Internship Report

On

HR Related Activities of NRB Global Bank

Submitted To:

Farhana Rashid

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United International University

Submitted By:

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BBA Program

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Date of Submission: 26th December, 2018.

United International University
QUEST FOR EXCELLENCE

Letter of Transmittal

26th December, 2018.

To,

Farhana Rashid

Assistant Professor

School of Business and Economics

United International University

Subject: Submission of Internship Report on Human Resource Activities of NRB Global Bank.

Dear Madam,

With great pleasure, I am submitting my internship report on the topic **"Human Resource (HR) Activities of NRB Global Bank."** While preparing this report, I have tried to follow your each and every instruction as well as suggestion those given by my supervisor **Mrs.Sumaiya Akter (Officer, General Banking Department)** of this bank. This report is based on the practical experiences that I have achieved during working in NRB Global Bank, Panthapath Mahila Branch and that will be very helpful in my future career.

I have tried my level best to prepare this report. I am especially grateful to you for your supports, proper directions to make this report. I shall be very induced and compelled if you would be kind enough to accept this report. If you have any query regarding any information that I have present in this report I am very delighted to let you know.

Sincerely,

Rahnuma Tarannum

ID:111- 141-186

BBA Program

School of Business and Economics.

United International University.

Acknowledgement

At first I am very delighted to convey my gratitude to Almighty Allah for giving me the capability and strength to prepare this report successfully as well as to complete my graduation. After that, I must convey gratitude and appreciation specially to my internship supervisor **Farhana Rashid (Assistant Professor),** School of Business and Economics, United International University (UIU) for her proper direction and suggestions that helped me completing my internship programme.

Then I would like to give my special gratitude to NRB Global Bank (NRBGB), Panthapath Mahila Branch, for providing me a chance to complete my internship programme. My heartfelt gratitude to **Humaira Chinu (Vice Principal and Branch Manager)** of NRBGB, Panthapath Mahila Branch and also to my bank supervisor **Mrs. Sumaiya (Officer General Banking Department).** I would also like to express gratitude to Md.Tayeb (Operational Manager), Md.Nomanur Rahman (Principal Officer), Bithy Roy (Assistant Officer), Mrs.Deboshri Tripura (Assistant Officer) for their endless support and directions. I am also thankful to all of the employees of the branch for helping me and giving me their valuable time to prepare this report. Without their co-operation, it would be impossible for me to prepare this report successfully.

Table of Content

Executive Summary

As internship is a crucial requirement of graduation programme. This report is basically based on my practical working experiences of NRBGB, Panthapath Mahila Branch. It was an enormous chance to work under this fourth generation commercial bank of Bangladesh. In this modern economic era, the importance of financial institution is irrefutable. NRB Global bank provides financial services with a goal to increase banking services to the client. This bank established in the year of 2013 and at first this bank started by twenty-five well presumed non-resident Bangladeshi entrepreneurs. As a new bank, they are trying to give quality services to their customers with the help of modern technology. Employees of NRBGB are facing challenges to amplify profit of the bank. They are focusing on trained and capable manpower. So that their Human Resource Department managing skilled and trained manpower to achieve more profit than their competitors.

This report contains a brief description of Human Resource Activities which is followed by NRB Global Bank. The main purpose of this report is to provide overall recruitment, selection process of their employees as well as to illustrate training and development process, performance appraisal policy and to show compensation plans which are mantained based on following rules and regulations of Bangladesh Bank (BB). After that in this report, I find out SWOT analysis (Strength, Weakness, Opportunities, and Threats), some findings with recommendations with some solutions to those findings.

Chapter 1 :

Introduction

1.1) Introduction:

Internship considered as a fundamental part of Bachelor of Business Administration Degree, it provides on-the-job knowledge to students. So that it helps one student to gather experiences based on real-life situations. I was got the opportunity to work as an internee in General Banking Department of NRB Global Bank, Panthapath Mahila Branch. That was a great experience for me as I gathered basic knowledge of banking activities. This internship opportunity gave me a clear idea about financial services of a bank and also their HR realed activities. Without attaining practical knowledge, theory can never be successful.

My Organizational supervisor was Mrs.Sumaiya gave me a broad idea about all of the general banking activities as well as their HR related functions of this bank. All employees of this bank gave me a clear direction in details about their tasks, recruitment , performance appraisal policy as well as their salary and compensation policy that helped me to work in banking sectors of our country.

1.2) Origin of the report:

The first purpose of this report is to complete the fundamental part of the BBA programme. The second purpose is to give a clear idea about banking activities of this bank according to my experiences. The origin of this report are given below :

- To identify overall Human Resource Activities of this bank.
- To understand General Banking Activities of NRBGB.
- To recognize different types of products and services of this bank that provide customer satisfaction.
- To analyze the function of commercial banking.
- To fimiliar with recruiting, selecting policies, performance appraisal system, training and development of NRB Global Bank.
- To suggest recommendation based on problem findings of this bank.

1.3) Objective of the report:

1.3.1) General Objective:

The main objective of this report is to identify the overall HR related activities that the NRB Global Bank follows to build up competent and capable employees to serve their clients as well as gain profit.

1.3.2) Specific Objective:

- To recognize HRM related practices of NRB Global Bank.
- To analyze the recruitment, selection, compensation and maintenance process of this bank.
- To gather information about management process of this bank.
- To get information about employees development of this bank.

1.4) Scope of the study :

In this internship report, the scope of the study is narrow because NRB Global Bank does not practice all HRM related activities properly. There was no sufficient opportunity for me to collect data from preparing survey of employees of this bank. This report covers only those HRM related activities which maintain by this bank.

1.5) Methodology :

Methodology or approach which considered as research is a process of identifying as well as collecting information to solve a problem for the purpose of making any decisions. It can be done through taking an interview, recording data of something. According to Redman & Mory : " "Research is a systematic attempt to congregate new knowledge." This type of research explains overall HR practices of NRBGB. There are two types of sources of research used in this report:

1.5.1) Primary Sources :

- Primary data gathered by taking face-to-face interview of employees of this bank.
- Also collected by my direct observation of overall banking activities as we as their HRM related activities.
- By performing day-to-day practical works of this bank.

1.5.2) Secondary Sources :

- Secondary sources of data were gathered from external or internal sources.
- Secondary data were collected from NRBGB website, their annual report, credit rating report.
- Some information were collected from the Bangladesh Bank website and other financial institution website.
- Other information were collected from differnt type of relevent books as well as from articles.

1.5.3) Identify sources of Data:

To fulfill the requirement of this report, Primary data were collected through my three month internship experience, direct observation, taking interview of staffs of this bank about their understanding of HR related activities. Secondary data were collected through external and internal sources that were used in the past.

1.5.4) Study Population:

Because of the limitation of time and other restriction data were collected from NRB Global Bank, Panthapath Mahila Branch staffs and their from customers.

Number of employees: Number of employees of this branch are twenty (20).

Number of customer : Number of customers of this branch are around One thousand (1000).

1.5.5) Sample Size :

For collecting information I have taken help more than two hundred customers and all employees of this branch.

1.5.6) Data collection method:

Data were collected through doing survey and by taking opinion of employees of this bank. As a newly established bank they can not follow all types of HR related activities due to this limitation, many essential information can include there.

1.6) Limitations of the study :

While preparing this report I have faced many obstructions. But it was an enormous opportunity for me to discover about overall activities of NRBGB. The main limitations of the study are:

- Lack of manpower as there were only 20 employees of this branch.
- Inadequate knowledge about HRM practices of this bank.
- Lack of information because of the bank confdentiality.
- Lack of time.
- Secondary data of this bank was not sufficient to complete this internship report.

Chapter 2:

Literature Review

2.1) Definition of Human Resource Management (HRM) :

Human resource management is considered as a technique which concentrates on recruiting, managing and delivering direction for the manpower who works in an organization. It is a practice of planning, selection, development, acquisition, motivation and maintenance of human resource (HR) of an organization. "HRM is dealing with the feature of the dimension of people" in management. Every organization is completed with people, developing their skills, obtaining their services, motivating them to higher levels of performance and ensuring them that they carry on as well as maintaining their dedication to the organization is vital to attain organizational objectives. The types of organization- "government, business, health, education or social action." (David A. Decenzo Stephen P. Robbins *Fundamentals of Human Resource Management*).

HRM or HR is considered as the tactical approach to the effective management of an organization's workers so that they help the business to achieve a competitive advantage. Human Resource mainly engages in the management of people within organizations, focusing on policies and systems. Generally, the purpose of Human Resource is to make sure that the organization is competent to achieve success with the help of people. (https://en.wikipedia.org/wiki/Human_resource_management)

2.2) Importance of Human Resource Management:

- To offer, generate, develop and motivate employees to achieve organizational goals.
- To construct opportunities, to give conveniences, required incentives to employees for their development by providing required training and development as well as compensation.
- To protect the combination of manpower within the organization by coordinating organizational efficiency.
- To utilize the skills and capability of the manpower effectively.

- To uphold morality and maintain an excellent human relationships within the organization.
- To facilitate preserve ethical policies and behavior inside and outside of the organization.
- To categorize and gratify employees by ensuring sufficient and fair salaries, compensation, benefits, incentives.

2.3) Objectives of Human Resource Management :

Human resources are the crucial assets of every organization. The major purpose of HRM is to make sure that in an organization, there is a sufficient supply of efficient and enthusiastic manpower to achieve organizational goals. There are four objectives of HRM these are given below:

- **Organizational Objective:** The main objective of HRM is to attain efficiency and effectiveness. It serves other useful areas, so as to help them to achieve efficiency in their operations and accomplishment of goals to attain efficiency. Managing right people for the right job at right time in right number, developing them through providing proper training, utilizing the selected workforces, and maintaining the workforces are the organizational objectives of Human Resource Management. (http://www.yourarticlelibrary.com/management/4-important-objectives-of-human-resource-management/5411).

