few or no restrictions on the user's learning ability. Computers or other digital devices are used to provide e-learning.

iii. Group discussions and activities

At NRBC Bank, these group discussions do not require complex products, such as papers or presentations. When the task of the group is to write and present, they divide and conquer, focusing on production rather than dialogue.

4.2.5 Compensation Management

Compensation and benefits play an essential role in the success of NRBC Bank's strategic objectives. Attracting and retaining the world's most talented employees is at the heart of the bank's compensation strategy. Its cornerstone is the concept of performance-based compensation, within a framework of risk management and good governance, while respecting market factors and social values. As banks seek to align compensation with changing internal and external expectations, they regularly review and strengthen the compensation structure as needed. According to NRBC Bank, direct compensation is money given to employees in exchange for their services. There are a variety of monetary benefits available to employees, such as a minimum wage as well as reimbursement of housing and vehicle rent as well as travel time and medical reimbursements. They are delivered regularly and at a specific time each week or each month.

CHAPTER FIVE

INTERNSHIP EXPERIENCE



5.1 Introduction

Internships are structured work experiences that are aligned with the student's primary or potential professional goals. This experience contributes significantly to the dissemination of personal education, professionalism, and personal growth. This chapter contains a record of all of my efforts during the internship phase. I am grateful and enthusiastic since I believe these studies will be extremely beneficial to my future profession.

5.2 Internship Activities

During my three-month internship at NRB Commercial Bank, I gained valuable experience. On November 15, 2020, I joined the bank as an intern. At that time, I felt that UIUCC played an important role in managing the internship for me. This has made a very important contribution to my career. I am very grateful to UIUCC as a student of finance and human resource management, NRBC Bank is an excellent platform for learning actual work culture.

However, I was assigned to the Hatirpool branch, which contains a cash management department and a branch human resources development department. In addition to integrated banking and credit management, I also had the opportunity to engage in branch human resource development during the entire internship. I spend most of my time in the human resources department of the Hatirpool branch. In this section, I discuss a lot of topics related to employee training and development.

So I selected my internship report title on "analysis of implementation of human resource policies in NRB Commercial Bank". First, I started my internship task in the general banking department in the company and worked closely with the human resources department. When I finished my first month of work, my supervisor suggested that I should work in the human resources department and be responsible for the other tasks assigned to me. Therefore, I completed the following tasks at the bank:

- a. Supervise the attendance of the interns and report to the branch manager.

- b. Support the Training Need Analysis (TNA) process by identifying employees who need training and providing them with training.
- c. After completing the training course or plan, collect the signatures and feedback of all learners and keep the materials properly.
- d. Kept track of the customer's check book. Customers who come to pick up the check book need to sign an application form, and then I hand it to the designated officer for further activation and approval.
- e. Documents from different departments are scanned, printed and copied by me.
- f. Assisted officials in obtaining various account opening forms, such as savings accounts, current accounts, FDR, MMS, etc.
- g. Helped customers in account opening, FDR, monthly benefits and payment orders; statements of customer accounts; DPS, etc.
- h. Entered the correct information in the account opening form.
- i. During the internship, my site supervisor helped me a lot. Thanks to her guidance and help, a lot of work I have done has become easier and more accurate.

CHAPTER SIX

SWOT ANALYSIS OF NRBC BANK



6.1 Introduction

This chapter provides NRBC Bank's SWOT analysis from the standpoint of the workplace and HR procedures. The strengths, weaknesses, opportunities, and threats related to the workplace environment and human resource practices are critically examined so that any user of this study can understand the current situation and assist NRBC Bank and others in raising awareness of the factors to consider when making a business decision.

6.2 SWOT Analysis

Swot analysis is a framework used to evaluate a company's competitive situation and develop a strategic planning strategy. In a SWOT analysis, both internal and external elements are evaluated, as well as current and future possibilities (Reihanian et al., 2012). Through this analysis, a company's performance as well as its competitors' performance, threats and potentials can be assessed.

6.3 SWOT Analysis on NRB Commercial Bank

The following SWOT analysis of NRBC Bank from the perspective of work environment and human resource practices are designed to provide a realistic, data-driven assessment of a bank's strengths and weaknesses. To ensure the accuracy of the study, banks should avoid predetermined assumptions or grey regions and instead focus on the true issue. As a recommendation, rather than as a prescription, banks should use this part.

6.3.1 Strengths of NRBC Bank

- a. **Sound management of human resources:** NRBC Bank has a good style of managing human resource is a positive thing. They have a very systematic approach to human resources and follow their regulations. During the internship, I observed that employees adhere to strict codes of conduct when performing their duties. If there is no letter of request, a check cannot be issued in the name of the account holder.
- b. **Qualified and forward-looking human resources:** The Bank's employees are highly qualified, competent in their respective fields and well trained. When it comes to job stability

and lifelong employment, most NRBC Bank employees understand that they will never have it again. They also understand that the rapidly changing economic environment and technological advancements are part of modern everyday life; therefore, they realize that the best way to protect themselves is to learn new skills and update knowledge to meet the changing demands of banks and other financial institutions. Many employees now participate in numerous on-the-job and off-the-job professional licensing courses to obtain their licenses.

- c. Better internal collaboration:** NRBC Bank staff can cooperate very well. All of their work is done in a truly cooperative manner. My intern told me that when an employee feels stressed, another employee will jump in to help. Each of them held out their hand.
- d. Well-trained employees:** NRBC Bank employees are polite and knowledgeable, which makes consumers feel protected when dealing with them. This makes it easier for customers to create bank accounts and participate in various programs, as well as purchase EGP. When it comes to buying Egyptian pounds from NRBC Bank 17, 17 bank employees are respected by consumers. The bank's existing customers are also setting up new businesses.
- e. Improved relationship between customers and employees:** Customers or visitors who know NRBC bank staff will be more likely to resolve any confusion that may arise when dealing with the bank. For example, during my internship, I observed that consumers who don't know how to deduct interest from their accounts can easily get help from staff.

6.3.2 Weaknesses of NRBC Bank

- a. Human resource activities vary from branch to branch:** the human resource activities of each branch will not be maintained in the same way, they will vary according to the needs of the bank. The requirements of employees also vary from industry to industry. For example, one branch has announced the recruitment of junior managers, while another branch may require internal recruitment.
- b. The majority of the employees are older:** Many NRBC Bank' employees have worked here for almost 10-15 years. The current administration believes it's challenging to designate

with these representatives, particularly with the workers who are resistant to recognize updated methods and conversion within the association's structure.

