PROJECT REPORT

ON

The Impact of SHRM (Strategic Human Resource Management) Practices on Organizational Performance: A Study on IFIC Bank Limited

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Submitted To

Mr. Jakowan

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Submitted By

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Date of Submission: October 15, 2022

Letter of Transmittal

October 05, 2022

Mr. Jakowan
Assistant Professor
School of Business and Economics
United International University

Subject: Submission of Project Report.

Dear Sir,
With due respect, I am submitting my project report on "The Impact of SHRM (Strategic Human Resource Management) Practices on Organizational Performance: A Study on IFIC Bank Limited" which is a requirement for graduating with Bachelor of Business Administration program and completing the INT 4399 course.

I hope you find this report to be satisfactory. I would be really grateful if you would approve my internship report.

Shohag Alif
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Declaration of the Student

I am **Shohag Alif**, student of Bachelor of Business Administration, major in Human Resource Management, United International University. I am doing my project report under the supervised of Mr. Jakowan, Assistant Professor, Business and Economics, United International University.

I hereby declare that,

- This project report's contents are based on three months of study of IFIC Bank Limited.
- The paper for my project report, titled "The Impact of SHRM (Strategic Human Resource Management) Practices on Organizational Performance: A Study of IFIC Bank Limited," is the result of my own efforts and unique work.
- I have written the report without using any methods that are unethical, and this report has been written for the sole aim of being used in academic contexts.

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Acknowledgment

To begin, I would want to express my gratitude to Allah for the favor with which I was successful in completing my internship report on time and successfully.

However, I would like to express my gratitude towards some people, without their support, it would be impossible to complete this project program and complete this report.

I would like to thanks to Mr. Jakowan, Assistant Professor, Business and Economics, United International University, for all of his help and support throughout my academic journey so far. I couldn't have finished the report on time or with the accuracy without his great input, encouragement, and participation. As a bonus, working with his on my report has made me extremely happy.

In conclusion, I would like to express my gratitude to Maliha Rahman (Executive, HR department and all of the staff members of IFIC Bank Limited, particularly those working in the general banking department, HRD, and Customer Relationship departments, for the time and effort they put into participating in the interview sessions.

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Executive Summary

HRM has grown in popularity greatly in the last several years. Human resources management (HRM) is important to all organizations. Human resources management (HRM) has a significant impact on an organization's performance and outcomes. The presumption is that HR practices influence employee attitude, which in turn influences organizational performance, such as productivity, quality, and creativity. There is a strong correlation between HRM and organizational performance, according to the vast majority of studies. Every organization's principal purpose is to fulfill its goals and objectives as efficiently as possible. A strong HRM is the only way to achieve high levels of performance. Several ways are used to gauge an organization's performance. It enhances the company's position in the marketplace. Human resources management (HRM) is the means through which an organization may stay on track. For the study given here, the primary objective is to get insight on how Strategic HRM influences the performance of an organization of IFIC Bank Limited.

For analyzing of the topic, qualitative method has been used and based on the results of the study, a number of issues have been found on hiring process, lengthy of training programs, current performance appraisal system, motivation and healthy work life balances of employees. Major features such as recommendations and key understandings have been provided in this report which can be to help the HR manager to develop the management systems of HR practices. These aspects were determined on the basis of the findings of the study. In this section of the report, the report is brought to a close with the presentation of the conclusion.

Keywords: Strategic Human Resource Management, Organization Performance, IFIC Bank Limited.

CHAPTER 01

INTRODUCTION

1.1 Introduction of the Report

The present condition of business is quite unpredictable and may even be deemed disruptive as a direct result of the rapid rate of change taking place in both the natural universe and in technological advancements. In order to endure and thrive over the course of time, industries are searching for improved tactics that will increase their flexibility to the complexities of an environment that is always changing. The strategic of human resource management systems is a method that businesses all over the globe are using in an effort to achieve success in a competitive environment. As a direct consequence of this, labor force planning is more important than it has ever been before. Therefore, new ideas have emerged during the course of the operation, which have therefore supplanted some of the more established concepts.

The most recent school of thought in this field is known as Human Resource Management (HRM), and it has a meaning that is both more proactive and strategic than the thinking that came before it in this field. The management of human resources and the overall corporate strategy are inextricably linked. It is possible that in many cases it will have a substantial influence on the overall strategy of the company. The administration of strategic human resources management is an essential component of strategic management. This indicates that establishing connections between HR and the other parts of the company is the primary goal of SHRM. It is crucial to see human resources as an investment rather than as another cost for a number of reasons, and these reasons are as follows. The primary objective of the study that is presented in this report is to get an understanding of the ways in which the variables and factors of strategic human resource management (SHRM) may have an impact on the organizational performance of IFIC Bank Limited.

1.2 Objectives of the Report

The following is a list of the objectives of the study that have been specifically defined:

1.2.1 Primary Objective

- To study on which aspects of strategic human resource management practices can impact on the overall performance of IFIC Bank Limited.

1.2.2 Specific Objectives

- To identify and conduct an analysis of the strategic human resource management factors that has an impact on the overall performance of IFIC Bank Limited.

- To provide some recommendations that can help to HRD of IFIC Bank Limited to overcome the challenges of SHRM practices within the organization.

1.3 Methodology of the Report

Qualitative approach has been used in the process of analyzing the subject of the study as well as gathering the required information. For the purpose of information collecting, two sources have been used that are as follows:

1.3.1 **Primary Sources**

- Formal and informal interview and conversations with the employees of IFIC Bank Limited.
- An in-depth assessment of the development that has taken place inside the human resources (HR) departments of IFIC Bank Limited.

1.3.2 **Secondary Sources**

- Books, journals, articles and blogs which are related the concept of the topic.
- Annual Report of IFIC Bank Limited.

1.4 Scope of the Report

Within the scope of this report, the impact that strategic human resource management and practices have had on the overall performance of IFIC Bank Limited's organization has been emphasized. The analysis and study presented in the paper may be useful not only for academic comparison but also for the process of formulating policies in HR department. The findings of the analysis have the advantage of giving HR professionals and management at IFIC Bank Limited with relevant information that can be used to develop and formulate the appropriate strategic human resource management policies. The report contains a number of recommendations for succession management that may be useful to IFIC Bank Limited in their efforts to develop the human resource department (HRD), ensure adequate employment, and implement effective training programs, performance evaluation systems, work-life balances, and pay policies within the organization.

1.5 Limitation of the Report

In order to successfully complete the report, the process of obtaining information and data is subject to a few constraints. Some of them are listed below:

- There were a few employees from the organization taking part in the interview session, and it seemed to me that they were confused. Concerned about the feedback they would get from their colleagues and bosses, employees are unwilling to fill up the questionnaire of the interview.
- It was difficult to collect all of the relevant information since the organization set so many regulations and constraints on the process.

CHAPTER 02

LITERATURE REVIEW

Literature Review

This section provides a summary of the prior studies that have been done on the topic that is the purpose of this report. In order to better accomplish the purpose of the study, the following components were subdivided even further into sub-sections:

2.1 Concept of SHRM Practices

Decisions and activities related to human resource management at every level of a corporation are referred to as "SHRM practices." These include tactics to maintain a firm's competitive edge (Dimba, 2010). It has been difficult to pinpoint exactly which HR practises are linked to enhanced organizational performance, but four fundamental themes may be used to structure HR management strategies. It is the responsibility of Human Resources Management (HRM) to recruit, train and develop employees, pay them, and evaluate their performance (Armstrong & Baron, 2002).

Human resources methods that consistently surpass the competition should be used by all businesses (Pfeffer, 1994). Selective hiring practices, incentive systems, job security, employee engagement and participation in performance management as well as training and development from inside all firms contribute to increased production efficiency (Pfeffer, 1994). Quality circles, job rotation, and other modern quality management practices are only a few examples of the many changes taking place in the workplace today (Osterman, 2004), have been shown to improve productivity.