- **Functional Objective:** The purpose of the functional objective is to manage the department's achievement at a level that is favorable for the organization's requirements. Human resources need to be adjusted to match the organization's demands. The department's level of service should be customized to suit the business it assists .(http://managementheaven.com/objectives-of-hrm/)

- **Personal Objective:** The purpose of personal objectives is to facilitate human resources in achieving their personal goals. So that these objectives can enhance a person's contribution to the organization as much as possible. Personal objectives of human resources should be met if they're to be maintained, retained and motivated. On the other hand, the satisfaction of human resources or the performance of employees might fall higher to worker turnover. employee turnover. (http://managementheaven.com/objectives-of-hrm/)

- **Societal Objective:** The general purpose of the societal objectives are socially and morally as well as legally liable for the necessities and difficulties of the general public. Ensuring equal opportunity and giving equal rights, payments for equal work are the permissible issues not be despoiled. If organizations can not able to exploit their resources for society's benefit in proper ways, that can create barriers for the development of the society. (http://managementheaven.com/objectives-of-hrm/)

2.4) Principles of Human Resource Management :

The modern human resource management is conducted by numerous major principles. Possibly the most important principle is an effortless recognition that human resources are the most significant assets of an organization. No business can achieve success without effectively managing these resources. Another vital principle, was expressed by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be accomplished if the human resources policies and procedures of the organization are closely associated with them, and perform a key contribution to, the attainment of business objectives and tactical plans." The third principle is similar to scope, holds that it is the HR's accountability to discover, provide guidelines, give directions, and develop employees whose talents and requirements are well-matched with the operating needs and future goals of the organization. Other HRM factors that shape corporate culture by encouraging integration and collaboration across the company, instituting quantitative performance measurements, or taking some other action-: are also commonly cited as key components in business success. HRM summarized Armstrong, "is a strategic approach to the attainment, enthusiasm, development, and management of the organization's human resources. It is committed to influencing an appropriate corporate culture, and introducing programs which reflect and support the core values of the enterprise and ensure its success." (https://www.inc.com/encyclopedia/human-resource-management)

2.5) Scope of HRM :

Human Resource Management in Personnel Management:

This is usually direct human resource management that involves human resource or manpower planning, recruiting, selecting employees, training and development, motivation and direction, transfer, promotion, compensation, discharge and retrenchment, employee productivity. The overall purpose of HRM in personnel management here is to determine individual growth, improvement and effectiveness which ultimately contribute to organizational expansion. It also includes performance appraisal, increasing new skills, disbursement of wages, incentives, allowances, travel policies and procedures and other associated with other courses of procedures. (https://www.managementstudyguide.com/scope-of-human-resource-management)

HRM in Employee Welfare:

This particular aspect of HRM deals with working conditions and amenities at the workplace. This includes a wide array of responsibilities and services such as safety services, health services, welfare funds, social security and medical services. It also covers appointment of safety officers, making the environment worth working, eliminating workplace hazards, support by top management, job safety, safeguarding machinery, cleanliness, proper ventilation and lighting, sanitation, medical care, sickness benefits, employment injury benefits, personal injury benefits, maternity benefits, unemployment benefits and family benefits. . (https://www.managementstudyguide.com/scope-of-human-resource-management)

HRM in Industrial Relations:

Since it is a highly sensitive area, it needs careful interactions with labor or employee unions, addressing their grievances and settling the disputes effectively in order to maintain peace and harmony in the organization. The main aim is to safeguard the interest of employees by securing the highest level of understanding to the extent that does not leave a negative impact on an organization. It is about establishing, growing and promoting industrial democracy to safeguard the interests of both employees and management. (https://www.managementstudyguide.com/scope-of-human-resource-management)

Job Analysis:

Job analysis (also known as work analysis) is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job analysis provides information of organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully. The process of job analysis involves the analyst describing the duties of the incumbent, then the nature and conditions of work, and finally some basic qualifications. After this, the job analyst has completed a form called a job psychograph, which displays the mental requirements of the job.

One of the main purposes of conducting job analysis is to prepare job descriptions and job specifications which in turn helps hire the right quality of workforce into an organization. The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis are performed as a basis for later improvements, including the definition of a job domain; description of a job; development of performance appraisals, personnel selection,

selection systems, promotion criteria, training needs assessment, the legal defense of selection processes, and compensation plans. (https://en.wikipedia.org/wiki/Job_analysis)

Job Description:

Job description is an important document, which is descriptive in nature and contains the final statement of the job analysis. This description is very important for a successful recruitment process. The job description provides information about the scope of job roles, responsibilities and the positioning of the job in the organization. And this data gives the employer and the organization a clear idea of what an employee must do to meet the requirement of his job responsibilities.(https://www.tutorialspoint.com/recruitment_and_selection/recruitment_process.)

Job Specification :

Job specification focuses on the specifications of the candidate, whom the HR team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate the information about each job. This information about each job of an organization is (Physical specifications, Mental specification, Emotional specificatons and Behavioral specifications)

(https://www.tutorialspoint.com/recruitment_and_selection/recruitment_process)

2.6) Major HRM Functions:

Strategic HR Planning and Analysis :

HRP (Human Resource Planning) or manpower planning is a nonstop process of organized planning to accomplish optimum use of an organization's precious assets. The objective of HRP is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The four key steps of the HRP process are analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational goals. (http://hrmpractice.com/activities-of-hrm)

According to Edwin B. Geisler - Manpower planning is, “the process by which a firm ensures that it has the right number of people and the right kind of people, at the right places, at the right time, doing things for which they are economically mast useful”. (http://www.businessmanagementideas.com/staffing/manpower-planning-meaning-factors-objectives-and-principles/3500)

Recruitment and Selection:

Recruitment process is a procedure of identifying the jobs opening, analyzing the job necessities, reviewing applications, viewing, shortlisting and selecting the accurate applicant. So, the Recruitment is the process of analyzing the job requirements and then finding the prospective candidates who are then encouraged and stimulated to apply for the job in the organization and the Selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. (https://businessjargons.com/selection)

According to Decenzo And Robbins “ Recruitment is the progression of discovering latent candidates for genuine or predictable organizational vacancies. Or from another perspective, It is a connecting activity bringing together those with jobs to fill and those siking jobs ”. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread. (https://en.wikipedia.org/wiki/Recruitment)

After recruitment, employee selection process initiates for determining the right person with the help of written test on essential subjects, oral tests, job interview, physical ability test and back ground verification to select a perfect candidate for a vacant post in an organization. (https://en.wikipedia.org/wiki/Personnel_selection).

Performance Appraisal (PA) :

Performance appraisal (PA) is a continuous process by which a supervisor or manager of an organization appraises or observes a person's work, his/her works behavior by measuring it actual standards, records the results of the measurement and make use of the results to give feedback to the employee to determine where development are requirewd and why. Performance appraisal is a systematic, periodic and thus far as humanly possible, the impartial rating of an employee's brilliance in matters pertaining to his present job and to his potentialities for a better job."(Edwin B. Flippo , Principles of personnel management, 1961). Performance appraisal (PA) are measured to indentify who requires what training, and who will be promoted, relocated, demoted or retained. The main reason of employing Performance appraisal is improving the performance of employees. Perfomance appraisal is an important function for to increase the effectiveness of an organization. It helps employees to take participation in the evaluation process. In Performance appraisal employees and supervisors of an organization discuss for any differences between their actual and standard performance as well as between self ratings and supervisor ratings, So that will increase their job satisfaction and motivation. In every organization, Performance appraisal will conduct every once in a year. (https://en.wikipedia.org/wiki/Performance_appraisal).

Career Planning and Career Development :

Career planning activities consist of evaluating an individual employee's possiblilty of development and progression in an organization. Career planning is a method of instituting personal career objectives by employees and proceeding in a manner planned to bring them about. Human resource managers should facilitate employees in identifying their strengths and core competence for introducing them in appropriate job, guide employees what skills and knowledge should be obtained for accomplished higher positions, planning for proper training to increase employees accessibility in setting skill and providing good work-life-balance to create balance between career and personal life. On the other hand, Career Development is an annual HR related function which helps to recognize individual needs, abilities as well as the organization's job demands and job rewards. According to employees perspective, Career Development is the stable method of learning, improving their skills and awareness to match curreent and future job requirements. (http://www.whatishumanresource.com/qualities-of-Human-Resource-manager)

Compensation and benefits :

Compensation or wages/ Salary/ payment/ remuneration is the main stimulating factor for any employee. It is the total monetary or non-monetary payments that an employeer give to an employee in exchange for the work in an organization. According to Edwin B Flippo " The purpose of compensation is defined as the adequate and equitable remuneration of workforce for their contributions to the organizational objectives". Compensation and benefits are the significant factors for organizations to hire and maintain qualified employees. Because of an ideal compensation and benefit package, employees of an organization are satisfied so that they will more efficient than before and will provide more positive outcome in future. Many organizations provide compensation and benefits to their employees based on their job performance through profit sharings, incentives plans or bonuses. So that this facilitates employees to achieve their goals and provides growth and advancement opportunities to the qualified employees. So, the perfect compensation and benefits package ensure employees satisfaction and motivation also reduce employees turnover.

Chapter 3:

Organization Overview

of

NRB GLOBAL BANK


Our Corporate Head Office is at a new address to serve you better!
New Address
Saiham Tower
House-34, Road-136
Gulshan Model Town
Block- S.E, Dhaka-1212
Old Address
Khandker Tower
94, Gulshan Avenue
Gulshan-1, Dhaka 1212
NRB Global Bank
great experience

3.1) Organization Profile of NRB Global Bank :

NRB Global Bank Limited (NRBGB) is considered as a fourth generation private commercial bank which authorized on July 21,2013, After maintaining all regulatory rules and regulations of almost three years they got license for operating banking activities from Bangladesh Bank . Bangladesh Bank (BB) authorized nine banks as fourth generation banks. Among them three banks are providing services to non-resident Bangladeshi (NRB) people. NRB Global Bank Ltd.(NRBGB) is one of those three banks which is providing banking services in our country as well as this bank is trying to connect with other advanced nations. NGBL got license from Bangladesh Bank on August 5th , 2013.

After that NRB Global Bank Ltd.(NRBGB) started its banking activities on October 23,2013. At first, Local investors provided paid up capital of 4,250 million taka against an authorized capital of 12,000 million taka in December 31,2013.This bank is controlled and monitored by Bangladesh Bank and operated as a public limited company under companies act 1994.This bank is the invention of twenty-five (25) well reputed non-resident Bangladeshi(NRB) people. They were residing in different countries of the world.

In 2013, there were only 10 (Ten) branches operating throughout our country with 243 (Two forty three) employees. But now there are more than 1,000 (One Thousands) employees currently working here in 46 (Forty-six branches in our country. Recently they opened another branch in faridpur district. Employees of NRB global bank are very efficient and always try to ensure customer satisfaction by providing better banking service to customers. With the help of latest technology and advanced banking service.

Motto: The motto of NRB Global Bank is ***"Great Experience"*** which this bank is provided by their banking activities.

3.2) General Information:

Since 23 October, 2013,NRB Global Bank is started its journey to initiate economic growth of our country with the support of non-resident Bangladeshi people who are living in different countries as well as the support of resident people. This bank has been formalized to fulfill local demand by utilizing foreign remittance which is remitted by expatriates in other countries.

This bank is ensuring well-organized and modern banking facilities with the help of experienced employees. They also endeavor to satisfy their stockholders needs. In NRB Global Bank Ltd. (NRBGB) they have their own credit policy to ensure their clients best service initially.

3.3)Major turning points of NRB Global Bank are given below:

- No Objection Certificate (NOC) which is considered as legal document given by Bangladesh Bank on June 19, 2013.
- Got permission from Bangladesh Securities And Exchange Commission (BSEC) for increasing paid-up capital July 07, 2013.
- Registered by Registrar of Joint Stock Companies And Firms (RJSC) on July 21, 2013.
- NGBL inaugurated their banking activities on July 21, 2013.
- Got license from Bangladesh Bank for their head office on 25 July, 2013.
- NGBL got license as a schedule bank to operate in our country by Bangladesh Bank on 29 July,2013.
- NGBL launched their head office on 09 September, 2013.
- Got license by Bangladesh Bank for their Gulshan Corporate office on October 10, 2013.
- NRBGB started its transaction activities from Gulshan corporate branch on October 23,2013.