- c. **Employees are reluctant to work in rural areas:** According to observations, NRBC Bank employees are not very interested in working in rural areas of the country, and even HRD often fails to transfer them to other branches.
- d. **Mixed types of labor make employees confused:** The nature of the work is different and employees have to perform varieties of work activities. Employees here have different personalities as well. Because each employee's behavior is unique, there are often misconceptions. My internship taught me that an employee's perspective is different from that of other employees. The problem of miscommunication emerges, wasting their time.
- e. **Insufficient job rotation:** The branch has insufficient job rotation. The positions of employees at this bank have not changed so much, so sometimes their morale is low. During the internship, I heard that the employees will still be in the same position one year later. Sometimes employees can be transferred from one branch to another. Therefore, when a known employee is transferred to another branch, the former customer may feel uncomfortable talking to another employee.

6.3.3 Opportunities of NRBC Bank

- a. **Adoption of new technology:** The human resource department of NRB Commercial bank can adopt new methods of recruitment and selection policy in future. The company currently focusing on only social media and websites to reach the current employees what can be expanded in future via campus recruitment to attain direct fresher's from the universities of the country.
- b. **Improved workplace environment may increase value:** The workplace environment of NRBC bank is very positive for employees. It helps employees to provide better quality service to the customers. Better services can satisfy employees which may help the bank to create a superior brand value among the customers.

- c. **Digital HR activities can be implemented easily:** NRBC Bank follows some methodological human resource procedures that may help the company to convert functions of its HR activities into digital technologies to easily conduct the functions. For example, in future, the bank can easily monitor their employee performances and find out the training gaps, if needed.

6.3.4 Threats of NRBC Bank

- a. **Unavoidable circumstances may occur anytime:** Threats are external factors that adversely affect banks and human resources departments. If a competitor gains a market share advantage, it may have an impact on the profitability of the bank and may result in layoffs, business slowdown or bankruptcy.
- b. **Excessive work pressure with limited employees:** In a NRBC bank branch, there are only 10 employees. Every employee is responsible for his own work, and work is different. For example, one person is in charge of HR work, one person is in charge of general work, another person is in charge of the card department, and so on. However, sometimes it is possible to purchase so many bids for customers in one day that it is difficult for employees to complete them in one day. During this time, she was under tremendous pressure. During the internship, I observed that an employee sometimes needs to complete a lot of work, so that she has to work overtime, especially human resources work.
- c. **In remote places, the bank may lag behind:** Human resource functions in rural areas other than Dhaka are relaxed, and often recruiting and selection processes are handled from internal sources, which may cause friction among unemployed people in rural areas of Bangladesh and may result in the bank being demoted. Furthermore, employee unrest can be induced by either the sense of unjust treatment or concern about the bank's direction.

CHAPTER SEVEN

ANALYSIS OF DATA AND FINDINGS



7.1 Introduction

The "Analysis of Data and findings" chapter includes an analysis of feedback from survey participants of 10 employees currently working at NRBC Bank Limited. The findings are shown based on the demographic analysis of participants along with the analysis of the implementation of five important HR functions discussed in earlier chapters.

7.2 Demographic Description

Among the 10 respondents who participated in the survey, the majority are male (60%) and the rest are female (40%). The table below illustrates the position and working years of the respondents in the NRB Commercial Bank.

Table 1. Position and working years of the employees.

Position of the respondents at NRBC Bank	Time-span respondents working for NRBC Bank
1. Junior Trainee Officer	For 2-3 years
2. Executive Officer (Credit Department)	More than 5 years
3. Junior Trainee officer	For 2-3 years
4. Relationship manager (Retail Banking)	For 3-5 years
5. Executive Officer (Foreign Exchange Department)	For 3-5 years
6. Teller	For 2-3 years
7. Assistant Officer (General Banking Department)	For 3-5 years
8. Junior Teller	For 1 year or less than 1 year
9. Assistant Officer (Credit Department)	For 3-5 years
10. Assistant Officer (Foreign Exchange Department)	For 2-3 years

It can be seen that most of the employees have at least 2 years of working experience, except one fresher. It means these employees are capable enough to participate and provide a review of their HR practices of NRBC Bank.

7.3 Findings of Job Analysis

As we previously discussed the job analysis is the most crucial part of any HR department to know the specific requirements of any job, before publishing the vacancy announcements. The following findings are received from the employees' feedback.

The HR department of NRBC Bank collects all the necessary information before publishing a job.
 10 responses

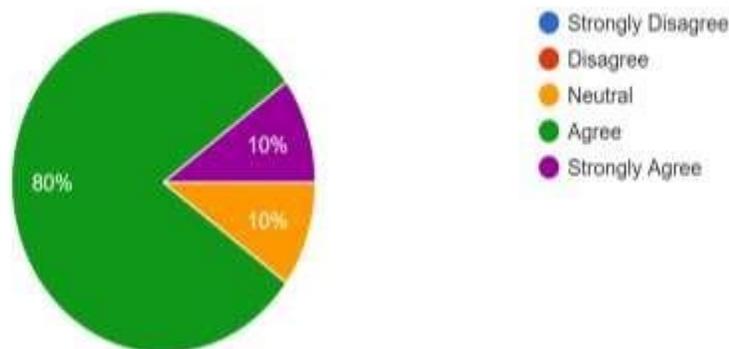


Figure 4: The implementation of job analysis – Statement 1

From figure 4, it is found that most of the employees agree that the NRBC Bank collects all the vital information before publishing a job advertisement as the majority of the employees agreed, constituting 80% of the total respondents and strongly agreed, constituting 10%, on the statement.

HRD records all the tasks involve in a job.
 10 responses

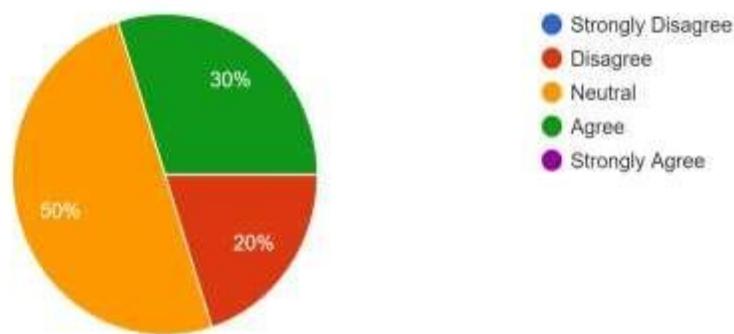


Figure 5. The implementation of job analysis – Statement 2

It can be seen from Figure 5 that the human resources department of NRBC Bank does not record all the tasks and responsibilities of a job. Saving tasks and responsibilities can help banks easily understand the types of skills and requirements that a position may require in the future, but from employee feedback, it can be seen that 50% of people are neutral, 20% of people disagree, and only 30% of people Agree to the statement. This resulted in not recording the tasks and responsibilities of the bank.