As stated by (Stone, 2005), In contrast to HRM, SHRM is more likely to concentrate on HR planning and capacity audits, recruiting, selection, training and development as well as career progression, performance reviews, and compensation/benefits design. The recruiting and selection process has long been the focus of human resources management (HRM).

2.2 Concept of Organizational Performance (OP)

According to (Norton, 1996), a company's short-term performance cannot be assessed only in terms of traditional financial criteria, such as profit. These researchers state that standard financial performance indicators do not accurately or completely depict a firm's present status and future development potential, and that qualitative performance assessments of a company should be continuously developed and expanded (John A Pearce, 2005).

For these reasons, non-financial indicators like as quality, efficiency, and company image are advocated (Wangithi Waiganjo, 2012). In Organization Performance Assessment, the International Organization for Organizational Assessment (IOA) framework is used to analyze an organization's overall performance (OPA). Effective, relevant, efficient, and financially viable are all factors in determining organizational success (Kiiru, 2015). The framework's components and factors should be taken into account while evaluating organizational performance. There are several measures that may be used in the evaluation of a company's success based on the specific needs of the organization, such as customer satisfaction and financial leverage (International Development Resource Centre , 2002). The extent to which a company achieves and surpasses its short-term goals or fulfils its purpose (referred to as Organizational Performance by the United Nations Development Program (United Nations Development Programme, 2011) and (Scott, 2003).

Instead, performance management is a ratio that illustrates how much funds are spent in comparison to how much output was achieved. Service and program delivery correctness, punctuality and value are taken into account in this ratio (Iqbal, 2019). It is a company's ability to meet the needs of its stakeholders in the past, present and future as well as its ability to adapt to changing circumstances and its surroundings that determines a company's organizational relevance. This capacity is measured in terms of a company's ability to remain relevant. The capacity of a company to conceptualize novel and superior approaches to existing problems is an example of imagination (Md. Khasro Miah, 2013). It is the capacity of a firm to obtain the funds needed to satisfy the operational demands of the business and to maintain its financial viability throughout the short, the medium, and the long term.

2.3 Link between SHRM and Organizational Performance (OP)

Businesses nowadays have to deal with a broad variety of difficulties. This has led them to design new techniques for dealing with these challenges. The 'people resources' of a firm are critical to its success and capacity to compete. Studies have shown that an organization's long-term success depends on its people as much as its processes. An organization's strategic outcomes are more likely to include human resource management if it takes the Resource Based View (RBV) philosophy of human resource management into consideration. As a reminder, RBV had a significant effect on the development of the SHRM ideas (Wright P. , 2001).

When it comes to achieving long-term competitive advantage, human resources are no longer considered as distinct from the company's overall strategy, but rather as an important and basic source of that strategy (Huselid, 1995). As a result, implementing and maintaining a human resources system or process just to meet the needs of a company is insufficient. Management must keep in mind the long-term strategic objectives of their organization while considering the ramifications of their decisions. Success of an organization is based on the implications for human resources, which may be proven via a strategic view of human resources (Delery, 1996). According to (Wright P. M., 1992), smart utilization of human resources improves an organization's capacity to achieve its goals. Human resources management is analyzed from a macro-organizational perspective to better understand its role and function (Butler, 1991). It's important to know the difference between HR management and strategic HR management in order to be successful. SHRM is more than simply a concern for the productivity of a company's employees. This analysis also takes into account the link between a company's success and its comparative advantage (Truss, 1994).

Integration of strategic human resources management into this process is the ultimate objective of strategic management (Wright P. M., 1992). Thus, SHRM's primary goal is to link HR with the rest of an organization. Two-way traffic is feasible when it comes to the relationship between human resources and strategy. Because of their strategic importance, expenditures on human capital should be seen as investments rather than expenses (Truss, 1994).

When humans analyze performance, they see that the standards by which people and organizations have been judged have changed throughout the course of history in reaction to changes in the surrounding environment. Today live in a cutthroat world where every organization is required to monitor and assess its performance across a wide range of metrics, and this is the reality in which we find ourselves. The level of happiness and quality experienced by customers is now just as significant as a company's level of output and profits when determining the latter's level of success.

The effectiveness of individuals, departments, and organizations may be evaluated based on qualitative and quantitative criteria respectively. Alternatively, it is a measure of the efficiency with which an organization can accomplish its goals in a certain period of time (Porter, 1985). The extent to which a person is able to realize his or her full potential is inversely proportional to the degree to which they are able to align themselves with the long-term objectives of the business. An organization's efficacy and efficiency may be better understood if performance is monitored on a regular basis. Through the use of performance management, it is possible to accomplish some of the most important objectives of strategic human resources, including the following:

- Achieving a high level of productivity from the firm's human resources is a goal that should be met.
- Creating place for employees to reach their full potential and achieve their highest possible abilities.
- To allow employees to view off their own abilities.
- To work toward bettering or modifying the culture of an organization.

CHAPTER 03

OVERVIEW OF THE ORGANIZATION

3.1 Overview of the IFIC Bank Limited

International Finance Investment and Commerce Bank Limited (IFIC Bank) is a banking business formed in the People's Republic of Bangladesh with limited liability. It was established in 1976 at the behest of the government as a partnership between the Government of Bangladesh and Sponsors from the private sector with the purpose of operating as a finance company within the country and establishing joint venture banks and financial institutions outside of Bangladesh. This was done in order to achieve the goals outlined in the previous sentence. IFIC was transformed into a fully-fledged commercial bank in 1983, the same year that the government began allowing banks to operate in the private sector. The Government of the People's Republic of Bangladesh is a shareholder in the Bank to the tune of 32.75 percent of its total capital. Sponsors/Directors with extensive business expertise possess 4.11 percent of the company's shares, with the remainder owned by domestic and international institutions and individual investors. The Government has three nominees on the Bank's Board of Directors, and the Sponsors and Directors together own 36.86% of the Bank's outstanding shares as of now.

Name of the Company	International Finance Investment and Commerce Bank Limited (IFIC)
Authorized Capital	BDT 40,000.00 million
Market Category	A Category
Chairman	Salman F Rahman MP
Current Employees	4,350*
No. of Branches	160

No. of Sub Branches	818*
No. of Shareholders	57,234

Table3.1: Corporate Profile of IFIC Bank Limited[1]

3.2 Mission, Vision and Core Values

Vision: IFIC's vision is to become the most trusted financial service provider by use of creative, long-term growth that benefits all, and providing top-tier services benefit for all concerned parties.

Mission:

- In order to fulfill their vision, they must ensure that their customers are provided with assistance from a hardworking and knowledgeable staff whose imaginative skills, unconventional methods, and aggressive distinction that sets us apart as a premium service provider for the benefit of all organizations and persons regard as important.
- They are devoted to the welfare and economic development of the people and the community, because they take from them their inspiration and drive for further growth to wealth.
- An very competitive and intricate financial considering the commercial landscape, they concentrate on improvement and success for everyone involved.

Core Values:

- Integrity: Upholding integrity in all that we do, always, everywhere.
- Fairness: Striving to offer the best to our customers equitably with transparency.
- Innovation: Encouraging and nurturing creativity.

[1] Md. Mokammel Hoque, F. (2021). *Annual_Report*. Bangladesh: IFIC Bank Limited.

- Commitment: Committed to excellence in customer service and maximization of stakeholders' value through teamwork.