3.4)Logo of NRB Global Bank:

3.5)Mission:

- Increase confidence among the NRBs for investment.
- Ensure fast, accurate and adequate cus tomerservice with the help of business ethics and transparency.
- Establish dignified working environment for employees.
- Increase the inflow of remittance.
- Estyablish value for communities, societies and economies with which we can operate by ensuring growth and sustainability.
- Matching technology with the help of well educated professional & experience sponsors of the bank.

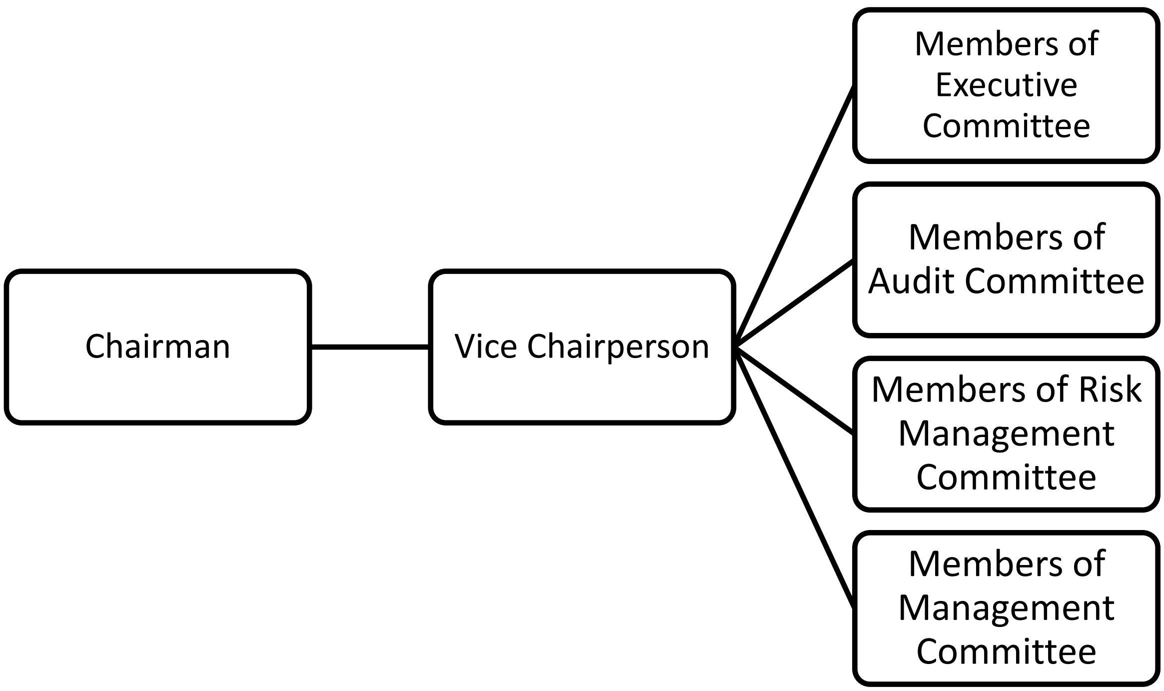
3.6)Vision:

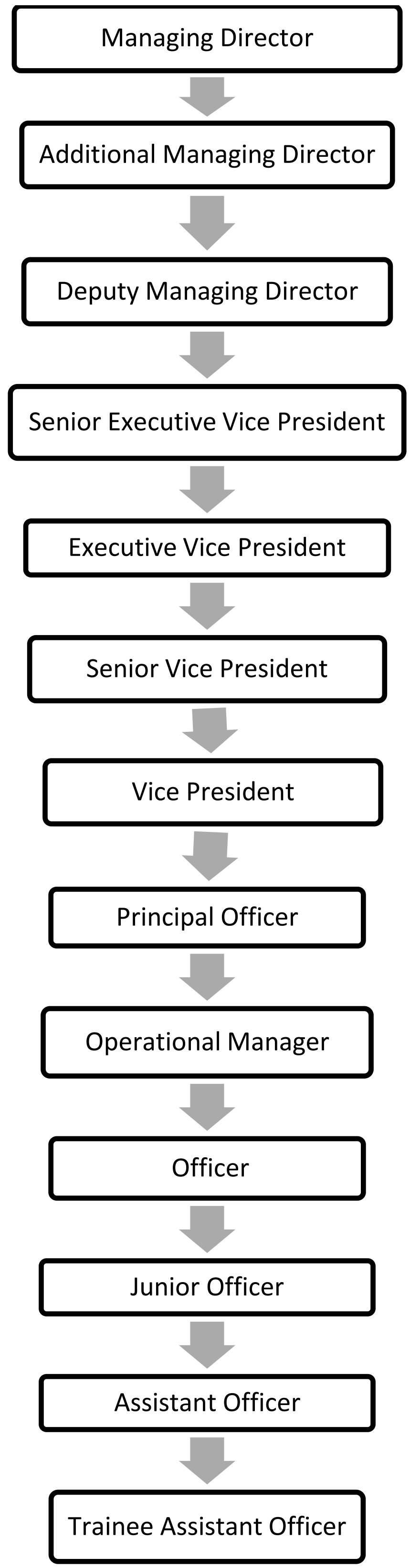
To become exceptional brand in the financial sector by offering service excellence & creating value for everybody encompassing customers, shareholders, partners, society and economy through transparency, technology, innovation and integrity.

3.7)Goal:

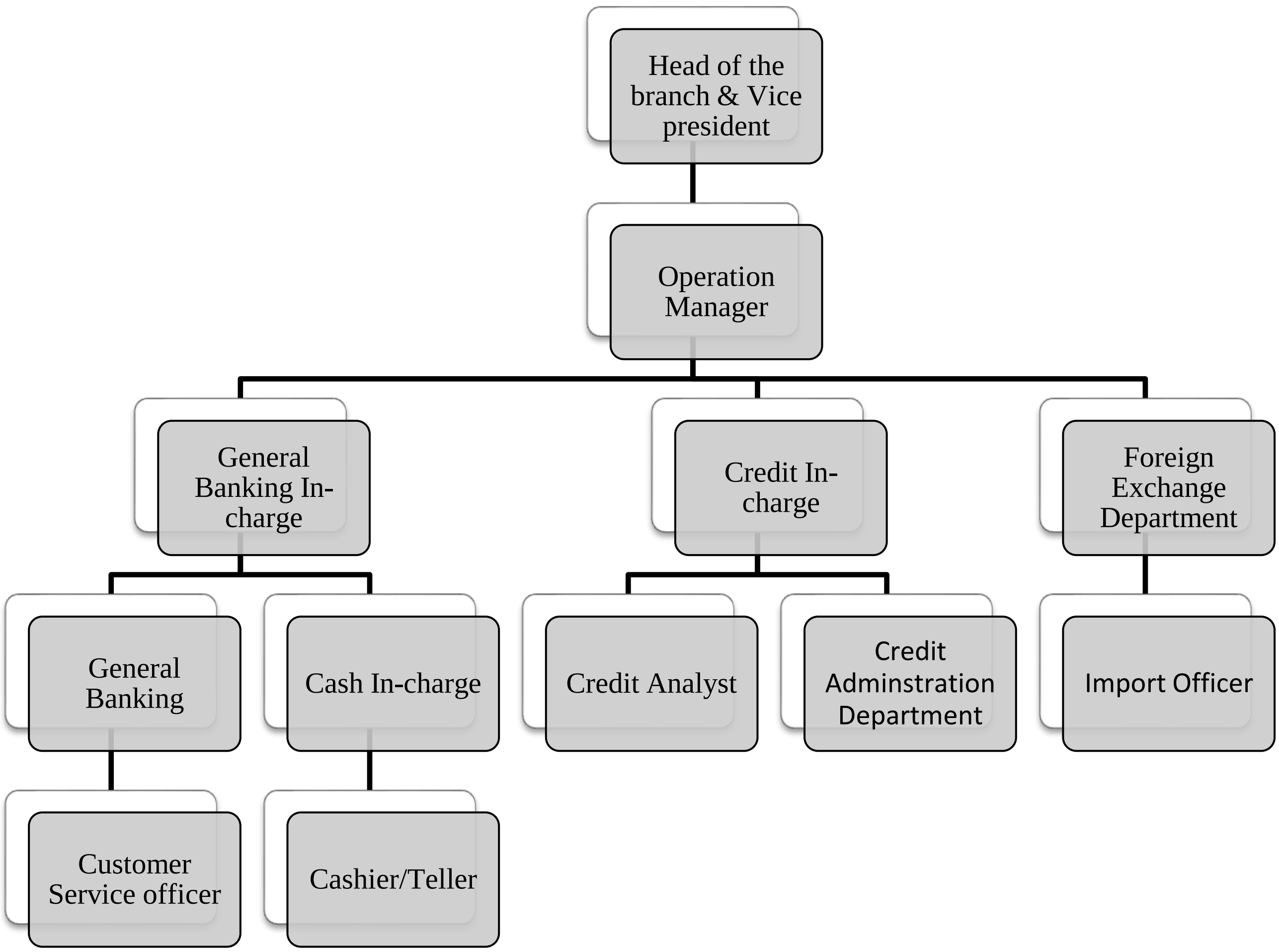
Ensuring " Great Experience" of banking at home and out of the country.

3.8) Governing Committee And Management Committee hierarchy:




Managing Director
Additional Managing Director
Deputy Managing Director
Senior Executive Vice President
Executive Vice President
Senior Vice President
Vice President
Principal Officer
Operational Manager
Officer
Junior Officer
Assistant Officer
Trainee Assistant Officer

3.9)Organization structure according To Panthapth Mahila branch:



3.10)Departments of NRBGB:

General Banking Department:

General Banking is a crusial part of any banking activity.This is a very important department because in this department a variety of accounting activities like cash transactions,check clearing,accounts opening(Current account,savings accounts) and deposits are made.Also all types of retail banking ,debit cards/credit cards facilities are provided by general banking department of this bank.

Credit/Loan Department:

In NRBGB all types of loan facilities are ensured by credit department .In this bank, there are two types of loan are provided by this department.These are: corporate loan and personal loan.For taking loan from this bank customers have to provide some nessary documents, their trade licence copy,Personal net worth(PNW) statement, One copy of customers National Id card, Electronic tax number(E-Tax) number, Bank solvency related decuments. In this bank,the interest rtate of taking loan can be vary from year to year.The current interest of taking loan is around 13% to 15%.

Foreign Exchange department:

In this bank forreign exchange departments are mainly deals with opening letter of credit(L/C), payments of L/C,payments of pay orders from any banks,payments of demand drafts,foreign demand drafts, trade finance,remittence and foreign investment.In NRBGB head office ,there are two section of foreign exchange 1)Import, 2)Export. But not all the branches of this bank can not deal with both sections.As i am working in the Panthapath Mahila Branch, they only deal with the import section.