HRD record all the skills and abilities for future job advertisements
 10 responses

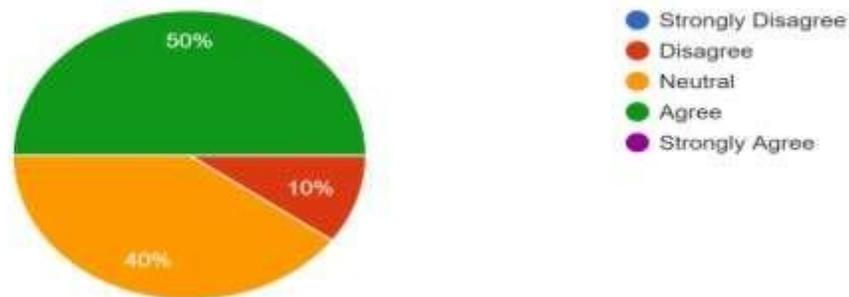


Figure 6: The implementation of job analysis – Statement 3

It is not clear whether the human resources department has recorded all the skills and abilities for future job advertisements. It can be seen from Figure 6 that 50% of employees agree with this statement, 40% of employees hold a neutral attitude, and 10% of employees disagree. Judging from the feedback, it is suspected that the NRBC Bank may not properly utilize the skills and abilities of the job.

HRD mentions the job description along with the position properly.
 10 responses

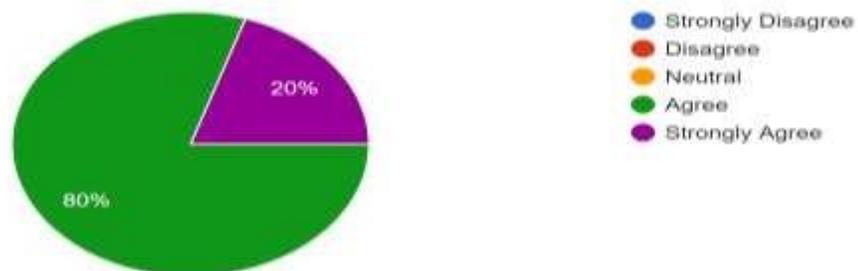


Figure 7: The implementation of job analysis – Statement 4

Out of 10 employees, all either marked agree (80%) or strongly agree (20%) in figure 7. It shows that the bank properly mentions the job description for their positions.

The NRBC Bank's human resource planning's are systematically ascertained and an appropriate plan is formulated for satisfying the requirements. (Please Rate)
10 responses

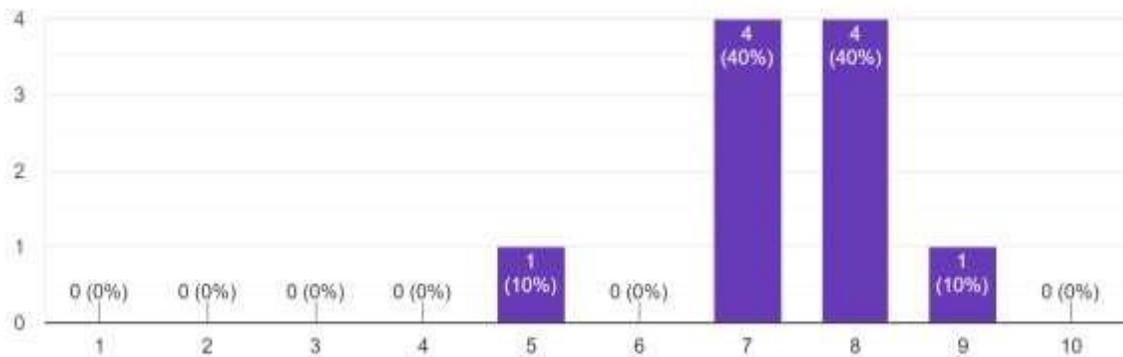


Figure 8: Employees' satisfaction and perception regarding job analysis of NRBC Bank

This rating scale is added to understand what employees think and whether they are satisfied with human resource planning to meet future needs. Since most employees shared their score of 7-9 points (out of 10 points), it can be said that the HRP of NRBC Bank is determined by the system and is suitable to meet the requirements of the bank and its employees.

7.4 Findings of Recruitment and Selection

As we know, effective recruiting and selection policies can not only meet job requirements but also ensure that the organization will continue to deliver on its promise to provide employees with equal opportunities. The following findings are found from the feedback analysis.

Does your HR department provide sufficient information in recruitment post?
10 responses



Figure 9: The implementation of recruitment and selection– Statement 1

All the employees have shared a positive opinion on the question that refers HR department of the NRBC bank does provide sufficient information that is important for applicants in the banks’ recruitment posts.

Where does your HRD publish the most job vacancy announcements?
10 responses

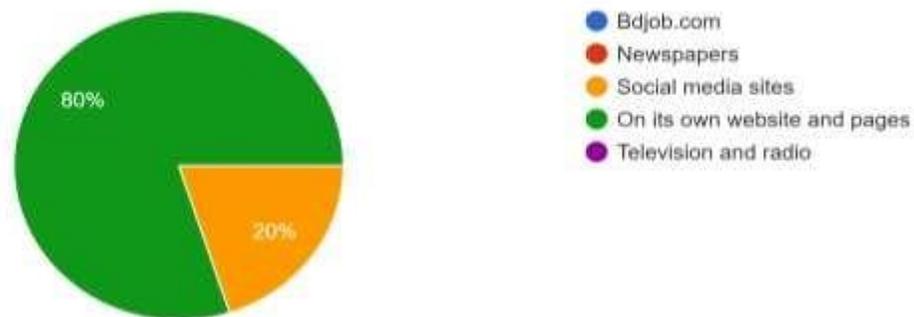


Figure 10: The implementation of recruitment and selection– Statement 2

From the employees' feedback it is very clear that NRBC bank mostly publishes their job vacancy announcements on their websites (80% of the total respondents have marked), and on social media sites as 20% of the respondents have marked it. Unfortunately, no one marked bdjobs.com; newspapers; television and radio that refers to the bank don’t consider them a good platform to reach potential applicants.

NRBC Bank mostly follows the following sources for its recruitment and selection process.