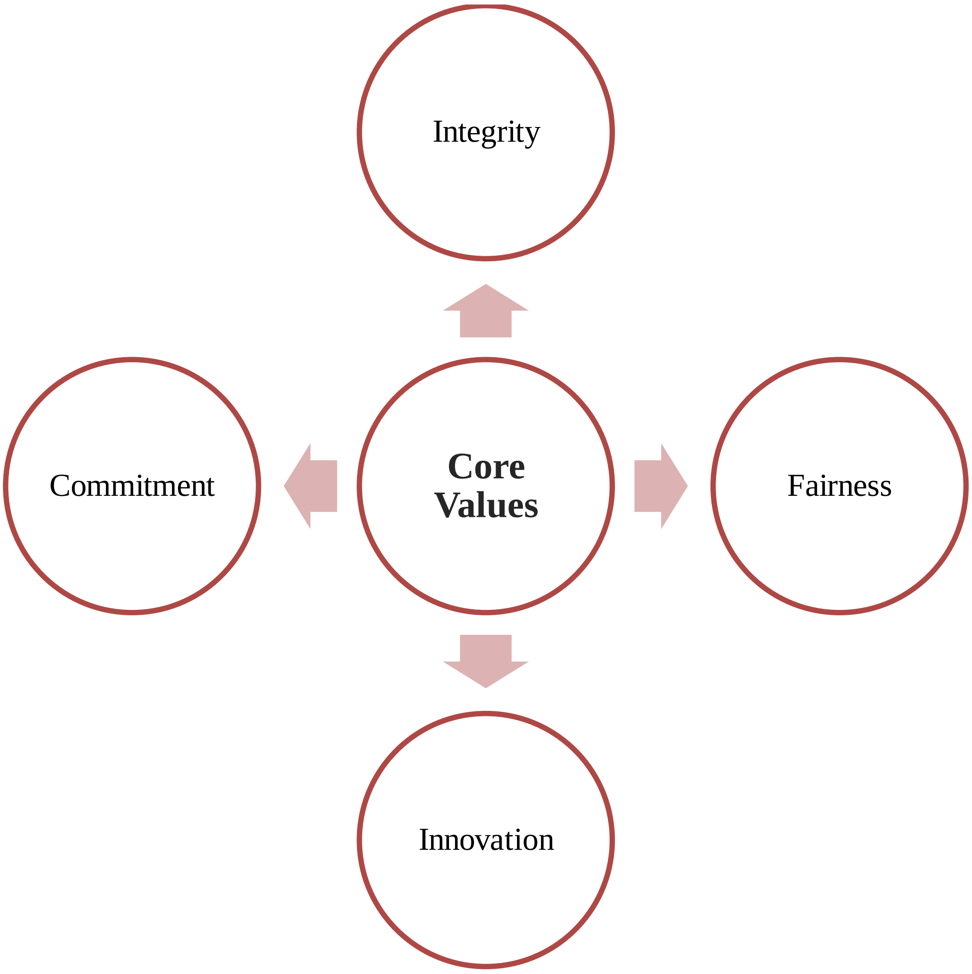


Figure3.1: Core Values of IFIC Bank Limited[2]

3.3 Business Policy and Ethics

According to IFIC Bank Limited, Principles for Conducting an Ethical Business Activities structure that supports the Bank's long-term viability and expansion, as well as helps it work toward its stated objectives. In light of this, the Bank strongly recommends that everyone partners to negotiate and carry out their responsibilities in a timely within the context of these Business Ethics Principles:

a) **Honesty and Integrity:** The Bank is committed to upholding integrity and honesty in the way that it goes about its work.

[2] Md. Mokammel Hoque, F. (2021). *Annual_Report*. Bangladesh: IFIC Bank Limited.

b) **Compliance with Laws and Regulations:** The bank will carry on its daily operations. in compliance with the regulations and the laws of the rules and is not going to be of assistance, promote or aid in the commission of any illegal act transactions or activities.

c) **Good Management and effective & efficient Internal Control:** The bank is going to implement an effective management system and risk management system for effective & efficient internal control.

d) **Standards:** The Bank will act in accordance with a variety of criteria that are typically followed acceptable for the purpose of carrying out the banking business.

e) **Concern for Stakeholders:** The Bank has realized that proper conduct involves a lot of people providing each other with the help and cooperation they need. The Bank shall handle its clients in the following manner, parties in opposition to or rivals with teamwork based on a shared understanding and co-operation.

f) **Preservation of the Bank's Reputation:** The Bank will be a diligent steward of well-being of their image and reputation; I won't take part in anything that may threaten to tarnish the company's image.

Figure3.2: Business Ethics of IFIC Bank Limited

3.4 Products and Services of IFIC Bank Limited

3.4.1 Retail Banking

The Retail Banking Division of IFIC Bank has adopted a new mode of operation, which places a greater emphasis on providing comprehensive client care by means of cutting-edge goods and services. This dynamic working technique makes it possible for IFIC Bank to follow a path of expansion and digitization that is both safer and more sustainable. The Retail Banking Division of IFIC Bank has placed a greater emphasis on establishing links between industry-standard goods and digital services in order to provide customers with a "one stop" solution. The "availing to usage" cycle of products and services has been completely covered primarily to the use of digital technology.

IFIC Bank provides a One-Stop Shop for Comprehensive End-to-End Solutions by:

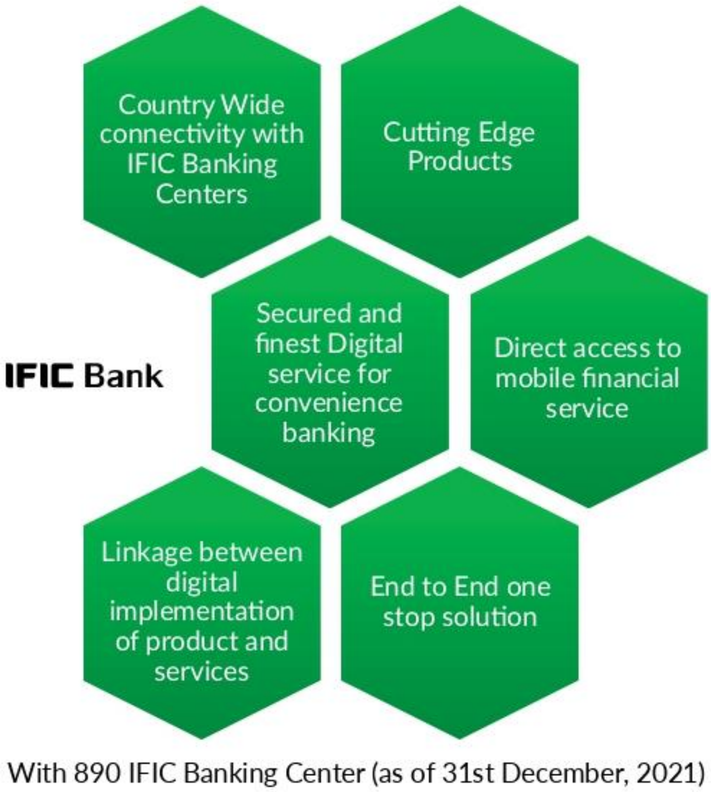


Figure3.3: Retail Banking Services of IFIC Bank Limited

Their innovative Products, worldwide Connectivity, secured and premier digital and mobile financial services in a nutshell:

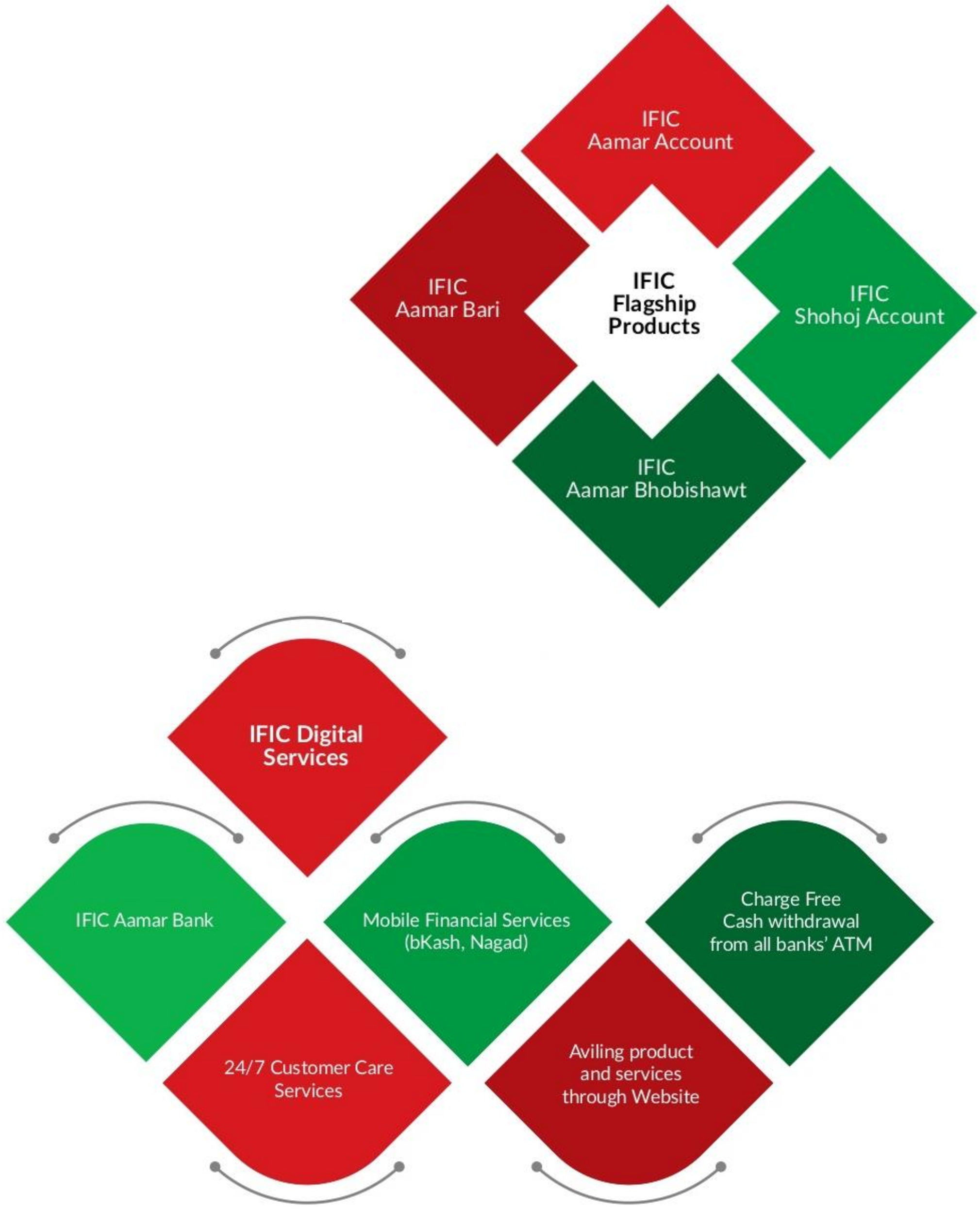


Figure3.4: IFIC Flagship Products

3.4.2 IFIC Cards

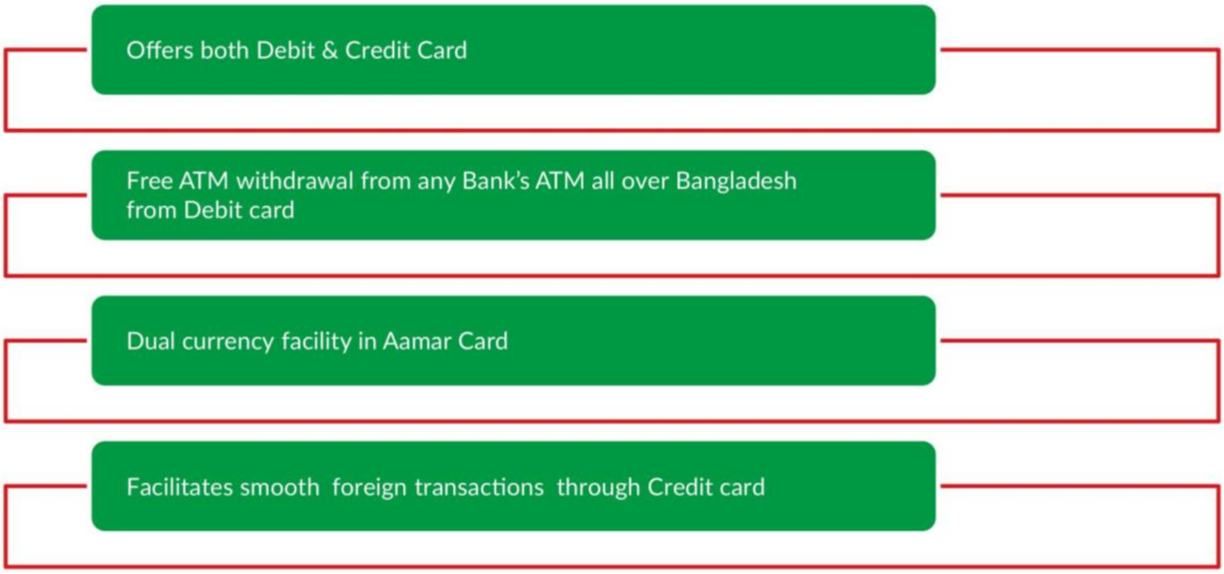
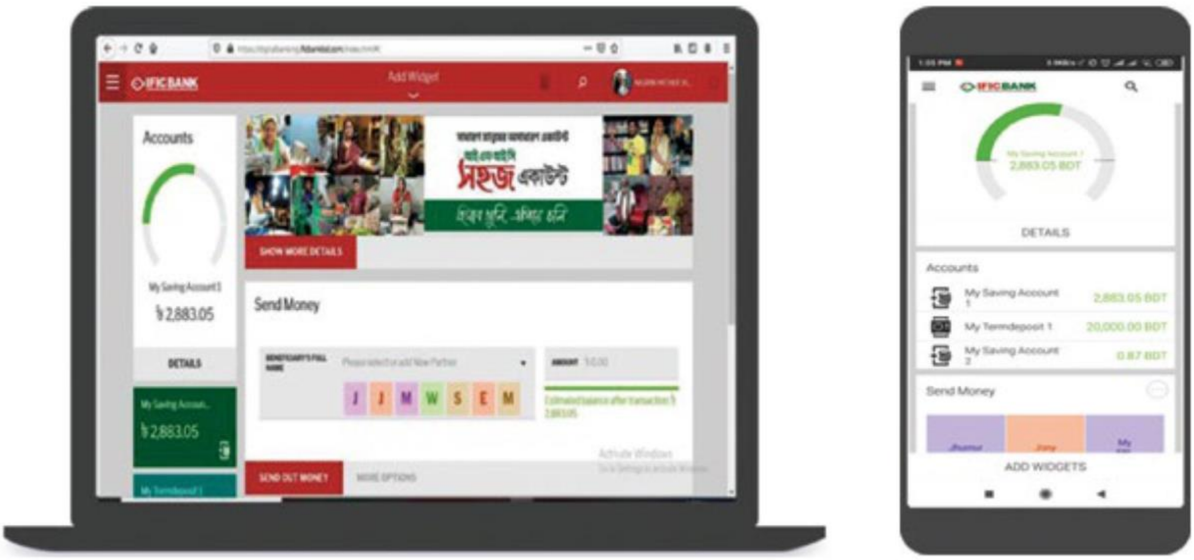


