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**Sonargaon University (SU)**  
সোনারগাঁও ইউনিভার্সিটি (এসইউ)

## **Thesis Report**

**on**

## **Human Resource Information System Practices in Southeast Bank**

### **Submitted By**

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### **Submitted To**

Department of Business Administration

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**Date of submission: 3<sup>rd</sup> January, 2026**



**Thesis Report**  
**on**  
**Human Resource Information System Practices in Southeast**  
**Bank**

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## Letter of Transmittal

3<sup>rd</sup> January, 2026

Md. Mostakin  
Lecturer  
Department of Business Administration  
Sonargaon University (SU)

**Subject:** Submission of Thesis Report on Human Resource Information System Practices in Southeast Bank.

Dear Sir,

I am pleased to submit the Thesis report as a partial fulfillment of the MBA program. I tried My best to prepare this Thesis report on **Human Resource Information System Practices in Southeast Bank**. I worked sincerely to cover all aspects regarding the matter. Moreover I have faced some limitations to prepare the report due to scarcity of organized data, time, limitation and not enough knowledge.

However, if you find any clarification for the improvement of the report, I will be obligated to provide with further explanation. I sincerely hope that you will appreciate my effort.

Sincerely yours,

.....

Md. Saiful Islam

Id: MBA 2501034024

Program: MBA

Major: Human Resource Management (HRM)

Department of Business Administration

Sonargaon University (SU)

## **Supervisor's Certificate**

This is to certify that the thesis report titled “**Human Resource Information System Practices in Southeast Bank.**” has been prepared and submitted by Md. Saiful Islam, bearing student MBA 2501034024. The report has been submitted in partial fulfillment of the requirements for the Master of Business Administration (MBA) in Human Resource Management under the Department of Business Administration, Faculty of Business, Sonargaon University.

The report has been completed under my guidance and is approved for submission.

.....

Md. Mostakin  
Lecturer  
Department of Business Administration  
Faculty of Business  
**Sonargaon University (SU)**

## **Declaration of Student**

I am Md. Saiful Islam hereby declare that this report titled “**Human Resource Management Practices in Southeast Bank.**” is prepared by me for MBA program major in HRM. Whatever I have written here are of my own efforts. I also declare that the contents of my report which have been given are not copied, not borrowed from other sources. I would also like to declare that, this report has not been submitted to any other university or institution for any other degree.

.....  
Md. Saiful Islam

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## **Acknowledgement**

I Would like to express my special thanks of gratitude to My faculty as well as our respective teacher **Md. Mostakin** who gave me the golden opportunity to do this wonderful Thesis on the topic **Human Resource Information System Practices in Southeast Bank** which also helped me in doing a lot of research and I come to know about so many new things. I new really thankful to them. Secondly I would also like a thank my friends and family who helped me a lot in finishing this Thesis within the limited It helped me increase my knowledge and skills.

## **EXECUTIVE SUMMARY**

This executive summary highlights the Human Resource Information System (HRIS) practices of Southeast Bank Limited, a leading private commercial bank in Bangladesh. The bank uses HRIS to manage key human resource functions such as employee records, recruitment, payroll, attendance and leave management, performance appraisal, training, and compliance reporting.

The HRIS helps Southeast Bank improve efficiency and accuracy by reducing manual work and administrative errors. It enables centralized data management and supports management in making informed decisions through timely HR reports and analytics. Employees also benefit from greater transparency, as they can access personal and payroll information easily.

Although HRIS has improved HR operations, challenges such as limited user training and data security concerns still exist. Overall, HRIS plays an important role in modernizing HR management at Southeast Bank Limited and supporting organizational performance and growth.

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# CHAPTER 1: INTRODUCTION

Human Resource Information System can play an important role in Banks HR function. Human Resource Management System (HRMS) and Information technology (IT) are two eyes of every organization. Almost all companies use HR and IT to some extent to achieve their objectives. The business need for effective Human Resource System is grown tremendously over the past years, so it's important for banks to understand how the integrated HRIS can help to address the growing demand. HRIS enables systematic procedure for collecting, storing, maintaining, and recovering data required by organizations about their human resources, personnel activities and organizational characteristics. It acquires, stores, manipulates, analyzes, retrieves and distributes information about an organization's human resources.