10 responses

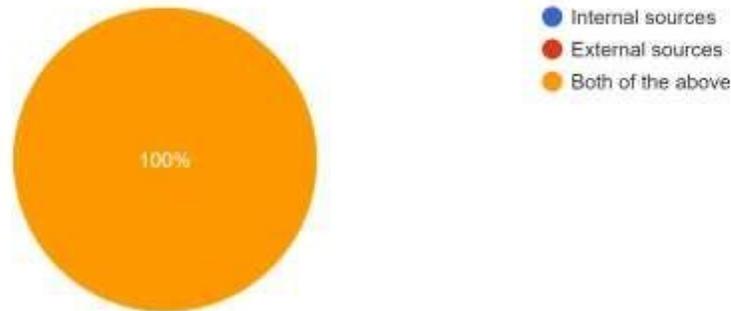


Figure 11: The implementation of recruitment and selection– Statement 3

All employees have marked "both of the above" in the given statement, which indicates that NRBC Bank mostly follows internal and external sources when recruiting new employees.

Which selection tests are commonly used to select applicants?

10 responses



Figure 12: The implementation of recruitment and selection– Statement 4

The question added to identify that which tests methods are commonly used by the NRBC Bank. From figure 12, it is found that writing tests (80%) are the most common kind of selection test NRBC Bank uses to select the right employee among the applicants' pool. Along with writing tests, aptitude tests (60%), job knowledge tests (60%), situational judgement tests (50%), achievement tests (50%), and personality tests (40%) are also used to test the applicants.

Rate the effectiveness of NRBC Bank recruitment and selection process

10 responses

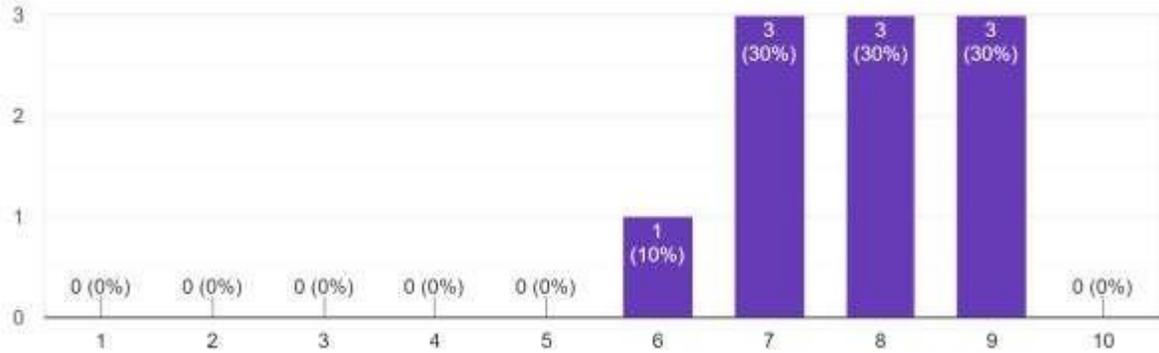


Figure 13: Employees’ satisfaction and perception regarding recruitment and selection of NRBC Bank

Figure 13 illustrates that majority of the employees' perceive that the recruitment and selection process of the NRBC Bank is effective as all of them have been marked within 6-9 points (out of 10 points) in the given rating scale.

7.5 Findings of Performance Appraisal

This section contains statements and questions of the survey related to the performance appraisal methods of the NRBC Bank. The following findings are found regarding performance appraisal from the employees’ feedback.

Table 2: Employee rating on performance appraisals variables of NRBC Bank

Performance variables at workplace	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	Total
Punctuality	0	3	1	6	0	10
Integrity	0	3	4	3	0	10

Adaptability	0	1	5	4	0	10
Ethical considerations	0	1	3	6	0	10
Communication	0	0	0	9	1	10

Based on the employee feedback of Table 2, punctuality; ethical considerations; and communication are three improved variables of the performance appraisal management of the bank, meanwhile, the integrity and adaptability are low in the performance management areas of NRBC Bank.

Does your HR department clearly mention the objectives and responsibilities of your work?
10 responses

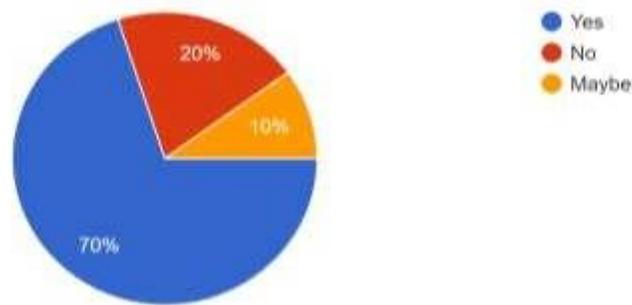


Figure 14: The implementation of performance appraisal– Statement 1

From Figure 14, it is found that the majority (70%) of the employees agree that the HRD of NRBC bank mentions the objectives and responsibilities of their work activities. However, 20% of the employees marked ‘no’ and 10% of employees are neutral on the given situation.

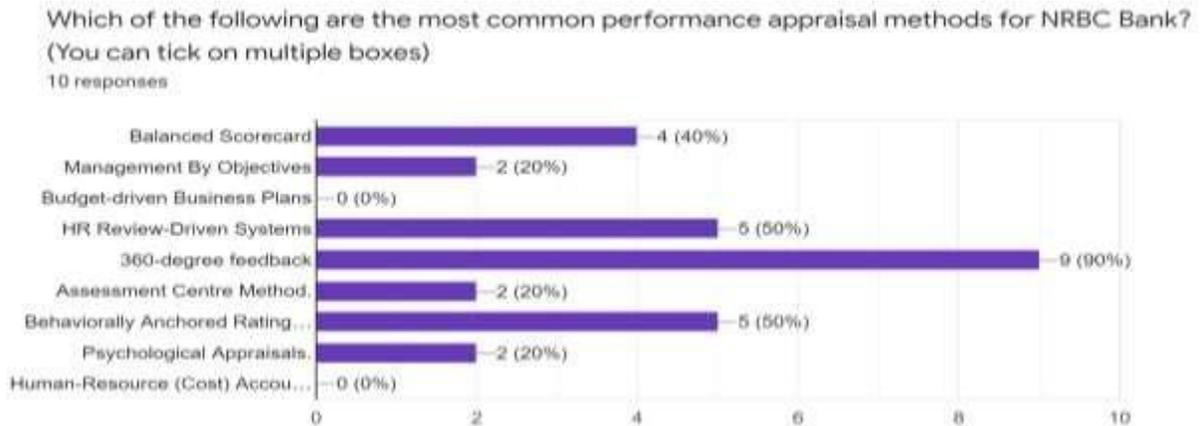


Figure 15: The implementation of performance appraisal– Statement 2

The question is added to find out the most common performance appraisal methods of the NRBC Bank. It is found from Figure 15 that 360-degree feedback; behaviorally anchored rating scale; and balanced scorecard are the three most used performance appraisal methods for NRBC Bank.