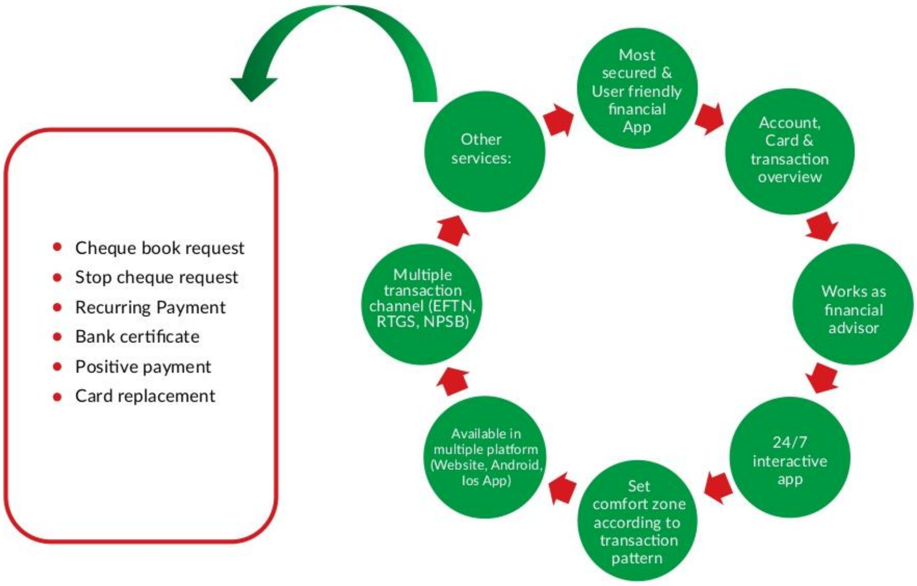
Figure3.5: Card Facilities of IFIC Bank Limited

3.4.3 IFIC Digital Banking Services



Online Version

Mobile App



Mobile Financial Services

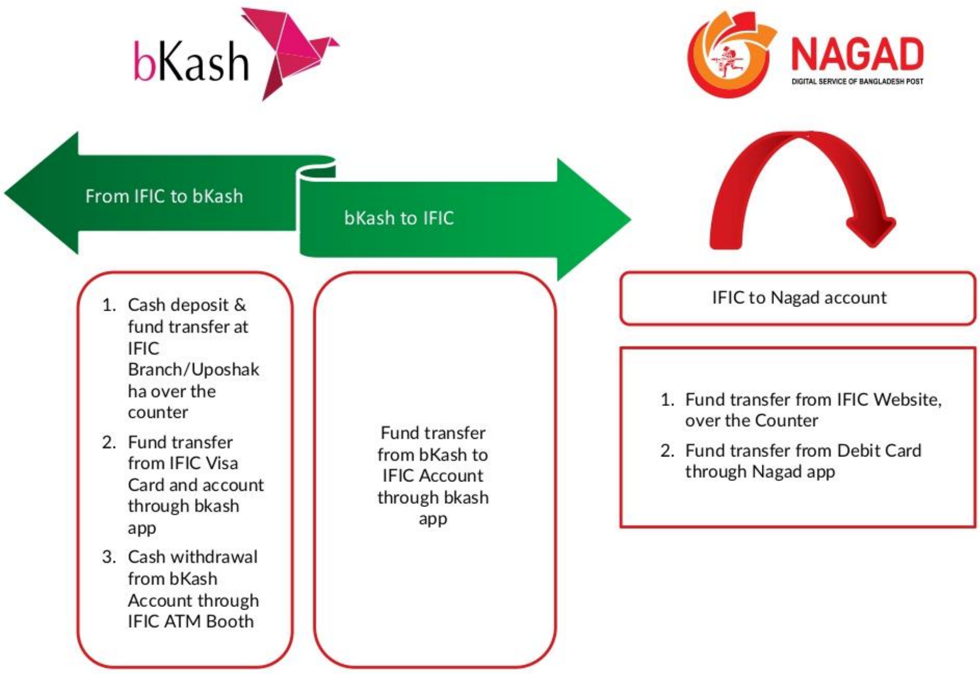


Figure3.6: Digital Banking Services of IFIC Bank Limited

3.5 Hierarchy System of IFIC Bank Limited

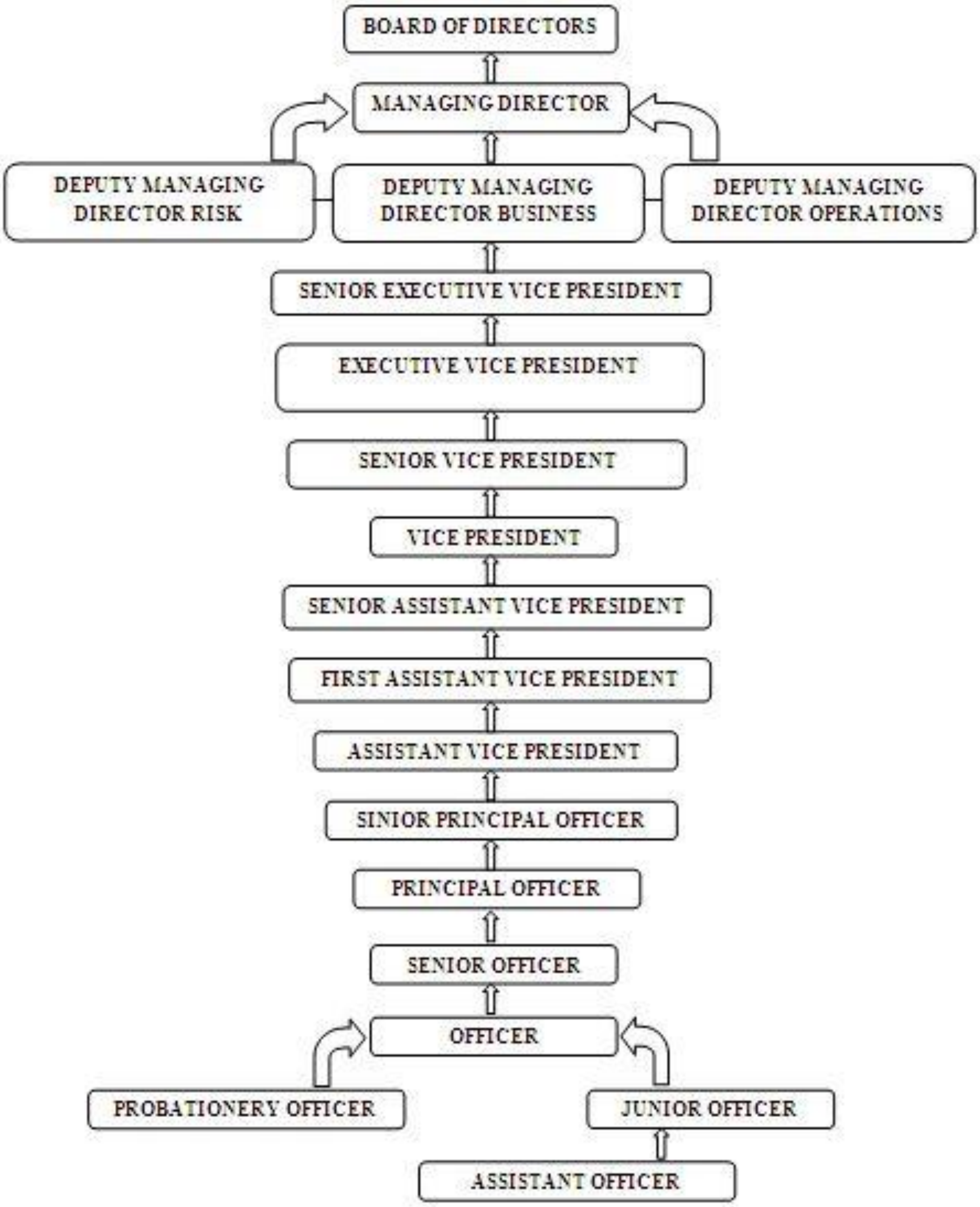


Figure3.7: Organogram of IFIC Bank Limited

3.5.1 Board of Directors

The Bank's Board of Directors includes professionals with diverse backgrounds in banking, financial markets, the economy, public policy, risk management, finance, credit, information technology, human resource management, small-scale businesses, agriculture, rural economy, and law. Additionally, if it is necessary, the Board will obtain the views of experts from outside the organization.