Other Departments:

Other departments like check clearing section which deals with collecting money of customers from one bank to another or from the same bank different branches,Purchasing saving instruments section(Shanchaypatra).

3.11)Products and Services:

General Banking Services:

There are mainly two types of consumer banking seervices are provided by NRBGB.These are described below:

1.Consumer Liabilities Products:

DPS:

It is a monthly savings schems for any residents people of Bangladesh.A person who desires to increase savings wants to open this type of DPS in this bank.For opening DPS in this bank individual age must be 18 years old.

- Individual can open DPS by giving minimum 500 taka per month.
- Individual can deposit money for three/five or ten years.
- For the year of saving interest rate can vary but the interest rate is very attractive for its customers

Current Account:

- For opening current account,individual age must be 18 years old.
- Individual have to pay miimum 500 taka to open this account.
- A person can deposit or withdrawal money any times when he/she wants.

Savings Account:

- In NRBGB for opening saving account there are no hidden charges or no restrictions.
- An individual can open this account by paying 500 taka.
- The interest rate of savings account is 5%.
- Interest money is paided to an individual two times in a year.
- Debit card is given to an individuals by this bank for opening savings account.

Junior account:

- Junior account facilities is given by this bank to individuals those age is below 18 years old or minor children.
- Minor children's parents basically open this types of account for their children.
- An individual can open this type of account by paying 100 taka.
- Attractive interest rate is given per months.
- There is no account maintainance fee is required for this type of account.
- Through this type of account cash withdrawal is free cost from any ATM booth.

Fresher Account:

- Any college or university goining studens can open fresher account in this bank.
- An individual age must between 18 to 25 years old to open this accunt.
- If an individual saves 5000 taka in his/her bank account, in that case he/she can get 5% interest annually.

Double Benefit Scheme:

- It is a one kind of fixed deposit individuals deposits will double in the next 9 years.
- Individuals have to pay 50,000 taka to open this type of account.
- One single person can open many accounts under this scheme.

Monthly Benefit Scheme:

- This type of scheme is considerd as fixed deposit.

- Individuals can open this type of account by paying 50,000 taka.
- Interest rate can vary based on months and years of deposits.

2)Consumer Asset Product:

Loan for Professionals:

- This types of loans is providing professional individuals like Charted Accountants,Doctors,Engineers,Architects.
- Professionals must have 2 years of working experience to avail this type of loan.
- An individual can take loan from 1 Lac to 10 Lacs.
- Loan taker have to repay this loan amount with in 1 year to 60 months and the interest rate is 15%.

Marriage Loan:

- Individual can take marriage loan from this bank if he/she is self employed/ business person or executive of any organization
- One can take marriage loan from this bank from 100,000 taka to 10,00,000 taka.
- An individuual have to repay this loan amount with 1 year to 5 years.

Travel loan:

- Individuals can take travel loan from this bank from 100,000 taka up to 5,00,000 taka.
- Individual have to repay the loan amount with in 1 to 2 years with 15% interest.

Migration loan:

- Migration loan is given to that individual who is going to aout of the country for a job.
- Individual can get this type of loan if his/her age is 18-55 years old.
- Individual can get highest 300,000 taka under this loan.
- The interest rate is low and individual have to repay it within 1 to 3 years.

Festive Loan:

- Any business person,self employed people can get this type of loan.
- One can get 100,000 to 500,000 taka as a festive loan
- One have to repay the loan within 12 months or 1 year with 15% interest.

Home Loan:

- Home loan service is provide those insividuals whose are living outside of Bangladesh and they are involved in doing business and service in abroad.
- This loan starts from 300.000 taka and based on area upto 100,00,000 taka is provided as loan.
- Individuals have to repay this amount with in 5-7 years with 13% interest.

SME Banking Service:

- **NGB Uddom:** This type of loan is given those people whose have a small enterprise.Individual can get 2,00,000 up to 10,00,000 taka loan and he/she has to repay the loan amount with in 1-3 years with 15% interest.
- **NGB Krishan:** NGB Krishan is a agri based loan which is given to farmers so that farmers can able to buy fertilizers,seeds,insect killers and produce more crops.A farmer can get 10,000-1,50,000 taka by this type of loan and they have to repay this loan with in 6 to 12 months with 11% interest.
- **NGB Nandini:** In this bank this type of loan is given woman entrepreneurs so that they can conduct their business.One woman entrepreneur can take loan from 100,000 upto 10,00,000 taka and she have to repay this loan with in 1 to 3 years with 10% interest.In

Panthapath Mahila Branch of NRBGB, there is a separate help desk for women entrepreneur and their female customers.

NRB Banking:

- **NRB Swadesh loan :** It is a savings account of individual who lives in abord and this type of account save money in local curreny. Individual can open account by giving 1,000 taka and the interest rate is higher than 1%.
- **NRB Uthshaho loan:** Non-resident bangladeshi individuals who have come back from abroad and want to start their own business uthshaho loan is providfed to them. Individuals have to repay this loan amount within 2 years with 14% interest.
- **NRB Health support loan:** This is a short term loan of 6-12 months duration for those individuals who are needed money for their treatment . The interest rate of this loan is 14%.

Internatonal Banking:

- **Trade finance** : Like : Letter of credit
- **Foreign Remittance:** Foreign remittance means transferring money from one country to another country . Like : Pay order and Demand draft.

Other types of products and services:

- SMS banking
- Corporate bankin
- Locker service
- Mobile banking
- ATM card facility

Chapter:4

Existing HR Related Practices Of NRB Global Bank

4.1) Human Resource Department of NRBGB :

In NRB Global Bank, HR department situated at their Gulshan head office. This bank is considered as forth generation bank of this modern era. As a new bank, their HR department is trying to collect knowledgeable personnel, increase their competencies through providing traning and proper guidelines as well as construct a dynamic work environment. The head of the HR department is HR manager of this bank. The main role of HR manager of this bank is coping with the change in competitive marketplace and he continuously trying to findout the attractive, talented employees to respond effectively to the market needs. Another role of HR manager is to supervise and manage a huge number of employees as well as prepared them to provide prompt customer service. HR department of NRBGB manges all the HR related activities or functions.

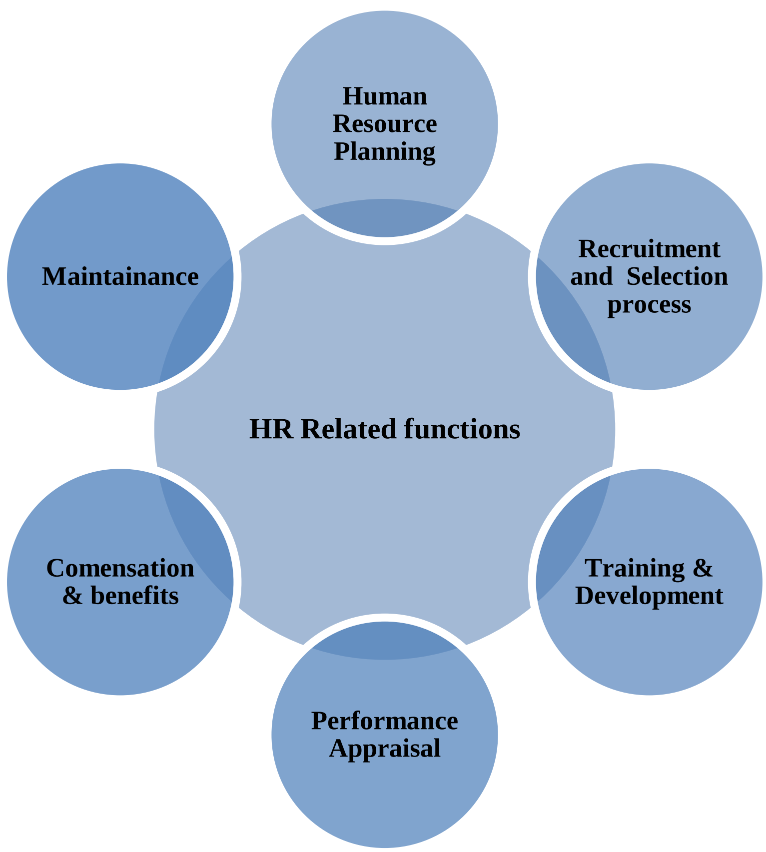


Figure: Human resource related functions

4.2)Human Resource Planning :

HR planning or manpower planning is a progression of estimating manpower needs for attaining manpower and organizational goals. Manpower planning determines what types of job is to be done, how to be done, what types of employees will be needed to perform that job.

Process of HR Planning:

- In NRBGB, they try to integrate the HR planning with corporate planning.
- After that, they estimate the internal and external sources of other financial institutions.
- Then they evaluate the capabilities of internal manpower. Evaluation of strengths and weaknesses as a part of manpower planning needs the current jobs and employees qualifications are inspected and organizational competencies are estimated.
- The informations that are gathered from external sources and ther evaluation of internal strengths and weaknessnes is utilize to estimate HR demand and supply.
- When the demand of HR has been estimated, then HR department must be discovered the availability of required HR or manpower.
- Then the final process of HR planning is the allocation of HR .

4. 3) Recruitment Process:

Recruitement refers to the process through which one can identify qualified candidates. In this bank there are forty nine branches all over the country and around one thousand (1000) employees are working there in various post with different types of task. In this bank mainly Board of directors as well as HR department are taking decision about recruitment and selection process. The board of directors also HR department select qualified personnel to fill vacant positions.

Recruitment Policies :

In this bank,basically there are two types of recruitment :

- **Emergency based Recruitment** : Recruiting employees on the basis of their need.If one employee that vacant post.of this bank resign from this bank,for that vacant post
- **Yearly Based Recruitment :** Recruiting employees on every year.

Sources of Recruitment:

NRBGB uses two types of sources in recruitment process, These are internal and external sources of recruitment. However this bank mainly give emphisize on internal sources of recruitment. Sometimes they also recruit employees through external sources.

Internal Sources of recruitment :

When this bank feels that there are lack of employees or if there is any vacancy for a post in that case board of directors with the help of HR department select employees from their internal sources.Mainly from internal sorces the emergency based recruitment is occured by this bank. The existing employees of this bank offer the internal sources. Like an example: From the relatives or a known person of any directors or other employees of the bank. Obviously She/ He have to complete her/his graduation. In this bank promotion, transfer or job posting are utilized for recruiting employees internally.

Promotion:

Promotion is the most important source of filling a vacant position of NRBGB. Promotion entails improvement of an employee from lower level to higher level so that the employee accompanied by changes in duties, responsibilities, authority, status, positions and compensation as well as benefits.

- In NRBGB,merit-based promotion is given to employees rather than seniority based promotion.

- Promotion is given on the basis of experience , performance of an employee.One trainee assistant officer become an assistant officer after 3 years of joining if his/her performance is good.