Rate the performance appraisal system of NRBC Bank

10 responses

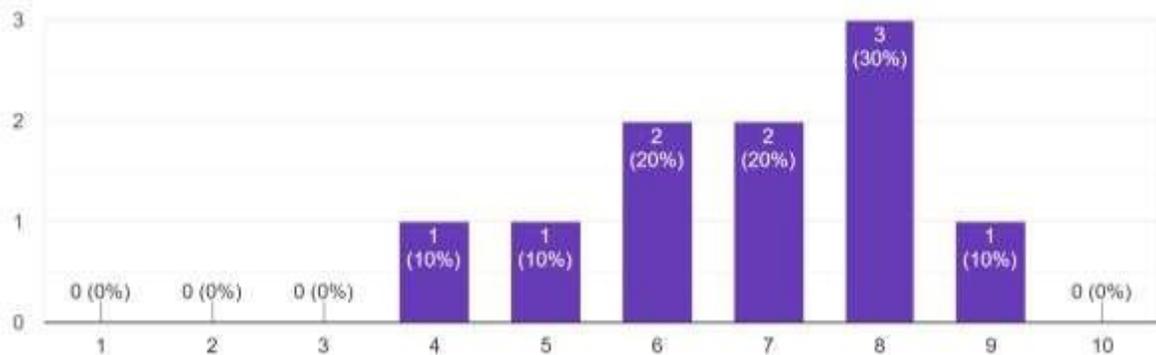


Figure 16: Employees' satisfaction and perception regarding performance appraisal of NRBC Bank

From figure 16, it is found that the majority of the employees are satisfied with the performance appraisal procedures of NRBC Bank as most of them are marked above 5 points. A total of 8

employees have marked 6-9 (out of 10 points) show that they think positive about the procedures of the bank.

7.6 Findings of Training and Development

Employers may choose the knowledge and skills they want their workers to have by offering training and development opportunities. Programs for employee training and development can help employees learn new skills or keep their present abilities current, both of which can lead to increased productivity. The following information about NRBC Bank's training and development by examining the employee feedback.

NRBC Bank consider training as part of organizational strategy. Do you agree with the statement?
10 responses

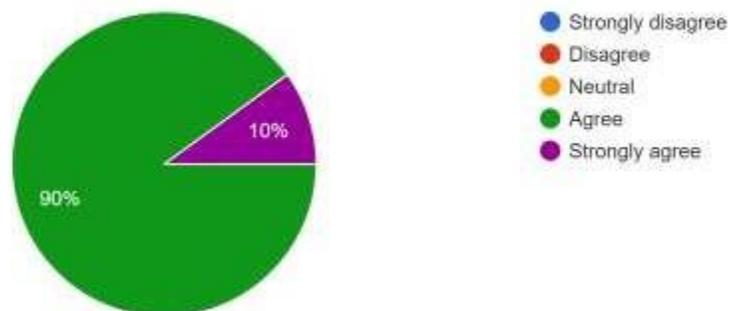


Figure 17: The implementation of T&D– Statement 1

The statement added to identify whether the employees of NRBC Bank consider training as an organizational strategy. It is found from Figure 17 that all the employees either agreed (90%) or strongly agreed (10%) with the statement that refers NRBC Bank is considering the training and development program as an organizational strategy.

In what training system, does your bank routinely provide training to its employees? (You can choose multiple options)

10 responses

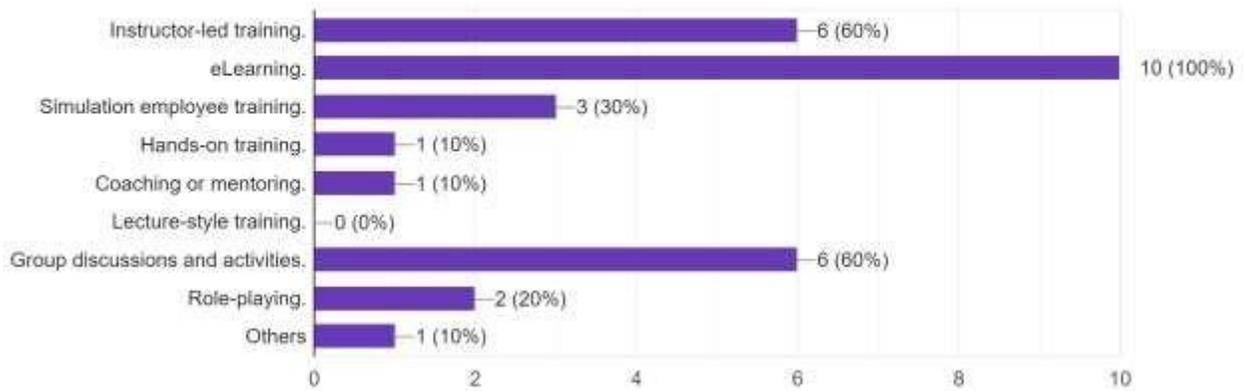


Figure 18: The implementation of T&D– Statement 2

The question is added to know the common training methods that the bank is utilizing while providing training to their employees. It is detected that NRBC bank uses several training and development methods for their employees, but among them, E-Learning; Instructor-led learning; and Group discussions and activities are the three most common training methods of NRBC Bank with whom the bank routinely provide training to their employees.

How often the training and development program arranged in your bank?

10 responses

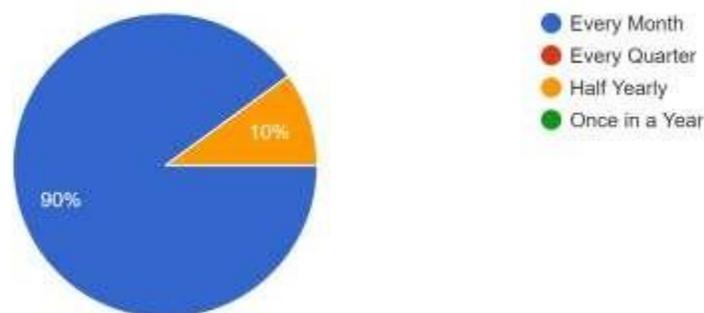


Figure 19: The implementation of T&D– Statement 3

The statement is added to analyze the time interval of the training programs arranged by the bank. It is found that the majority of the employees (90%) responded that the bank is providing training programs every month. However, only 10% or 1 employee responded that he/she has received training after each half of a year.