HRIS is causing significant benefits for the banking industry of developing countries like Bangladesh. In order to ascertain the benefits, prominent banks in some developing countries are selected. For example, Southeast Bank Limited is one of the largest commercial banks in Bangladesh. So, it is chosen for the study of HRIS.

## 1.1 Objectives of the Report

### **Broad Objective:**

To learn about the Human Resource Information System of Southeast Bank.

### **Specific Objectives:**

- To know the inner side of the Southeast Bank banking culture.
- Providing information on Southeast bank.
- To investigate the benefits of HRIS.
- To describe the HR function, structure and its procedures, rules and regulation.
- To explore the overall contribution of HRIS in human resource planning.
- To identify the overall performance of the SBL.
- To find out recommendations to recommend SBLs weak point.

## 1.2 Scope of the Report

This report has been prepared through extensive discussion with bank employees, clients and officers and on the information gathered from the annual report and prospectus of Southeast Bank Limited. I have got the great opportunity to have an in-depth knowledge of the Human Resource Information System of Southeast Bank Limited.

## 1.3 Methodology

This part of the report contains which data sources I have used to gather all the related information about Southeast Bank Limited and their activities. There are two types of data sources:

- Primary data
- Secondary data

### **Primary data:**

- Discussion with the officials of Southeast Bank Limited.
- Informal interview and individual conversation with employee.

- Face to face conversation with the clients.
- Personal observation on the procedure of banking activities.

**Secondary data:**

- Annual report of Southeast Bank Limited (2023,2024)
- Brochures, manual and publications of Southeast Bank.
- Online data from the website of Southeast Bank Limited.
- Relevant journals and research papers.
- Relevant file study as provided by the officers concerned.

## 1.4 Limitation of the Study

Nothing is perfect. It is true everything must have the limitations. Although various efforts have been made to collect data and information for the internship report. Sometimes authentic data for analysis couldn't found as the prompters of the project think it can disclose their industries secrecy.

The various limitations of the study are as follows:

- Though the both primary and secondary sources of data have been used in the report they lack precision due to security problem of the company.
- The information gathered was only of the Southeast Bank Limited; information of the other banks was not possible.
- The workload of employee and supervisor was quite hard to give proper guidance to the intern.
- The report may not have complete information about the other department of the bank.
- Another limitation of this report is that the bank's policy of not to disclose some data and information for obvious reason, which could be much more useful.

## 1.5 HRIS in the Banking Sector

The banking sector is highly competitive and technology-driven. Banks require efficient HR systems to manage a large workforce and ensure regulatory compliance. HRIS supports banks

by improving operational efficiency, maintaining transparency, and enabling strategic workforce planning. As a result, HRIS has become an essential component of modern banking operations.

## **1.6 HRIS practices in Southeast Bank**

Southeast Bank Limited is one of the leading private commercial banks in Bangladesh. Since its establishment, the bank has been providing a wide range of banking services with a strong focus on technology and service quality. To manage its human resources effectively across various branches, Southeast Bank Limited has adopted HRIS as part of its HR management strategy.

## **1.7 Rationale of the Study**

The use of HRIS is increasing in the banking sector, but practical studies on HRIS practices in Bangladeshi banks are limited. This study aims to analyze the HRIS practices of Southeast Bank Limited to understand their effectiveness, benefits, and challenges. The findings of this study will be useful for bank management, HR professionals, and future researchers.

# CHAPTER 2: ORGANIZATIONAL PROFILE

## 2.1 Overview of Southeast Bank Limited

Southeast Bank Limited is a private commercial bank, which launched its activities in Dhaka in 1995. The Bank concentrates its activities in its area of expertise and has achieved good market reputation for efficient customer service. The Bank is committed in providing training/retraining to its staff to keep them up to date with modern practices in their respective fields of work. The Bank also tries to fulfill its share in community responsibilities. By such measures the Bank intends to grow and enhance shareholders' value.

Southeast Bank Limited pledges to maximize customer satisfaction through services and build a trusting relationship with customers, which has already stood the test of Thirty years.