Transfer :

NRB Global Bank also practice internal recruitment through transferring employees feom one deportment to another or from one branch to another without changing the position or salary. The main purpose of transferring experienced employees to a particular branch or department is to maintain a balance beteewn branches or departments when there are a shortage of experienced employees also there is a increasing number of new less experienced employees.

- The management committee has a full right to transfer any employee at any time without discussing with anyone.
- Usually, after 2 to 3 years, an employee transferred from one bnranch to another or one department to another.
- They just send a email to that person who is goining to transfer from one branch to another and also committee send mail to branch manager as well as all the members of that branch about individual transfer.

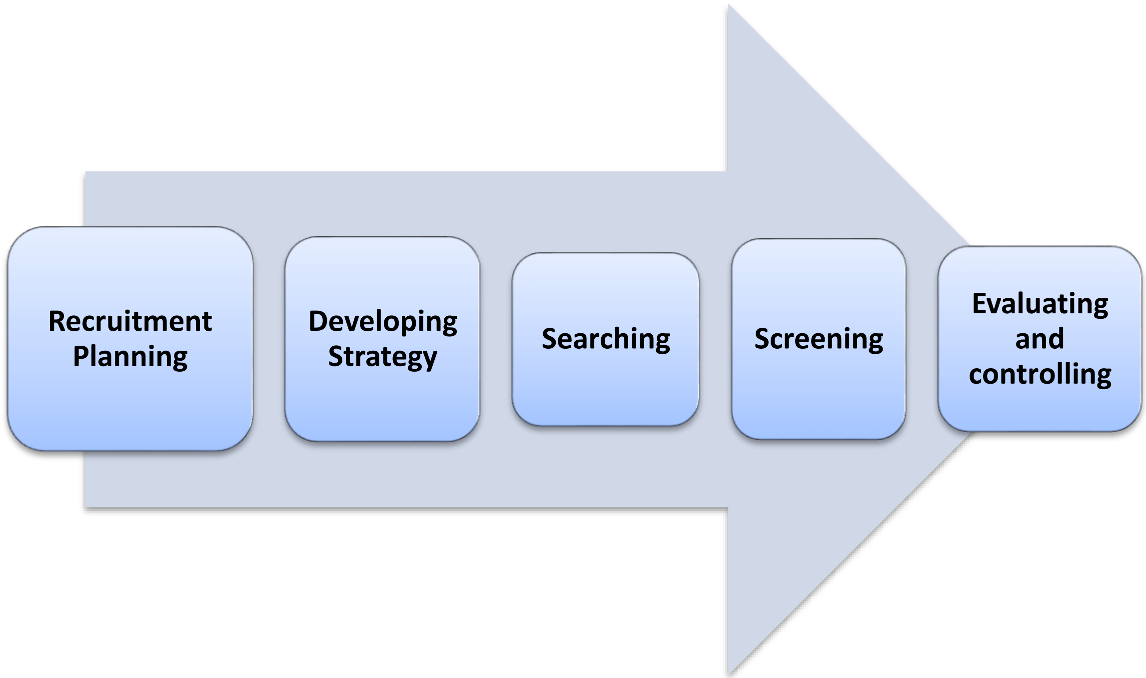
Employee Referrals:

The existing employees of this bank encourge their relatives or friends to apply for a job in this bank which is known as employee referrals. Employee referrals is a very helpful internal source of recruitment so that well qualified people can apply for a vacant post and that is a cost effective way of recruiting employees.

External Sources of recruitment :

They also give an advertisement through various newspapers, job sites about their vacant posts with requirements. The HRD of this bank collects CV from these sources and based on their requirments they select candidates and call for an interview. In this way they also recruite interns from external sources.

Recruitment steps of NRBGB :



Recruitment Planning:

The first step of recruitment is planning. In this step, HR department of this bank first identify job specification for a vacant post. Then HRD specify the numbers of employees needed, their responsibilities, tasks, duties and skills, qualifications required for that specific vacant post. The HR department also determine the grade, pay policy and the nature of the post whether it is permanent or contractual.

Developing Strategy:

After determining the required qualifications, skills, duties and the numbers of employees, then this bank is developing a strategy to select qualified candidates for this bank. In the strategy development step, the HR department of this bank determines sources of recruitment, the method of recruiting for searching qualified employees.

Searching:

In this step, this bank search candidates from internal and external sources to fill the vacant position. The internal sources can be used through promotion, transfer, also found out candidates by taking help from the reference of other employees as well as the reference of top level management of this bank.

Screening:

Screening is considered as the crucial part of recruitment process. Before starting the selection process of this bank, candidates application have been screened as well as varified and short listed by the HR departement. In this step the qualifications, skills, knowledge, experience and abilities of candidates for vacant positions also checked. Thos who qualified in screening they are finally short-listed for the election process.

Evaluating and Controlling :

In the last step of recruitment process the HRD of this bank evaluate the salary of recruiters, the cost of time that HRD spend for advertising or organizing job analysis, identifyning the adminstrative expensens etc.

Qualfication and Instructions in Recruiting Process:

- For applying as an employee of this bank minimum CGPA 3.00 out of 4.00 or first class is required in BBA/Honours/Bsc/Bcom . In HSC and SSC examination GPA 3.00 out of 5.00 is required for this post.No 3rd division is accepted in any academic results.
- Applicants MBA/MBM/M.sc degree will add value.
- Applicants Years of job experience will add as an extra value.
- Applicants must be a Bangladeshi Resident.
- Applicants must have a sufficient knowledge on computer.
- Applicants must have fluencey in Bangla and English.Both in speaking and writing.
- Applicants age should not higher than 30 years old
- For freedom fighters childern maximum 32 years old is acceptable.

4.4) Selection Process of NRBGB:

By following directions, candidates are applying for any post of this bank.There are some necessary steps that candidates have to follow to become an employee of this bank.these are:

- Applicants have to attend a preliminary written test of multiple choise questions (MCQ) and also have to answers written theoretical part based on English, Mathematics, Bangla, General Knowledge(Current Affairs & International Affaires) and Information And Technology.
- Candidates those get higher marks in written test also candidates those are selected because of Board of directors reference are invited for an interview. In the interview board, candidates have to present their curriculum vitae (CV) or resume along with all the necessary certificates copy(SSC,HSC)which is attested by first class gazatted officer Basically some of directors/management committes and HR manager take this interview.
- In the interview board reference of candidates are also checked by the HR manager of this bank.
- Candidates those are performing well in the interview session, giving all the answers perfectly are selected as an employee of this bank.
- After some days appointment letter will give to selected employees which is provided by HR manager of this bank from their head office.
- After receiving confirmation letter an employee have to give his/her medical fitness certificate which is attested by class one gazetted officer. At the joining day that employee have to show this medical fitness certificate to HR manager

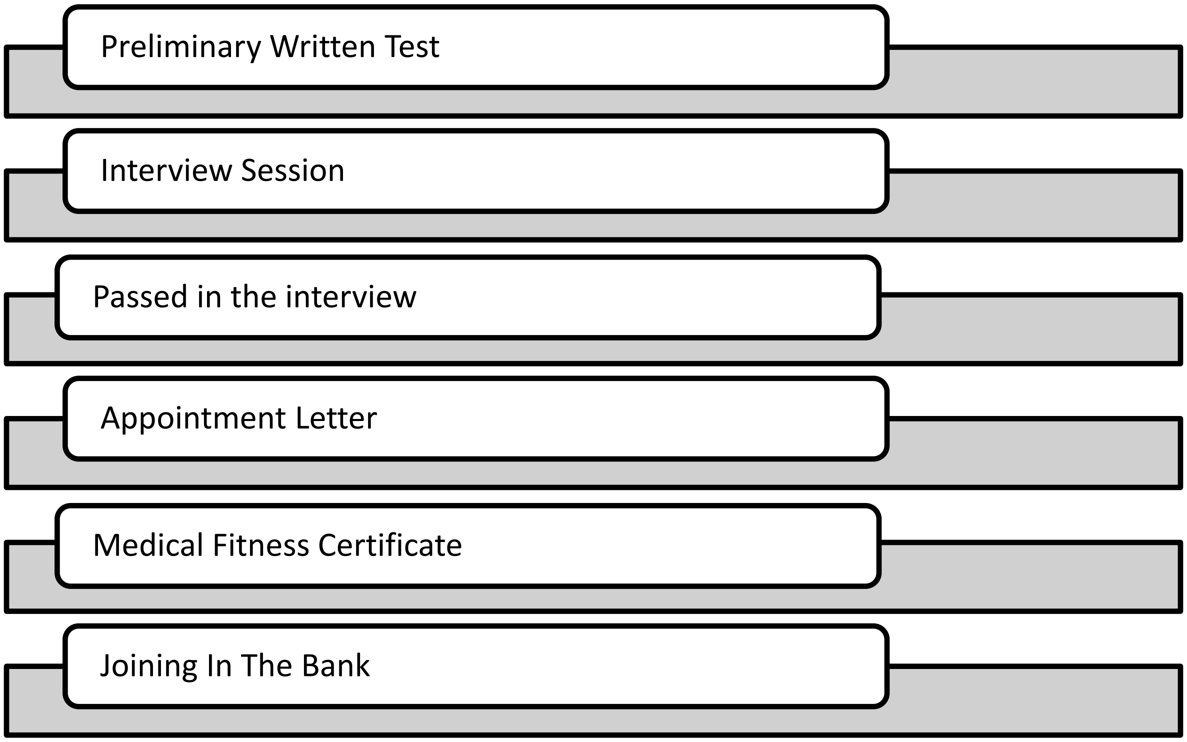


Figure: Steps of Selection Process

In the appointment letter,the bank clearly provide all types of information regarding:

- The compensation/salary/remuneration.
- The reporting date,place in which an employee join and the time of joining.
- The information related to probationary period.
- The information about income tax deduction.
- All types of service benefits.

Other Procedures after joining:

- At the first day of joining in this bank employees have to open their own bank account so that from the next month their salaries,bonuses and others monetary benefits can transfer through this account.

- The minimum amount for opening bank account for emplyees is five hundred taka.So that new employees can open their bank account by paying five hundred taka or higher than this ammount.
- After that an ID card (Identity card) is given by the bank to new employees.
- By carrying out all procedures new employees are sent to training for achieving all the practical knowledge about all types of banking activities of this bank.

4.5)Training and Development Process:

After joining in this bank,new employees have to conduct traning programme for aquiring practical knowledge about all types of banking activities of this bank.In this bank their own training instituition is situated at Panthapath on the 3rd floor of NRBGB Panthapath Mahila Branch.Basically Managing Director of this bank is conducting training programme for newly join employees.For the first time he provides proper guidlines to employees.