Does the training program enable the employees to be responsible and authoritative in making decisions?
10 responses

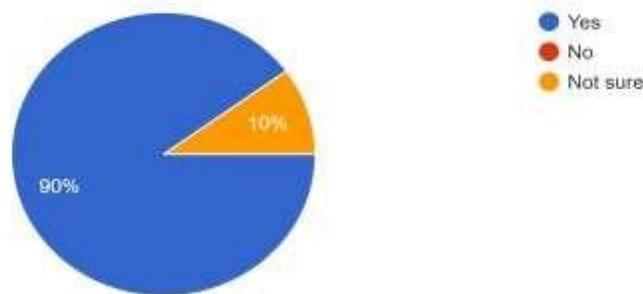


Figure 20: The implementation of T&D– Statement 5

From Figure 20, it is found that 90% of the employees believe that training programs enable the employees to be responsible and authoritative in decision making. However, 10% of the employees are neutral on the given question.

Does the development program help employees to be successful in their future career?
10 responses

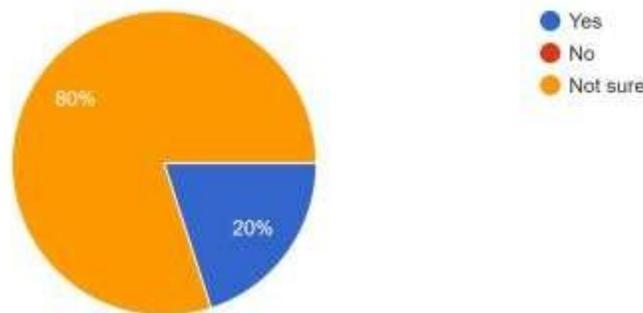


Figure 21: The implementation of T&D– Statement 6

From Figure 21, most of the employees (about 80%) are not sure that whether the development programs of NRB Commercial Bank may help them in their future careers. Although only 20% have marked 'Yes', refers to the limitations of the banks' development program that may fail to communicate its efficiency to the employees.

Rate training and development program of NRBC Bank.

10 responses

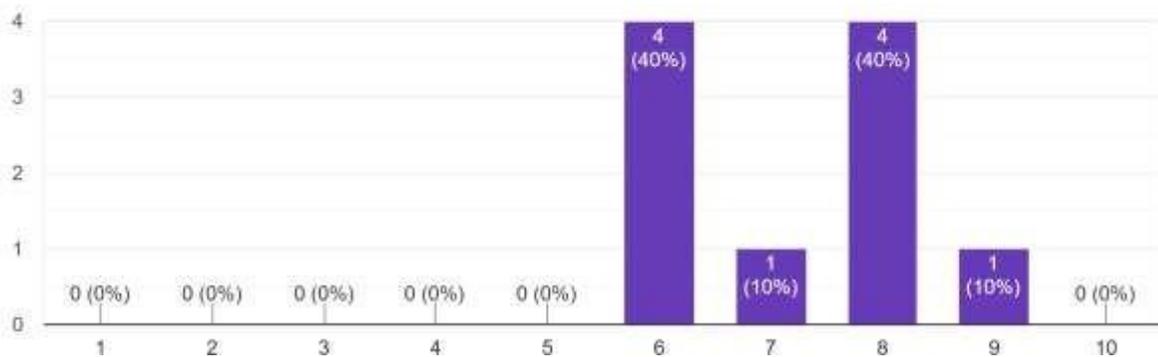


Figure 22: Employees’ satisfaction and perception regarding training and development programs of NRBC Bank

The rating scale is given to know about the overall perception and satisfaction level of the employees. It is found that most of the employees are satisfied as they marked above 5 points; between 6 to 9 points (out of 10 points) of their rating on training and development programs of NRBC Bank.

7.7 Findings of Compensation Management

The NRBC Banks’ compensation plan also reflects the bank's values and culture. Employees usually pay attention to what the company pays, not what the bank says. Through the analysis of employee feedback, it is found the following findings of NRBC Bank's compensation management.

NRBC Bank provide great importance to compensation and benefits for its employees
 10 responses

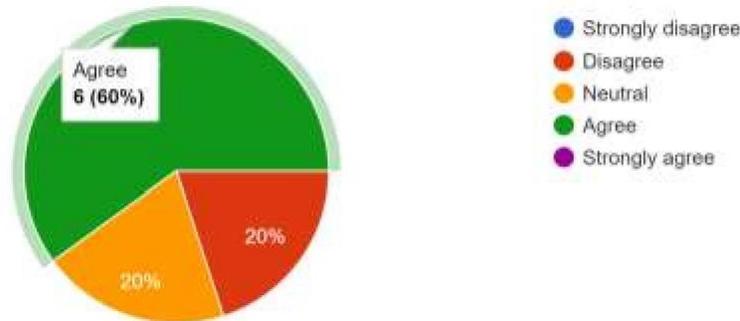


Figure 23: The implementation of compensation management– Statement 1

The statement is added to identify whether the bank provides sufficient importance to the compensation management for its employees. In Figure 23, a total of 60% of respondents have agreed on the statement; 20% disagreed as well, and 20% are neutral. It refers that the bank considers the compensation policy of the employees seriously.

I receive the following compensation from the Bank. (You can Choose multiple options)
 10 responses

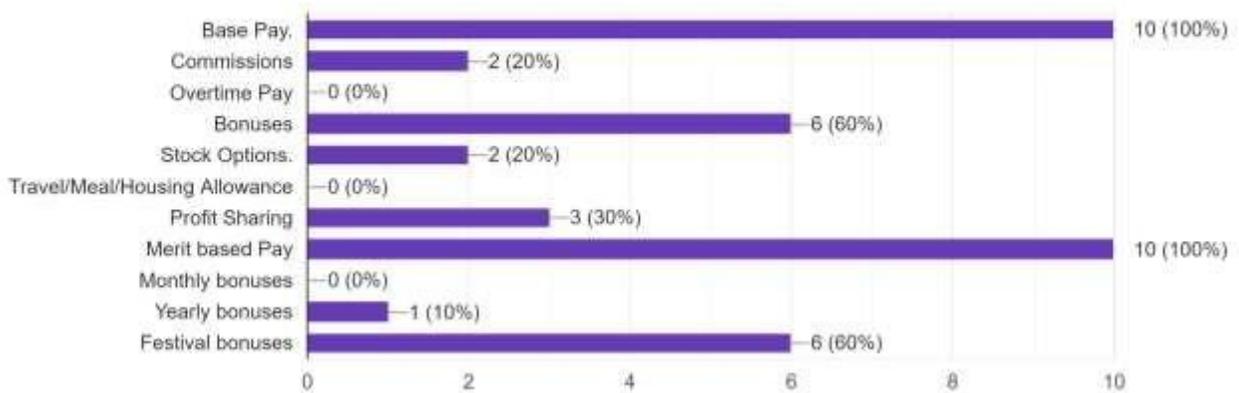


Figure 24: The implementation of compensation management– Statement 2

To know the types of compensation, employees commonly receive from the NRBC bank, this statement is added. It is found that everyone receives basic payments and merit-based payments.