Board of Directors

Chairman/Chairperson
Salman F Rahman MP

Vice Chairman/Vice Chairperson
Ahmed Shayan Fazlur Rahman

Directors

A. R. M. Nazmus Sakib
(Nominee Director)

Rabeya Jamali
(Independent Director)

Sudhangshu Shekhar Biswas
(Independent Director)

Quamrun Naher Ahmed
(Govt. Nominated Director)

Md. Zafar Iqbal, ndc
(Govt. Nominated Director)

Md. Golam Mostofa
(Govt. Nominated Director)

Managing Director & CEO
Mohammad Shah Alam Sarwar

Company Secretary
Md. Mokammel Hoque

Executive Committee of the Board

Chairman
A. R. M. Nazmus Sakib

Members
Quamrun Naher Ahmed
Md. Golam Mostofa

Secretary to the Committee
Md. Mokammel Hoque

Audit Committee of the Board

Chairman/Chairperson
Rabeya Jamali

Members
Sudhangshu Shekhar Biswas
Md. Zafar Iqbal, ndc

Secretary to the Committee
Md. Mokammel Hoque

Risk Management Committee of the Board

Chairman
Md. Zafar Iqbal, ndc

Members
Rabeya Jamali
A. R. M. Nazmus Sakib
Quamrun Naher Ahmed
Md. Golam Mostofa

Secretary to the Committee
Md. Mokammel Hoque

Figure3.8: Board of Directors of IFIC Bank Limited

CHAPTER 04

ANALYSIS AND FINDINGS

4.1 Data Analysis and Plan

Qualitative data have been gathered for this study of the topic. Information was gathered using the following methods:

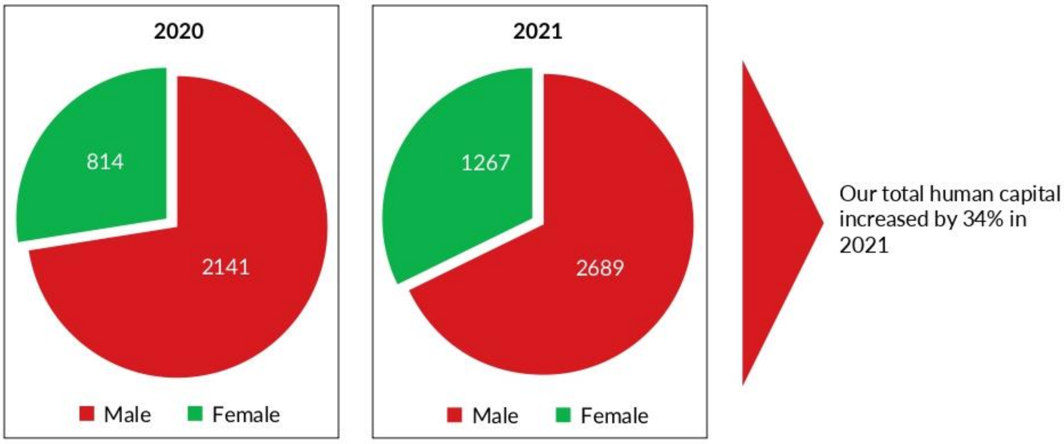
- Formal and informal interview and conversations with the employees of IFIC Bank Limited.
- Books, journals, articles and blogs which are related the concept of the topic.
- HR and annual report of IFIC Bank Limited.

A standard-level questionnaire is being used to study the topic. The questionnaire and a formal interview were constructed in order to gather information. For analyzing the data, some tables, pie charts and images has been used for understanding the current situation within the organization.

4.2 Strategic Human Resource Management Practices at IFIC Bank Limited

4.2.1 Human Capital

When compared to the preceding years, 2021 have seen a significant increase in the number of employees working at IFIC Bank, which was in line with the development plan and objectives. The following is a personnel matrix that is more in depth:



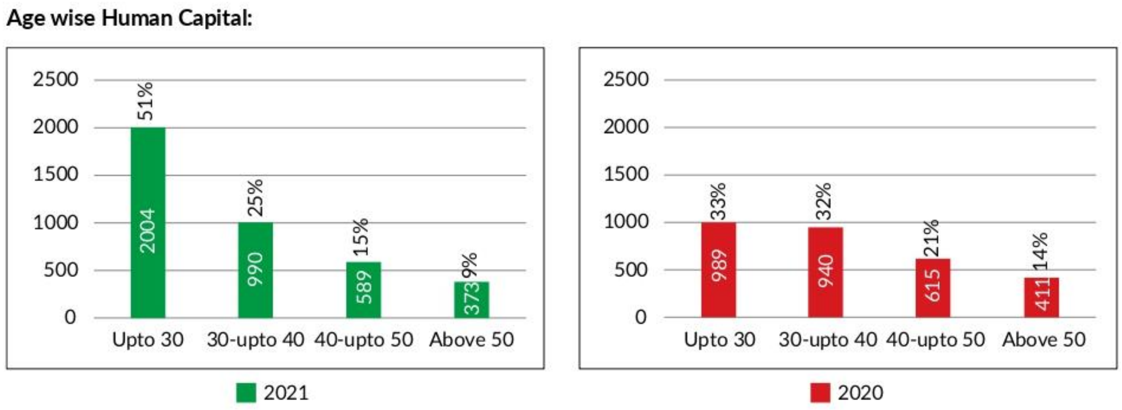


Figure4.1: Overview of Human Capital at IFIC Bank Limited

4.2.2 Training and Development

All employees at IFIC Bank are expected to have the skills and competencies required to keep up with the dynamic and competitive nature of the banking sector. Because of this, an environment conducive to lifelong learning has been fostered in the hopes that employees would be able to advance in their careers and contribute meaningfully to the organization. The workers are provided with the opportunity to expand their knowledge as well as a better grasp of the obligations that come along with their position as a result of the investment in training. The strategies that IFIC has in place for training and development is geared on creating an all-inclusive training program that will minimize skill gaps and foster leadership growth.

The bank sends its staff to training programs organized by BBTA, BAB Research & Training Centre, BIBM, and other reputable local training institutes in addition to in-house and bespoke training programs. New employees frequently participate in an induction program and a management trainee development program. Head Office Orientation was followed by case presentation in both on-the-job and off-the-job training programs to support cement concepts learned. Even when countries across the globe were canceling sessions of physical education in an effort to stop the spread of the Covid-19 virus, IFIC Bank's online training and development programs continued to attract a large and engaged audience. During this time period in the year 2021, a total of 3,010 workers took part in regular training sessions that were held in a secure and risk-free setting.

The Bank recognizes the recent developments across a variety of dimensions, including people, processes, and technology. They have started evaluating our staff members using online tests and in-person interviews so that they can make sure they are adapting well to the changes that have been implemented.

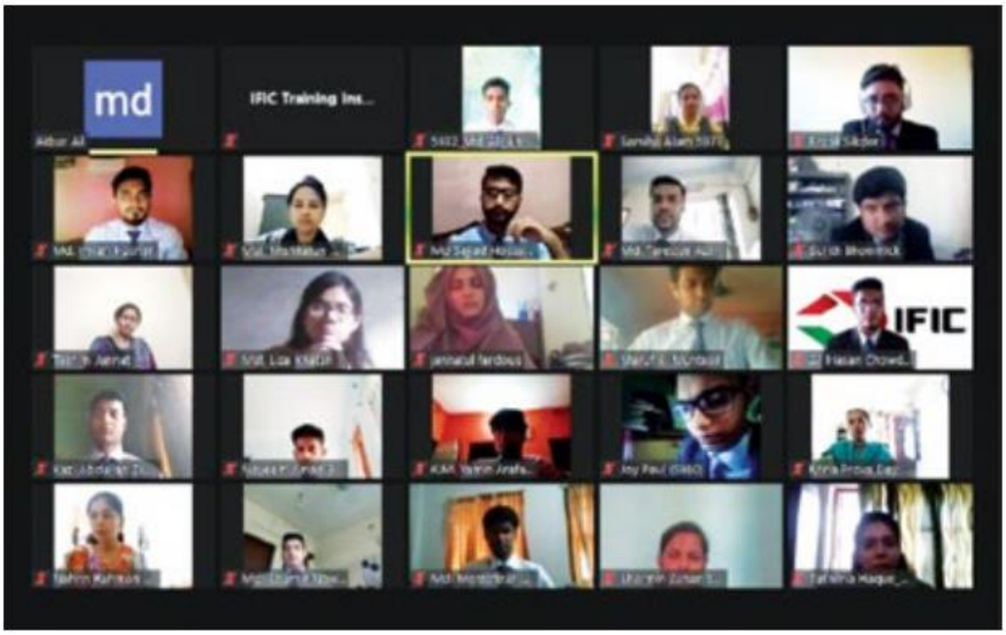


Image: Online Training via Zoom

For the purpose of putting into practice efficient relationship management, the IFIC Bank Training Institute has held a total of 25 courses on sales and negotiation. In addition to that, there were 38 workshops held on the topic of providing excellent customer service.