Steps of Training:

- **Analyzing and identifying the needs:** The first step of training is to analyze that training is required for employees of this bank. Then identifying which employees needs training, for what types of tasks they needs training, estimate the total cost of training.
- **Designing and ensuring training:** The next step of training is to designing and providing training to assemble standard needs. This step involves increasing objective of training.
- **Developing :** Developing entails recording all the employees activities in the training programme. That will facilitate the participants to gain knowledge, selecting the

method of delivery, assesing the material of training as well as authenticating information to be conveyed so that it achieves all the objectives and goals of this bank.

- **Implementing:** Implementing means try to fulfill the previous steps of training.
- **Evaluating:** Evaluating every step and construct that it has accomplished its goal in terms of work performance. If any employees fail in any step in evaluation step HR depratment try to improve employees lackings by providing sufficient guidelines.

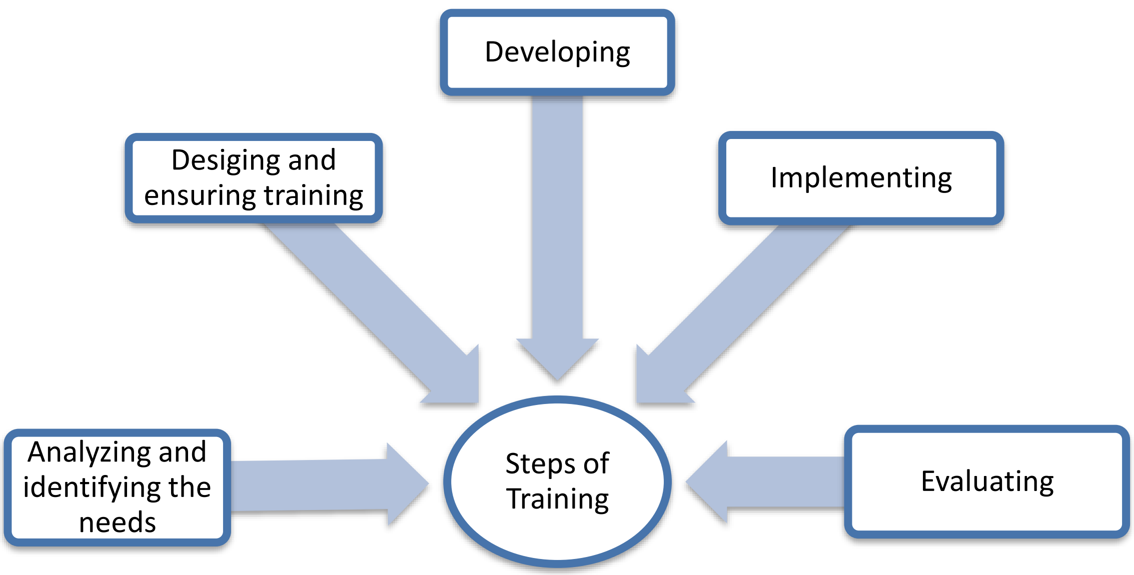


Figure: Steps of Training

Types of Employees Training:

Off-the-job Training:

In NRBGB newly join employees have to acquire knowledge by off-the-job training.All the employee have to take participate in Twenty one (21) days of fundamental traning and that is mandatory for all newly joind employyes.In this fundamental traing employees can gather knowledge about general banking activities,how to fill up a bank form,how to open a bank account and also based on individual's department training is providing to them.Some monetary benefit is provided to employees durng ths training period.After end of this traing period a certifiated is provided to all employees on a specific day of certificate giving ceremony.

Figure: Certificate giving ceremony

Workshops :

In this bank,there are many types of workshop is arranged by the management committe as well as by the HR department based on specific topic like: Credit risk management,Loan and advanced disbursment and monitoring.The duration of this traning period can 7 days or 5 or 3-1 days.Certificated for participating in workshop also provided on a specific day.

Figure: Certificate giving ceremony of workshop

On-the job Training:

On-the-job training is given to employees when they already have joined in this bank.If employees have some lack of knowledge about any types of banking activities in that case On-the-job training is given to those employees.

Mentoring:

In this bank a new employee can learn any banking activities or how to use technology in banking ,how to give input of a customer information on system from senior employees.In that case,senior employees are working as a mentor tro give proper guildlince to a new employeee.

Coaching:

In NRBGB, an employee can learn banking activities under a senior employee of this bank.

Internship :

Interns can also gain knowledge of all types of general banking activities, foreign trades related activities,credit or loan related activities with the help of employees of this bank in a internship programme.Internship programmes is basically for 3-2 months in this bank.

Technology/Computer based training:

A variety of computer as well as technology based training is provided to employees for 1-5 days in this bank.

Seminars:

In this bank many types of seminars arranged by the HR department and instructions of seminars is provides by the top level management.

Conference:

In this bank, conference and meeting is arranged by the top level managements (Board of directors) with their other committiees like:Audit comitties,management and executive committiees.

4.6) Performance Appraisal Method:

In every organization evaluating employees performance is a very important activity. NRBGB evaluates their employees performance on the basis of all types of instructions which is given by the HR department and the HR department follows instruction of Bangladesh Bank to measure employees performance.In this bank every employee’s day to day activities, their performance , regularity is monitored by the branch manager of every branch as well as the operational manager of every branch.The member of auditing committee evaluates the performance of all employees in every once in a year.The auditining committee comes in any branch without mentioning date of auditing so that there is no chance of dodging in any works. So all the emplyee of this bank try to follow rules and regulations strictly.The auditing committee stay one branch consecutive 3 days to measure employees,branch manager's activities and check all the type of documents of account holders,systems are also checked by them.

Policy of Performance Appraisal (PA):

The HR division of NRBGB conducts performance appraisal of employees. Performance appraisal ensures communication between supervisors and employees of this bank. This types of communication can be done through providing training , perticipating in counseling or in coaching and giving feedback about job performance of employees. So that employees of this bank can develop their potentials in career development.

Purpose of performance appraisal:

NRBGB are evaluating their employees performance annually according to:

- Measuring their employees performance based on their job responsibilities and duties.
- Giving opportunities to discuss and providing feedbacks about their employees strengths as well as lackings.
- Performance appraisal helps to ensure if an employee needs any training for overcoming his or her limitations.

Steps in Performance Appraisal:

In NRBGB, HR departmennt follow three steps to evaluate employees performance.

- **Indentify the job :** Identify the job or define the job means supervisors as well as employees of this bank agree on their duities , respomsibilities and job standards.
- **Performance Appraisal :** After identifying the job subordinates and employees compare their actual performance to their performance that they set before. In that case they use some types of rating forms.

- **Provide Feedback :** After that subordinates as well as employees provide feedback about their performance and improvement to their immediate senior employees.

Figure: Steps in Performance Appraisal

Approaches of Perforemance Appraisal:

- **360 degree Performance Appraisal:** In 360 degree performance appraisal managers, peers, subordinates as well as colleagues evaluates the performance of othe employees.
- **Experience Based Appraisal**: NRBGB evaluates employees performance

Criteria of Performance Appraisal of employees:

Attendence:

In this bank for all employees working hour is 10.00 am to 6.00 p.m.As a bank all employees have to close their daily transaction activities after that they can go home.Every employees have to come this bank timely and they have attendence card with a unique code number.Every day employees puntch this card when they are entering this office and also when they depart this office they have to again puntch it at attendence card machine.Attendence card machine is connected with their head office.This machine is available in every branch and every branch manager and operation manager, HR executive as well as in every year the audit committe is monitoring monitor the attendence of employees.

Figure: Attendence Card Machine

Maintaing all rules and regulations:

All the members of audit committee monitor all necessary documents and employees performance that they are maintaining all the rules and regulations which is given by top level management.Members of audit committee is written down all the employees activities,performance,if an employee makes any mistake in a note book.After finishing the auditing, the member of audit committe invite a meeting with board of directors and discuss about all of the employee performance.

4.7) Compensations & Rewards Policy:

Compensation and reward system is a organized method to ensuring monetary and non-monetary benefits to employees in exchange of there tasks as well as better result of performance. Compensation may accomplish many objectives supporting in job performance, job satisfaction and recruitment. The board of director of this bank is providing fair, flexible cpmpensation and reward plans to their employees. The temporary or contractual employees of this bank get some money as salary but they do not avail any sort of benefits.

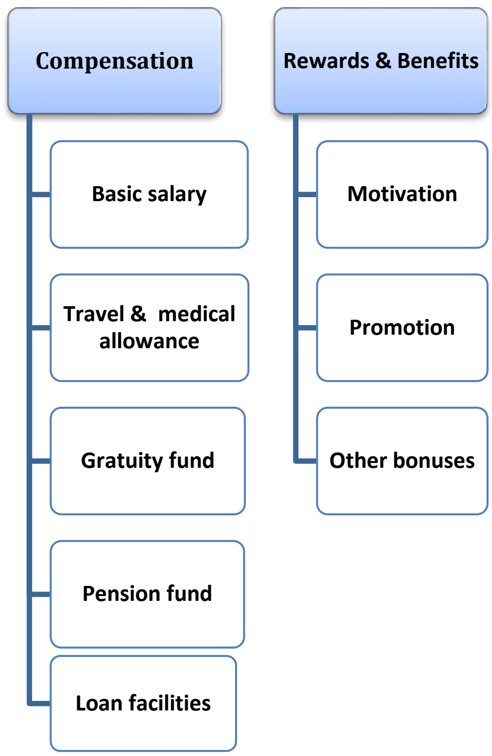


Figure: Types of compensation and rewards.

Basic Salary:

In NRBGB, basic salary is provided to employees based on their designation. They follow rules and regulation of Bangladesh Bank and National-Pay-Scale 2015 as well as basic salary is determined by the board of directors of this bank. The minimum basic salary of an officer of this bank is 12,000 taka (Approximately). According to board of directors of this bank there are two types of payments an employee can get in exchange of his/her job performance. The basic salary is sixty percent (60%) of total payment.

1. Annual Increment:

All permanent and confirmed employees of this bank obtain annual increment each year based on their job designation.

2. Advance Payment:

In this bank if one employee is supposed to go out of this country and if there is no possibility of coming within that month in that case, he or she will get advance salary for that month.

Festival Allowance:

All the permanent employees of this bank avail two festival bonuses.For muslim employees,they get bonuses on two eids Eid-ul-fitr and Eid-ul-azha and for Hindu,Christian employees,they get two bonuses on Durga Puja ,Christmas.No temporary or non-confirmed employees can get this type of bonuses. Festival allowance is twenty percent (15%) of total payement

Travel Allowance:

- An employee can get some sort of monetary benefits as travel allowance once in a 3 years.
- An employee has to give a application to avail this benefit towr the HR department of this bank.
- If an employee from another branch come to attend any workshops or traing,in that case he also get some monetary benefits as travel allowance.
- 5% travel allowance is provided to an employee based on his/ her designation.

Medical Allowance:

- Employees of this bank can get some medical allowances with medical leave if he/she is sick and can not work .
- They can take leave of 15 days as sick leave with salary.
- Medical allowance is 20% of employees total payment based on their designation.