Most of them also receive bonuses (60%) and festival bonuses (60%). Only a few of them receives profit sharing; stock options; commissions; and yearly bonuses.

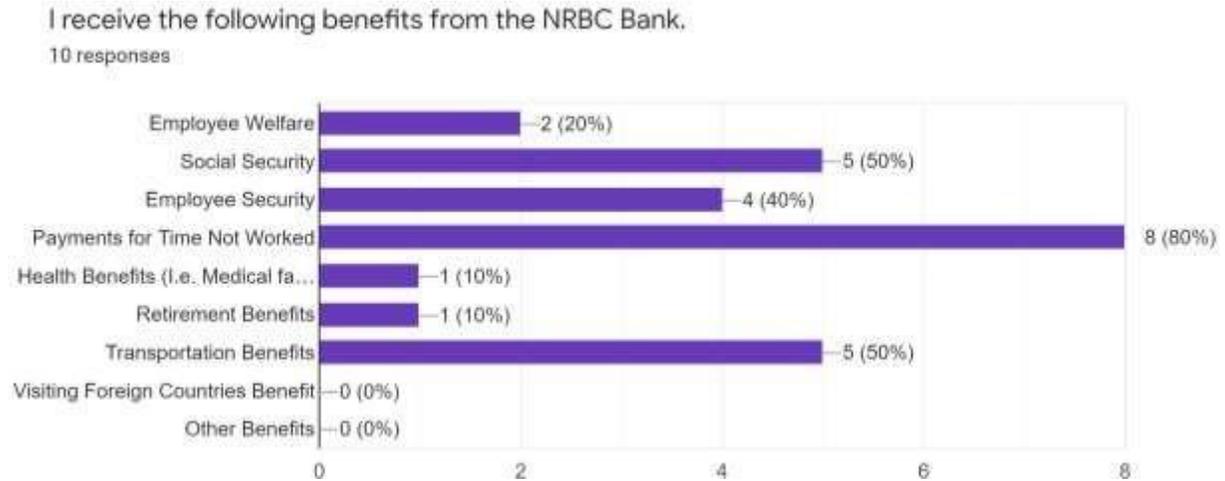


Figure 25: The implementation of compensation management– Statement 3

To understand the type of benefits employees typically receives from NRBC Bank, this statement has been added. All are found to receive payments for time not worked (about 80%) by the bank. 50% of them receive social security and transportation facilities. 40% of the employees get employment security. Only a few (about 10%-20%) get employee welfare, health and retirement benefits.

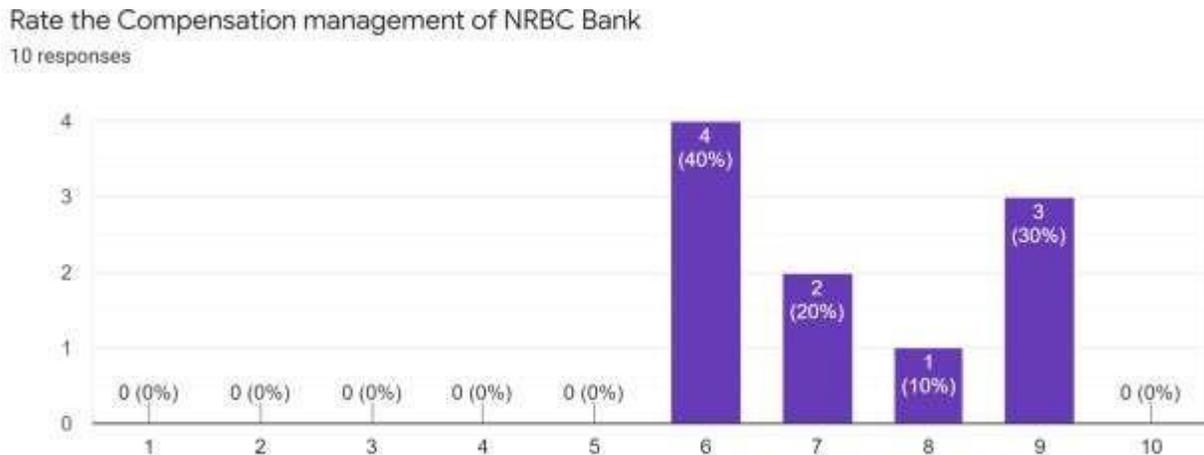


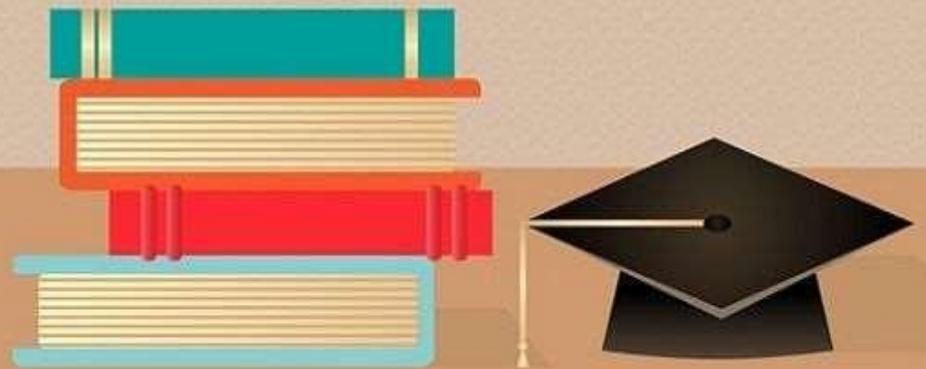
Figure 26: Employees' satisfaction and perception regarding compensation management of NRBC Bank

The statement is included to determine how satisfied employees are with NRBC bank's compensation practices and how they perceive those practices. Figure 26 shows that all employees at NRBC Bank limited are happy with their compensation packages.

CHAPTER EIGHT

RECOMMENDATIONS

AND CONCLUSION



8.1 Introduction

This chapter concludes the internship report with relevant recommendations for the betterment of the NRB Commercial Banks' human resources functions. The conclusion part mentions the purpose of the report once again and have also contained information of the results of this report.

8.2 Recommendations

From the findings and analysis of the implementation of human resource practices, the study has been shared valuable information about the HR policy in NRB Commercial Bank. The study also found that the bank has properly implemented the HR practices in most cases. In few cases, some changes may improve the human resource activities of the bank. Therefore, some recommendations are given below for the betterment of the Bank' HR management.