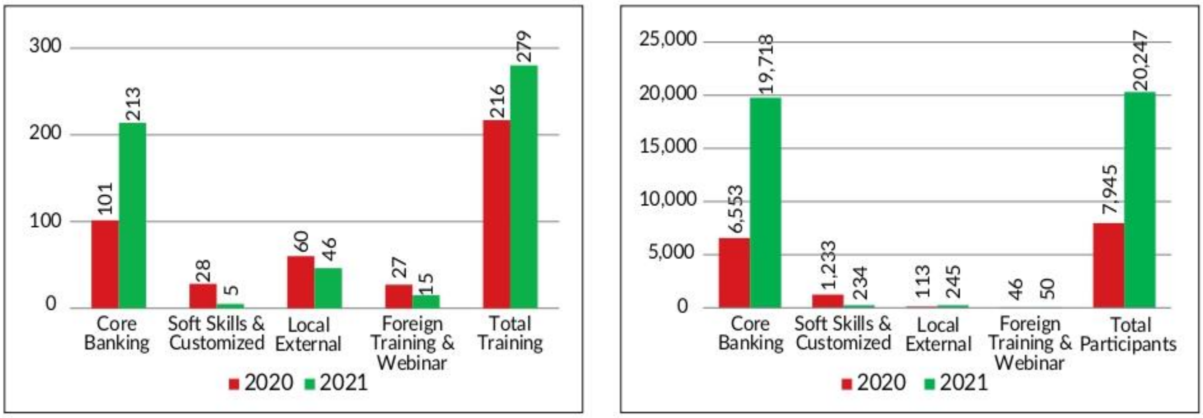


Figure4.2: Training Sessions and Participations of Employees at IFIC Bank Limited

Training on Team Building and Leadership was also organized in order to enhance the knowledge, skills, and abilities necessary to become a future leader and to raise competencies in the management of organizational challenges. This was done in addition to the training on Team Building and Leadership.

Image: Team Building & Leadership

Image: Sales & Negotiation Excellence

4.2.3 Employee Engagement Program and Awards

IFIC Bank places a strong emphasis on maintaining its workers' engagement via a variety of activities and programs in which each employee participates with the same level of passion. IFIC recognizes every employee as a member of the IFIC Family, which is firmly connected to develop together in order to accomplish their shared objectives. Throughout the duration of each year, IFIC Bank organizes a number of programs with the goals of increasing the cohesiveness and degree of involvement of its workforce, as well as the dynamism of the working environment:

- Program of greetings and goodwill for the newborn child of an IFIC employee.
- A Prize-Granting Ceremony for the Children of IFIC Employees.
- The festivals of Pohela Boishakh, Hemonto Sondhya, and PithaUtshob are being celebrated.
- International Women's Day is being celebrated.
- Organizing a Children's Art Festival.
- Coordinating sporting activities.

In response to the spread of Covid-19, certain employee-involved activities were held on a smaller scale via the use of digital mediums. The Bank's management stayed in constant contact with staff members all through the year, held a series of webinars on best practices, outlined business and service guidelines, and disseminated all relevant information to employees in a timely fashion in order to boost morale and motivation during the crisis.

4.2.4 Employee Health and Safety

The Bank's employees are its greatest strength. IFIC Bank has installed state-of-the-art security features in all of its buildings to protect the well-being of its employees. Employees participate in a fire drill once a year and attend occasional wellness seminars, both of which are coordinated with the help of outside specialists. The organization offers emergency telemedicine services to its staff members and the family members of those staff members around the clock. In addition to that, it offers medical insurance coverage to the staff members as well as the staff members' family members. During the epidemic that swept the globe in 2021, IFIC Bank paid the utmost attention to the concerns of its staff members over their health and safety. IFIC Bank administered the hospitalization facility in the event that it was necessary, supplied oxygen cylinders when they were required, and arranged for RT-PCR testing for its workers and the family members of those employees.

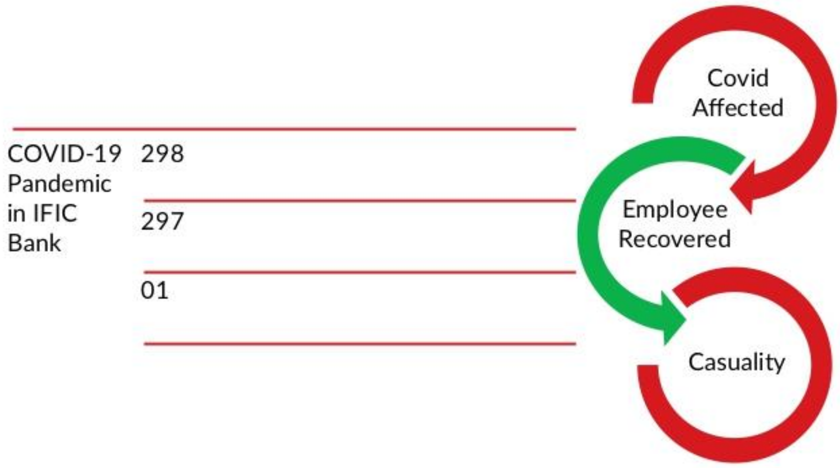


Figure4.3: Employees' Health and Safety during COVID 19

4.2.5 Fostering a Balanced Work Life Balances

A healthy balance between one's personal and professional responsibilities is an essential element in the formation of strong relationships between employees and their employers. It improves the Bank's efficiency while also cutting down on the amount of disagreements that occur between employees and management. Employee wellness and well-being encompasses ideas of satisfaction, which helps to function better. For this reason, the management of the bank is making tremendous efforts for employees to maintain work-life balance by instituting policies, procedures, and actions that enable them to pursue more balanced lives. This is one of the reasons why the management of the bank is putting in tremendous efforts for employees to maintain work-life balance. The Bank provides several forms of leave, such as Annual Mandatory Leave and Leave Fare Assistance (LFA), to its workers so that they may spend time with their families. The staffs, particularly the women, are constantly reminded to leave the workplace promptly when their work is done. So that their employees may feel comfortable and secure for their children, the Bank has invested significantly in the central bank's effort to set up the day care center and its administration.

4.2.6 Grievance Management

IFIC Bank follows its own human resources policies, which are designed to be open and available to all of the bank's staff members. An employee, regardless of their gender, is able to bring up any problem they have with the company because to its one-of-a-kind Redressed of Grievance and Resentment Policy. This policy allows employees to express any complaint they have, even discrimination that causes resentment. IFIC Bank has two separate HR Helpline Numbers for employees to call in order to ask questions about HR policy, get answers to HR-related problems, or voice concerns. Due to the sensitivity of the issue, one of the two numbers is taken care of exclusively and continuously by a female employee. This is done on a devoted basis. It is the policy of the bank to offer a working environment that is free from intimidation and harassment at all times. In this location, every person is dealt with in the same manner under comparable conditions, and every problem is tackled in a fair and reasonable manner.