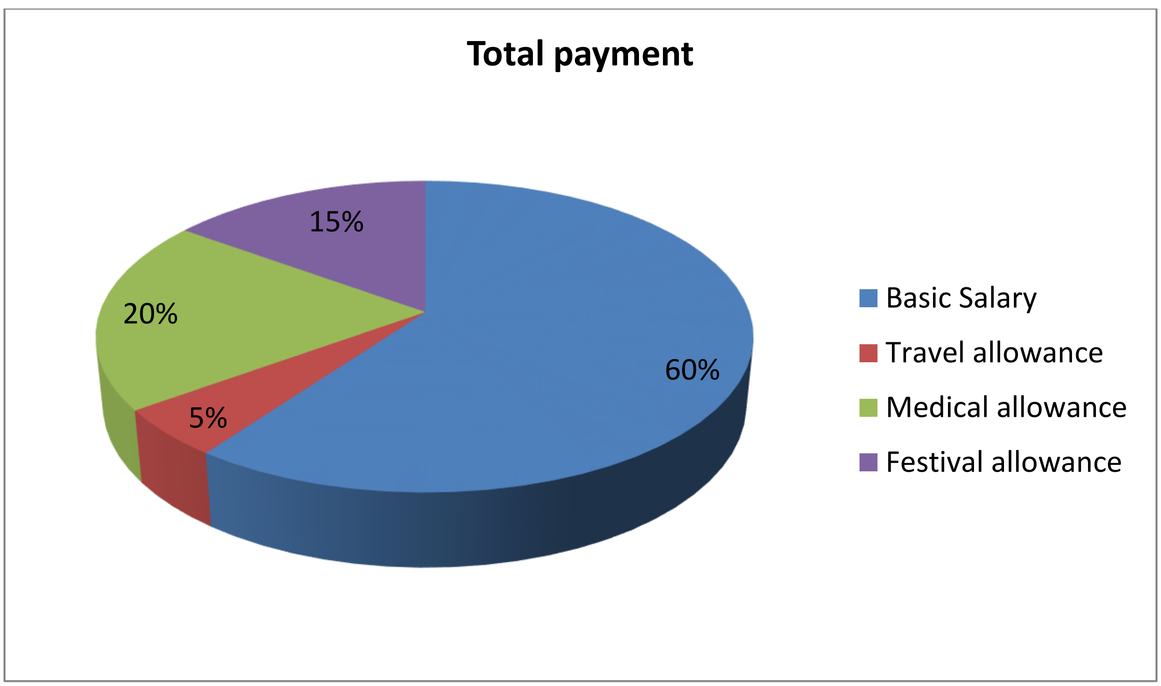


Figure: Percentage of total payment.

Maternity Benefits:

- All the confirmed famale employees can get maternity benefits with 6 months leave. In this time full salary is given to an employee.
- Without salary extra money which is equal to 3 months basic salary of that female employee's is given to her.
- Female employee can take this money before or after giving birth of a child.
- One female employee can avail maternity benefit two times in this bank.
- No female employees can get maternity benefit without completing 1 year in this bank.

Gratuity Fund:

- Employees those are completing 5 years of service in this bank, he/she will get money from gratuity fund.
- Normally, employees of this bank can not use the money of this fund because they want to take this money at the time of their retirement/resignation.
- At time time of resignation or voluntary retirement of an employee HR department can deduct some amount from that employee's fund.Actuallythis decision is maded by top level management either to deduct money or not.

Loan Facilities:

Staff loan:

Employees of this bank can get loan from this bank and the interest rate can vary from 13% to 15%. Staff loan is provided to all the confirmed and permanent staffs of this bank. One have to work at least one year to get this loan.

Home loan or House building loan:

Employees of this bank can avail home loan or house building loan which is deduct from their basic salary monthly. An employee who have worked in this bank at least three years he or she is eligible to apply for this loan. He or she have to repay this loan befor his/ her retirement.

Car loan:

Mainly Top level management as well as the Mid level managemt can aplply for car loan facility.Like Branch managers, VP, AVP can avail 30% car loan based on their basic salary.

Pension fund:

- In NRBGB their is no pension fund for emloyees and they do not give any retirement benefits to their employees.
- They only give gratuity fund money to employees at the time of retirement.

Other Bonuses:

- Employees of this bank can get profit sharing bonus on the basis of gaining profit from selling share /stock of this bank.
- For opening extra deposit/FDR/saving accounts one employee can get extra bonus with monthly salary.

Motivation:

For motivating employees this bank is providing profit bonus to all of the employees. Employees can get extra bonus if they open extra deposits of customers. Flexible work time facility for female employees.

Promotion:

Promotion is a way to provide reward to an employee as well as promotion can motivate an employee to provide better performance. In this bank, Promotion is provided to an employee according to his or her regular performance. When the branch manager of this bank evaluate an employee's performance execellent then the branch manager yearly give review about that employee's performance to the HR Manager of this bank. The HR Manager then give promotion to that employee along with the the top-level management. The top-level management first check the annual performance report of every employee after that an employee can get promotion.

General Promotional Policy of NRBGB:

The promotional policy of employees varies from one organization to another. In this bank promotion is given based on certain criteria. These are : based on excellent job performance, the length of the service, based on seniority.

4.8) Maintainance Policy :

In NRBGB, HR department as well as the top level management is retaining talented employees by giving them attractive monetary benefits,extra bonus,ensuring safety and by building positive employee relation with that bank so that all the employee of this bank are very loyal and satisfy with their jobs.

- **Ensuring safety of employees:** As a bank, all of the branches of NRBGB is always monitoring by security guards and their is sufficient number of fire fighting equipments.
- **Employee Relations:** Employees relation with their branch managers or others employers is very favorable here.If an officer face any problem in banking activities he/she immediately discuss with the branch manager of his/her branch as well as with his/her supervisor to findout the solution of that problem.
- **Communications:** In HR activities, for ensuring employees benefits, HRM programme intended to offer information to employees about their rights so that communication occures throughout the organization.

4.9) Types of Leave:

NRBGB follows all types of instructions and guidlines of Bangladesh Bank in providing leave to its employees. Types of leave that employees of this bank can avail these are given below:

Mandatory leave:

NRBGB is providing 15 days of mandatory leave to its employees.

Annual Leave:

All the employees of this are eligible to get 20 days of annual leave after completing one-calender year. Employees can avail 12 days of consecutive leave from this 20 days leave and other pending leaves may be carried forward to the next year.

Sick or Casual Leave:

Casual leave (CL) can be given to an employee if he/she sick or for any other valid reasons. This bank is providing 15 days of casual leave with full payment. No employee of this bank can take casual leave two times in a month without showing any valid reason.

Maternity Leave:

- Maternity leave (6 months) or 180 days with monetary benefit given to a female employee.
- No female employee can avail this leave with bonus if she has more that two child.
- For giving birth more than 2 child she can get only maternity leave without monetary benefits.

Study Leave:

In NRBGB, study leave is provided to an employee if she or he wants to study to abroad maximum two years of studay an employee can avail without any monetary benefits if that employee is a permanent employee and working in this bank for atleast three years.

Earn leave:

Employees can get 15 days of earn leave with full payment. After completing one year of this bank, permanent employees of this bank avail earned leave with full salary. Earn leave is provided to an employee for three months in a year and two times on his or her whole service life in this bank.

Leave without pay:

In some special cases, Leave without payment is given to an employee and this type of leave is not higher than 45 days.

4.10) Employee Termination Policy:

Termination:

Temporary employees can be terminated any time by the top level management without showing any validate reason. This bank have the rights to discharge, dismiss or tetire from job if an employee do not maintain descipline or any employee may sick and can't able to work in this bank. In that case,

- If this bank terminate any employee because of his/fault some sort money from his gratuity fund can be deducted by athority.
- Basically no employee is terminated in the past few years.

Resignation:

Any permanent employee of this bank can not leave his/her job without informing HR department of this bank. The person who wants to resign from the job he/she have to provide a resignation letter to HRD of this bank. In that case, within one month the HR manager of this bank give permission to resign an employee from his/her job after receiving the resignation letter. Sometimes an employee gets less money which was deducted at the time of resignation. It is not necessary for a probationary or temporary employee of this bank to give resignation letter like a permanent employee. Before resigning from the job an employee have to return his/her ID card, other types of bank documents which was provided by the bank at the time of joining.

Retirement:

Every employees of this bank shall retire at the age of sixty (60) years old according to the central bank (Bangladesh Bank) policy. The period of service can be extended if top level management consider that employee is physically perfect for performing his tasks as weel as if that employee's total service life performance was execellent.

4.11) Office hour & holidays:

- **Office hour:** In NRBGB, The office hour starts from 10.00 a.m and ends at 6.00 p.m.So, the total working hour is 8 hours.
- **Weekly holidays:** Weekly holidays of this bank are Friday & Saturday.Weekly holidays is decided by Bangladesh Bank.
- **Other holidays:**Others holidays of this bank like festival holidays is also decided by Bangladesh Bank and NRBGB must follow the ruled of holidays which is given by Bangladesh bank.
- **Lunch hour:** As like othjer commercial banks of our country the lunch hour start from 1 p.m and ends at 2 p.m.

4.12) SWOT Analysis of NRBGB:

Strengths:

- Top level managements are experienced and well-qualified.
- The Board of Directors are skilled.
- The top level management provides adequate ammount of capital
- They are maintaining a strong business network around the country.
- Employees are satisfy because of attractive compensation plans and benefits as well as the turnover rate of employees is very low.
- Co-operation between employees is very positive.
- Considered as 4th generation bank in this modern economy.
- The sponsors of this bank are some top companies.
- This bank have attractive savings schemes.

Weaknesses:

- Limited use of technology. They can not efficient in internet banking as well as online banking services.
- Lack of promotion and advertising facilities. Most of the people of our country is known this bank. So brand awarness is lower.
- They can not excess in rural sectors properly.
- The cost of fund is very high.
- This bank is new in banking sector so there is limited number of branches.
- Limited opportunities and resources for employee training.
- As a new bank, market shares is very low than competitors.
- They do not follow all the guidelines, insructions of Bangladesh Bank

Opportunities:

- Increasing local entrepreneurs as well as investors.
- Achieving profits through foreign trade as well as remittence.
- Lower interest rate .
- Attractive credit and loans facilities.

Threats:

- Political unrest is a serious threat in our country.
- The crisis of liquidity.
- There is no flexibility to accept changes.
- Increasing financial institutions so that competitors offers similar types of products and services.
- Lack of skilled, young employees as new employees are innovative the top level management recruite employees on their own choice.
- Market share is very low due to low interest rate as well as a new bank.