It is good that the NRB Commercial Bank publishes its work on its websites and social media, but it is not enough to attract many qualified employees. To attract the candidates of the places, it is recommended that the NRBC Bank must also publish their message in the BDJobs.com; newspapers; television and radio.

The record of the current work sample is a project for the publication that can attract as many qualified candidates and make them candidates. From analysis and results, it is not clear whether the Human Resources Department records all the skills and capabilities of future work advertisements. During the registration of the information that can facilitate the process of preparing the description of the future work and also reduces costs and time. Therefore, for the best results, NRBC Bank should build on the structure and organization of this model to meet the obligations and needs of the exact work for which they are being taken specifically.

8.3 Conclusion

The aim of the study is to analyze the implementation of HR function in the NRBC Bank Limited. Regarding job analysis, it is found that HRD of NRBC Bank somehow lag behind in

terms of saving a positions current job description and key responsibilities for future. Employees are, therefore, somehow satisfied with the job analysis functions of the bank.

Regarding recruitment and selection process, NRB Commercial Bank mostly follow both internal and external sources for recruitment and publishes their job vacancy announcements on their websites and on social media sites. For selecting the right candidate, the bank uses written tests, aptitude tests, job knowledge tests, situational-judgement tests. Employees of the NRBC Bank are found satisfied with the recruitment and selection procedures of the bank.

Regarding the performance appraisal activities, the human resources department puts forward the goals and responsibilities of their work activities. 360-degree feedback; evaluation balance of behavioral anchor; and balanced scorecards are the most common three methods for assessing performance of the employees. Therefore, NRBC Bank's employees are satisfied with the bank's performance measurement procedures.

The training and development plan of NRBC Bank is considered as an organization strategy and therefore, the bank organizes training programs on monthly basis. Furthermore, the bank uses different methods of training and development for employees, including e-learning; Instructor-led learning; discussion and activity of the team are the three most common training methods of the NRBC bank, and banks often provide training to employees. However, most employees are satisfied with the bank's training and development plan.

Employee compensation policies were meticulously evaluated by NRBC Bank. In terms of remuneration, all NRBC banks will receive a baseline payment as well as perks based on that payment. The majority of them also receive bonuses and holiday bonuses. Profit sharing, stock options, commissions, and yearly incentives are only available to select a few.

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Appendix

Survey Questionnaire

Analysis of implementation of HR policy in NRB Commercial Bank

1. Gender

- Female
- Male

2. Your Position at NRBC Bank

3. How long have you been in this position?

- For 1 year or less than 1 year
- For 2-3 years
- For 3-5 years
- More than 5 years

Survey on Job Design and Analysis

The purpose of this section is to obtain current information on Job Analysis process of NRBC Bank based on the feedbacks.

4. The HR department of NRBC Bank collects all the necessary information before publishing a job. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. HRD records all the tasks involve in a job. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. HRD record all the skills and abilities for future job advertisements *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. HRD mentions the job description along with the position properly. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. The NRBC Bank's human resource planning's are systematically ascertained and an appropriate plan is formulated for satisfying the requirements. (Please Rate) *

Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly Agree

Survey on Recruitment and selection process

The purpose of this section is to obtain current information on recruitment and selection process of NRBC Bank based on the feedbacks

9. Does your HR department provide sufficient information in recruitment post? *

- Yes

- No
- Maybe

10. Where does your HRD publish the most job vacancy announcements? *

- Bdjob.com
- Newspapers
- Social media sites
- On its own website and pages
- Television and radio

11. NRBC Bank mostly follows the following sources for its recruitment and selection process. *

- Internal sources
- External sources
- Both of the above

12. Which selection tests are commonly used to select applicants? *

- Situational-judgement test
- Aptitude Test
- Achievement Test
- Interest Test
- Personality Test
- Writing Test
- Simulation Test
- Role-Playing Test
- Group Based Test
- Job Knowledge Test

13. Rate the effectiveness of NRBC Bank recruitment and selection process *

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

Survey on Performance Appraisal

The purpose of this section is to obtain current information on Performance Appraisal process of NRBC Bank based on the feedbacks.

14. Rate how you feel your workplace performance management in the following areas. *

	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Punctuality					
Integrity					
Adaptability					
Ethical considerations					
Communication					

15. Does your HR department clearly mention the objectives and responsibilities of your work? *

- Yes
- No
- Maybe

16. Which of the following are the most common performance appraisal methods for NRBC Bank? (You can tick on multiple boxes) *

- Balanced Scorecard
- Management by Objectives
- Budget-driven Business Plans
- HR Review-Driven Systems
- 360-degree feedback
- Assessment Centre Method.
- Behaviorally Anchored Rating Scale (BARS)
- Psychological Appraisals.

- Human-Resource (Cost) Accounting Method.

17. Rate the performance appraisal system of NRBC Bank *

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

Survey on training and development process

The purpose of this section is to obtain current information on Training and development process of NRBC Bank based on the feedbacks.

18. NRBC Bank consider training as part of organizational strategy. Do you agree with the statement? *

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. In what training system, does your bank routinely provide training to its employees?

(You can choose multiple options) *

- Instructor-led training.
- E-Learning.
- Simulation employee training.
- Hands-on training.
- Coaching or mentoring.
- Lecture-style training.
- Group discussions and activities.
- Role-playing.
- Others

20. How often the training and development program arranged in your bank? *

- Every Month
- Every Quarter
- Half Yearly
- Once in a Year

21. Does the training program enable the employees to be responsible and authoritative in making decisions? *

- Yes
- No
- Not sure

22. Does the development program help employees to be successful in their future career? *

- Yes
- No
- Not sure

23. Rate training and development program of NRBC Bank. *

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

Survey on Compensation Management

The purpose of this section is to obtain current information on Compensation Management process of NRBC Bank based on the feedbacks.

24. NRBC Bank provide great importance to compensation and benefits for its employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

25. I receive the following compensation from the Bank. (You can choose multiple options)

- Base Pay.
- Commissions
- Overtime Pay
- Bonuses
- Stock Options.
- Travel/Meal/Housing Allowance
- Profit Sharing
- Merit based Pay
- Monthly bonuses
- Yearly bonuses
- Festival bonuses

26. I receive the following benefits from the NRBC Bank. *

- Employee Welfare
- Social Security
- Employee Security
- Payments for Time Not Worked
- Health Benefits (I.e. Medical facilities)
- Retirement Benefits
- Transportation Benefits
- Visiting Foreign Countries Benefit
- Other Benefits

27. Rate the Compensation management of NRBC Bank *

Poor 1 2 3 4 5 6 7 8 9 10 Excellent