4.2.7 Succession Planning

IFIC is responsible for ensuring that staff are recruited and given the appropriate training so that they can fulfill each critical function inside the Bank. The succession planning focuses on identifying and cultivating potential candidates who might one day occupy key roles in the organization. In succession planning, there is a collection of activities that pertain to resourcing and development. These processes include the position filling process, management development, analysis of skills, analysis of demand and supply of human resources, and resourcing strategy.

The selection procedure at the bank is open and honest, and it provides a broad range of opportunities to all workers so that they may fully develop their potentials. In order for employees to be able to handle the increased duties they have been given and demonstrate their full potential, the bank provides regular trainings for the development of technical and managerial skills.

4.2.8 Employee Performance Management

The Performance Management Framework that IFIC Bank uses is one that is both progressive and dynamic in character. The management takes a look at it on a regular basis with the intention of improving employee performance by establishing measurable, objective KPIs (goals) for each person that are congruent with the strategic objectives of the bank. In accordance with the procedure, HR will continually strive toward achieving objectives, will evaluate and analyze progress, and will endeavor to grow the workers' knowledge, skills, and capacities.

In the year 2021, Human Resources has completed the transition from a paper-based appraisal system to an electronic performance management system (e-PMS), therefore optimizing both its process efficiency and its staff productivity.

4.2.9 Employee Compensation and Benefits

Employee pay is the foundation of the employment relationship and is thus of utmost significance to both the workers and the employer. As such, it plays a pivotal role in the workforce. The majority of an employee's income will normally come from their salary in addition to any benefits they get from their employer. The Bank's cost of doing business and competitive position in the industry are both impacted by choices on pay, which are made by the Bank.

It is challenging to obtain and retain top talent in the banking business in Bangladesh due to the highly competitive circumstances that currently exist in the industry. To maintain the company's position as a leader in its industry and ensure its continued success, the HR strategy must include a focus on compensation and benefits for employees. Due to the fact that successful compensation packages are of strategic significance, IFIC Bank ensures that its package remains competitive and places attention on both the short-term and long-term advantages that its workers get. The pay and benefits plan of the Bank is built in such a manner that its primary emphasis is on the Bank's capacity to be profitable over the long term.

HR has implemented a number of innovative measures in its pay structure in order to promote a culture that is talent-centric and to maintain an atmosphere that is favorable to working in. It has developed a performance-based wage and benefits package for the workers at the bank, which will encourage them to do a better job.

4.3 Findings of the Study

Following are a few of the findings based on IFIC Bank Limited's practice with Strategic Human Resource Management (SHRM) strategies. The following are some of the findings drawn from the study:

a) The organization does an outstanding job of strategically recruiting and selecting the appropriate people for the right jobs at the right times. Unconscious biases may occur during the selection and recruiting processes, which can have an influence on a company's talent pool and employee productivity. According to some respondents, this can occur.

b) At IFIC Bank Limited, their substantial formal training programmes drive their staff to achieve more of the organization's goals, resulting in better profitability and productivity for the organization. However, a few people who took part in the survey said that the firm occasionally goes through a long training procedure, which might have an effect on employee engagement at work.

c) Finance and accounts divisions may be scored numerically as part of an organization's performance assessment system. When it comes to the IFIC Bank Limited' human resources division, the job description isn't numerically expressed; instead, their performance is evaluated in a different way, and some employees of the finance and accounts department have difficulty determining the organization's profitability using this current performance evaluation system.

d) Another difficulty is that, according to the employees of IFIC Bank Limited, even after the COVID 19 pandemic scenario returned to normal, the HRD of the business has difficulties in motivating workers to enhance their self-confidence and reduce their stress and anxiety.

e) Employees who get performance-based pay raises are reporting that they are feeling more pressured and less content with their work, which is one of the reasons why few of the respondents believed that performance-based compensation is related to either individual or companywide success. In addition, the vast majority of responders have expressed a desire for more flexibility, competitive remuneration, and a more healthy balance between their personal and professional lives after the pandemic has passed. In addition, a lot of people voiced their worries about the possibility that their expectations and desires aren't going to align with those of their employers. They have moments when they are concerned about their employment and the financial services they get.

CHAPTER 05

RECOMMENDATIONS AND CONCLUSION

5.1 Recommendations

Steps that can be taken by the HRD of IFIC Bank Limited to help in the development of strategic human resource management (SHRM) practices include:

a) When it comes to biases and recruitment, the HR managers of the business need to "think widely about how to simplify and standardize the process." "Think broadly about how to simplify and standardize the process." The first stage is to get an awareness of hiring biases, such as discrimination based on race, gender, and ethnicity, and how they operate. This includes knowing what hiring prejudices are and how they operate. An organization need to give some thought to educating and training its recruiters' staff on the subject in question.

b) In the event that the procedure of training sessions is going to take a significant amount of time, the firm needs to establish their own time frame module for training programs. They are able to provide their trainers with training programs that are both online and in-person.

c) It is recommended that every department and division within the business create a system of peer review, in which one person analyses the work of another employee. Evaluations carried out just by managers are much less useful than assessments carried out by peers due to the fact that manager-only evaluations are carried out from a single point of view, while peer evaluations are carried out from several points of view. The purpose of giving workers with feedback on a weekly basis is to assist them in keeping track of their own performance and provide them with the resources necessary to achieve rapid advancements in their careers. Instead of waiting for a certain period of time before providing feedback on an employee's performance, supervisors should offer timely feedback whenever it is required. This will help increase the overall efficacy of performance evaluations.

d) As soon as the COVID 19 pandemic scenario has returned to normal, the organization has to concentrate on reshaping the organizational culture. It is possible to reduce the amount of stress experienced in the workplace by exerting the amount of effort required to cultivate an atmosphere that promotes creativity, cooperation, and mutual respect among all members of the workforce. It is hard for a single individual to develop the culture of a corporation all by his or her lonesome. It is vital that individuals in leadership roles execute the culture of the organization and provide chances, engagements, and relationships where this culture may be both exercised and appreciated. It is also imperative that these people develop the culture in the first place.

e) Both male and female employees should be given with flexible work schedules, prioritized career development, and family benefits (such as health care and child care) in order to lessen the amount of stress that they are under and to increase their overall productivity. Workers should be able to take breaks from taking on extra responsibilities while still earning enough pay and benefits, which is why the organization should make it possible for them to share their jobs with other staff members who already work there. As a direct consequence of taking this break, everyone's productivity will increase, as will the general performance of the organization.

5.2 Conclusion

Businesses nowadays face a variety of difficulties. So they're working on ways to get around them. A company's ability to succeed and compete relies heavily on its human resources. The success of an organization, according to many academics, is not just dependent on its processes but also on the contributions of its employees. When companies see people as a critical resource, they are more inclined to incorporate strategic human resource management into their operations. A company's long-term competitive advantage strategy no longer considers human resources as a separate component, but rather as an essential and fundamental resource. As a result, relying only on business needs for an HR system or process is counterproductive. For managers, long-term strategic goals are equally important. The strategic view of human resources emphasizes the importance of human resources in a company's success.

According to the findings of the report, IFIC Bank Limited's HRD can improve the organization's performance if it takes the proper steps to recruit talented candidates, develop time frames for training programs, performance management systems and immediate feedback from supervisors, motivate employees, maintain good work-life balances, and implement compensation policies.

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Appendix

Questionnaire about SHRM

The Impact of SHRM (Strategic Human Resource Management) Practices on Organizational Performance – a case study on IFIC Bank Limited

Dear Respondent,

Using the following questionnaire, IFIC Bank Limited's HR employees and managers will be asked about their organization's SHRM policies and practices. The information given would only be used for academic purposes.

1. How is the concept of employment evolving inside your organization?
2. What will be the most significant effects on your workplace culture in the present and future?
3. How do you facilitate your employees' adaptation to new employer regulations?
4. How do you utilize your human resources data to become more proactive?
5. How will institutional knowledge be preserved in your organization?
6. How will you identify and address changing employee expectations?
7. How you are balancing a healthy work life balances for your employees of the organization?