Chapter 5:

Internship Experience

5.1) Duties and job responsibilities as an Intern:

I have worked in NRB Global Bank as an intern at Panthapath Mahila Branch. During my internship period, I performed some activities and have learnt day-to-day tasks as an intern. So that I got an opportunity to learn about banking activities practically. This internship programme has provided me an incredible prospect as well as possibility to develop my future career in banking sector. I worked in NRBGB in different section. In Panthapath Mahila Branch of NRBGB, they provided customer services as well as regular banking services. In this bank, they didn't allow me to work in cash section and foreign exchange section. They were permitted me to work in general banking department. Different types of activities that I performed in NRBGB are given below :

- Opening different types of bank accounts like : DPS, Current accounts, SDR, FDR.
- Filling different types of bank account form and checking signatures of customers also matching photos, NID card number, E-TIN number of customers, nominee information which was provided by customers.
- Issuing debit card and cheque book on behalf of this bank.
- Providing cards, cheque books to customers after taking signature of customers in the bank's documents and taking authorization from the bank's officers.
- Processing pay orders.
- Providing thanks letter to new customers of this branch as well as trying to solve customers problem regarding any types of banking related problems.
- Receiving cheques and pay orders from different types of banks and send it to the clearing house.
- Scanning photos of customers and filluping forms of customers in their computer .
- Closing bank accounts of customers.
- Providing any types of general banking related information as a front desk officer to their customers and to new customers those were interested to open a bank account.
- Maintaing documents and records of every employees that are received from their head office Gulshan branch.

5.2) Learning outcomes that I have gained:

Internship is a crucial part of Bachelor degree, So that the first thing I have learnd as an intern is how to maintain time and to deal with extreme pressure as well as perform regular activities under pressure. That was my first working experience in an organization here I learned how to behave professionally and ethically , how to maintain a very good relations with peers, staffs and colleagues. I have gained knowledge about many types of banking related activities from my supervisor as well as from other senior colleagues.

After that my communication skills was improved because of communicating with customers, my supervisor gave me a clear idea about this bank, their products,service related informations and I provided all informations to their customers those visited in this bank to know about their bank accounts also about their products and services. Helping their customers and stakeholders and understanding , performing with proficient standard.

I also have gained knowledge in operating computer competently, scanning photos and customers NID cards and give into information to their customers account through their computer system. I learned all types of formality to open different types of bank account and also learned how to close a bank account, learnd how to verify signatures of different clients in different issue, accuired knowledge about how to issue demand drafts, pay orders and inward, outward cheques.

5.3) My interaction with staffs and clients:

As a financial institution, in NRBGB the interaction between employees and clients is excellent. I worked in the general banking deparment of Panthapath Mahila Branch and all of the staffs were very helpful as well as they were keep up a friendly relation with me. I was the most junior person who works as an intern in this branch, so all of the staffs were very co-operative and supportive. At the first day of this bank, I did not have any idea about their works but all of them were help me to learn about their their daily tasks. They provide me all the nessary information about their HR activities and HR related policies as I worked here in general banking department and their HR department is in Gulshan head office so I am unable to know about their HR activities. They tried to give me a clear description about their HR policies. They never felt inconvenience when I asked them about their HR related policies and HR related practices otherwise itr was very difficult for me to complete my internship programme.

I have worked with Mrs.Sumaiya and Mrs.Bithy Roy in the general banking division. They were very polite and my bondings with them was very strong. Sometimes I forgot how to open an account, how to send payoders to another bank account through using computer, they taught me it again and if I faced any difficulties regarding my tasks they tried to solves this immediately.

Though while working in this bank, I found that there were diffirent types of clients with diffirent perceptions and attitudes. I tried to deal with clients very politely and performed as a service provider by providing information regarding their bank accounts also giving service, new policies related informations. I was a challenge for me to satisfy customers at a time because all the client are not same bt I tried to learn how to deal with different type of clients from my supervisors.

5.4) Working Environment:

In NRBGB, the working environment is very outstanding . As a financial institutions here the quality of working environment is rationalized, secure, durable and well-furnished. There was safety utensils, clearing, suffiecient air and lights, the full branch is air conditioned as well as hygienie and healty working environment.

On the other hand, employees were very friendly here, I found that if anyone faced any problem regarding their tasks the branch manager as well as other officers try to resolve the problem immediately. The branch manager always try to measure their employees performance. When I faced any problems or when I was unable to do any task or made any mistakes my supervisors performed my tasks in their free times. Because of my supervisors I learnt how to deal with an unfriendly colleague as well as customer. They taught me to cope with the corporate culture and banking related activities.

5.5) Challenges that I faced:

- Before joining as an intern, I have no idea about banking related activities so my supervisors trained me in this newly established bank with a huge pressure from the authority.
- I mentioned earlier that there were diffirent types of clients with different attitudes and perceptions. It was a challenge for me to deal with critical and egotistic customers as I was a junior and new internee there some clients did not want to listen my informations regarding banking activities.
- There were some clients ,they want to open or close account withouth giving sufficient informations about them and they did not want to give others supportive documents like E-Tin numbers, Photo copy of their passports, Copy of their trade licence.
- I experienced that some clients behavior was so rude as well as some of them were so arrogent managing them was so tough for me. Even they did not want to agree with th bank's policies.
- In some cases I found that customers forgot to fillup all the pages of a form or forgot to give signature in some important documents.
- Sometimes, the account holder send some one to draw the check book without the authorization letter was a big problem.

Chapter 6:

Findings and Analysis

6.1) Findings:

Positive Sides:

- As a newly established bank, NRBGB provides loan facilities to the non-resident Bangladeshi people who weants to start a new venture in our country and the interest rate is lower than other banks.
- Providing better compensation, benefits, loan facilities to their employees.
- All the branches of this bank is countinuously try to follow online banking systems to ensure excellent customers service.

Negative Sides:

- Shortage of skilled and efficient manpower in many departments.
- Some abnormalities in sanctionting loans and advance to their clients. All the employees are not efficient to provide accqurate informations to their clients about their bank accounts.
- Failure of ensuring quick and dynamic customer service.
- They can not ensure attractive and benefits and service plans to their customers
- There is lack of internet banking facilities.
- Lack of sufficient number of ATM booth in many areas.
- Failure of maintaining important documents and customers files accurately.
- Lack of sufficient number of machinaries as well as shortage of technology based equipments in Panthapath Mahila branch.
- The computer system or softwares sometimes hanged so that employees can not able to perform their tasks efficiently.
- Failure of executing strong promotional and advertising activities.
- As a new bank, the Human Resources are not adequate enough and they need to employ more skillled and trained manpower.

- They do not use contemporary methods and techonology to recruite, select and train employees and that is a great barrier for their development.
- They do not follow proper performance appraisal methods to eveluates employees.
- Lack of security systems in many branches.
- As a new bank, the number of branches of this bank is not sufficient.
- There is no specific desk and no specific task for an internee.

6.2) Recommendations:

- NRBGB should recruite more skilled, knowledgeable, qualified employees with accurate technology-based as well as computer based literacy.
- Improving the process of working and ensure more fast customer service than before.
- Providing sufficient training facilities to all employees specially for new employees for their career development.
- They should emphasize on HR related pratices and they should maintain HR related policies
- They should formalize Training needs assesment properly and training methods as well as evaluation should more specific and measurable.
- Communicating with the customers is a very important task for all the financial institutions. So every employees have proper communication skills to deal with customers.
- Enhancing promotional and advertising activities , they can use many types of marketing policies so that customers can know about this newly establish bank.
- As the number of ATM booth is not sufficient, they shoud set up more ATM booth in Dhaka city as well as in other districts.
- Provide sufficient number of security sytems, mechanisms, support systems.
- The bank should use a simple way to issue cheque book.

- They should establish a marketing department as well as a research and development department as a new bank there is no marketing and research department.
- This bank should increase their profit through countributing in health, real state sectors so that they make gain benefit.
- They can open separate loan division.
- NRBGB should introduce new products and services as well as shophisticated technology.
- They should introduce Internet Banking or E-banking facilities to cope up with other bank in this modern era.

Conclusion

NRB Global Bank considered as a fourth generation bank. That as a great opportunity for me to work here and accquire practical knowledge about banking activities of our country. As bank plays a significant role in the economic growth of any country, the number of banks is amplifying day by day. In this bank I got a chance to interact with some professoinals of highly knowledge in banking activities. The working experience was quite fantastic in NRB Global Bank, Panthapath Mahila Branch. From this three months internship programme, I gathered practical experience of actual professional environment. I have a clear idea about general banking, investment and foreign trade related activities and that will be very helpful for me to work in any financial institutions in near future. As a newly establish bank, they providing employeement to an unemployed person, giving him/her sufficient guidelines and training so that he/she can contribute to this bank as well as the bank can achieve its goal. While preparing this report I faced a huge challenge as this bank do not follow all the HR related activities and do not maintain HR policies properly. Their HR department is situated at Gulshan corporate branch and only this branch try to practice HR activities. Corporate branch give instructions to follow HR related activites to other branchs bt it is not always possible for all branches to maintain all policies and rules which is guided by HR departments because many branches is far away from corporate branch. But employees of this bank is very satisfied and very much motivated to their work because the get sufficient compensation and others benefits, rewards. Employees were co-operative, sincere as well as helpful with their colleagues, clients, stakholders. As an internee, I get motivation, guidelines, supports from employees of this bank.

Chapter 7:

Appendix

7.1) Sample Questionnaire:

Name of the employee :

Mobile Number (Optional) :

Designation (Optional) :

Gender : Male …….   Female …….

Educational Qualification: Bechelor ……..   Masters or above …….

1) What is the number of total employees of this bank?

2) How this bank determine the Human Resource Planning?

3) What is the HR planning process of this bank?

4) What is the Recruitment Process of this bank ?

5) What Steps are used in the recruitment process of this bank? If this bank use any technological advancement in recruiting employees?

6) What is the source of Recruiting employees of this bank? (Internal or External sourses of recruitment)

7) What types of qualifications, skills is required for an applicant to apply in this bank?

8) What is the selection process of this bank?

10) What is the preliminary and written test process of this bank?

11) How this bank inform the selected candidate and invited for an interview?

12) In what process the candidiate’s interview is evaluated

13) What types of formalities an employee have to perform after joining in this bank?

14) What is the development process for employees of this bank?

15) What types of training this bank is provided to the employees of this bank?

16) Is there any own training institution of this bank?

16) Is this bank provided suffient technology- based training to their employees?

17) Does this bank provide any benefits during training period of an employee (Travel allowance, lunch)?

18) What is the method of evaluating employees performance of your bank?

19) What steps this bank follows to measure employees performance?

20) What criteria is followed by your bank to determine the performance of employees?

21) What are the important steps this bank used to improve employees performance?

22) How this bank determine compensation and rewrads policy of their employees?

23) Briefly describe the maternity benefits and loan facilities for employees of this bank.

24) How this bank provides salary to employees (Through cash or bank account)?

25) What types of monetary and non-monetary benefits is provided by this bank to motivate employees?

26) What is the employee promotion policies of this bank?

27) What is the termination, retirement policy of this bank?

28) What types of policy this bank follows to maintain safety of their employees?

30) What types of leave an employee can avail in this bank (with and without monetary benefit)?

31) If this bank follows all rules and regulations which is given by Bangladesh Bank?

32) How this bank evaluate the poor performance of an employee?

33) If there any opportunity to retrain an poor performer employee?

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