Southeast Bank Limited is a scheduled commercial bank under private sector established under the ambit of Bank Company Act, 1991 and incorporated as a Public Limited Company under Companies Act, 1994 on 12 March 1995. The Bank started commercial banking operations effective from 25 May 1995. During this short span of time the Bank has been successful to position itself as a progressive and dynamic financial institution in the country.

The Bank had been widely acclaimed by the business community, from small entrepreneurs to large traders and industrial conglomerates, including the top rated corporate borrowers for its forward – looking business outlook and innovative financial solutions. Thus within this very short period of time, it has been able to create an image and earn significant reputation in the country's banking sector as a Bank with Vision. Presently, it has forty six branches in operation. The Bank is envisaged to open other branches in important financial centers of the country.

Southeast Bank Limited has been licensed by the Government of Bangladesh as a Scheduled Bank in the private sector in pursuance of the policy of liberalization of banking and financial services and facilities in Bangladesh.

The founder chairman of the bank was M. A. Kasham a prominent business man of the country. The first Managing Director was M. Saifur Rahman The Bank is being managed by highly professional people having wide experience in Commercial Banking.

The present Chairman is M A Kashem who is also a renowned business person of the country. The present Managing Director is Mr. Md. Khalid Mahmood Khan who has long experience in Commercial Banking System. The Bank has made significant progress with in a very short period of time due to its very competent Board of Directors, Dynamic management and introduction of various customer friendly deposit and loan products.

## 2.2 Mission & Objective

The mission of Southeast Bank Ltd. is to obtain a sustainable position in the banking sector of Bangladesh. It has been consolidating its position and preparing itself for the new millennium by upgrading technology, training its work force, restructuring organizationally and creating a new work culture. The purpose of the bank is to inter-mediation involving fund from saver to borrower and offering profit thereby. The general objective of the bank is to provide computerized modern banking services to the valued customers. Mainly the objectives are:

- High quality financial services with state of that art technology
- Fast customer service
- Sustainable growth strategy
- Follow ethical standards in business
- Steady return on shareholders' equity
- Innovative banking at a competitive price
- Attract and retain quality human resource
- Commitment to Corporate Social Responsibility

## 2.3 Operational Strategies and Features

### **Organizing:**

Southeast Bank Limited believes in close monitoring and close control. The line and staff authority relationship in the bank is co-operative and emphatic. The staff performs the advisory jobs to ensure efficient management, the bank emphasizes on decentralization and delegation of authority.

### **Staffing:**

For creating a commercial atmosphere and implementing mission through the managerial intelligence and well-dedicated workgroups, the bank continues to recruit skilled and enthusiastic personnel.

The selection and recruitment of the bank consists of

- Initial screening.
- Written tests.
- Assessment Centers.

To measure performance of the employees, the bank uses “Performance Appraisal Form”. Besides the bank offer its employees Human Resource Development Program through both on-the-job and off-the-job training.

### **Leading:**

To hire and to maintain qualified personnel, the bank offers different types of motivations to its employees:

- Financial (including competitive pay, bonus, profit bonus, rewards etc.)
- Non-financial (including training, promotion, status and participation)

### **Controlling:**

SBL does not believe in traditional banking. The bank tries to two types of control techniques:

- Feed forward control
- Feedback control

Feed forward control technique monitor inputs into a process to ascertain whether these are as planned, if they are not the inputs are changed, in order to get the desired result. Feedback system, on the other hand, monitors outputs of a process and feed into the system to obtain the desired outputs.



### **Ethics and Social Responsibilities:**

Southeast Bank Limited believes in banking ethics and social responsibilities. It is fully devoted to fulfilling the needs for customer satisfaction and involved in various socioeconomic development.

The objectives of the bank are among others:

- It finances the small-scale industries to help them survive.
- Creating employment opportunities within the bank through expanding its network so that it can play some positive role in solving the unemployment problem in the country.
- Cooperating with organizations such as Grameen Bank, which are helping the poor through micro Credit and other facilities.

## 2.4 Organizational Structure of Southeast Bank Limited

There are 14 levels in the bank. I classified them into 3 parts. Top management, mid-level management and lower level management. The organizational structure is given below:

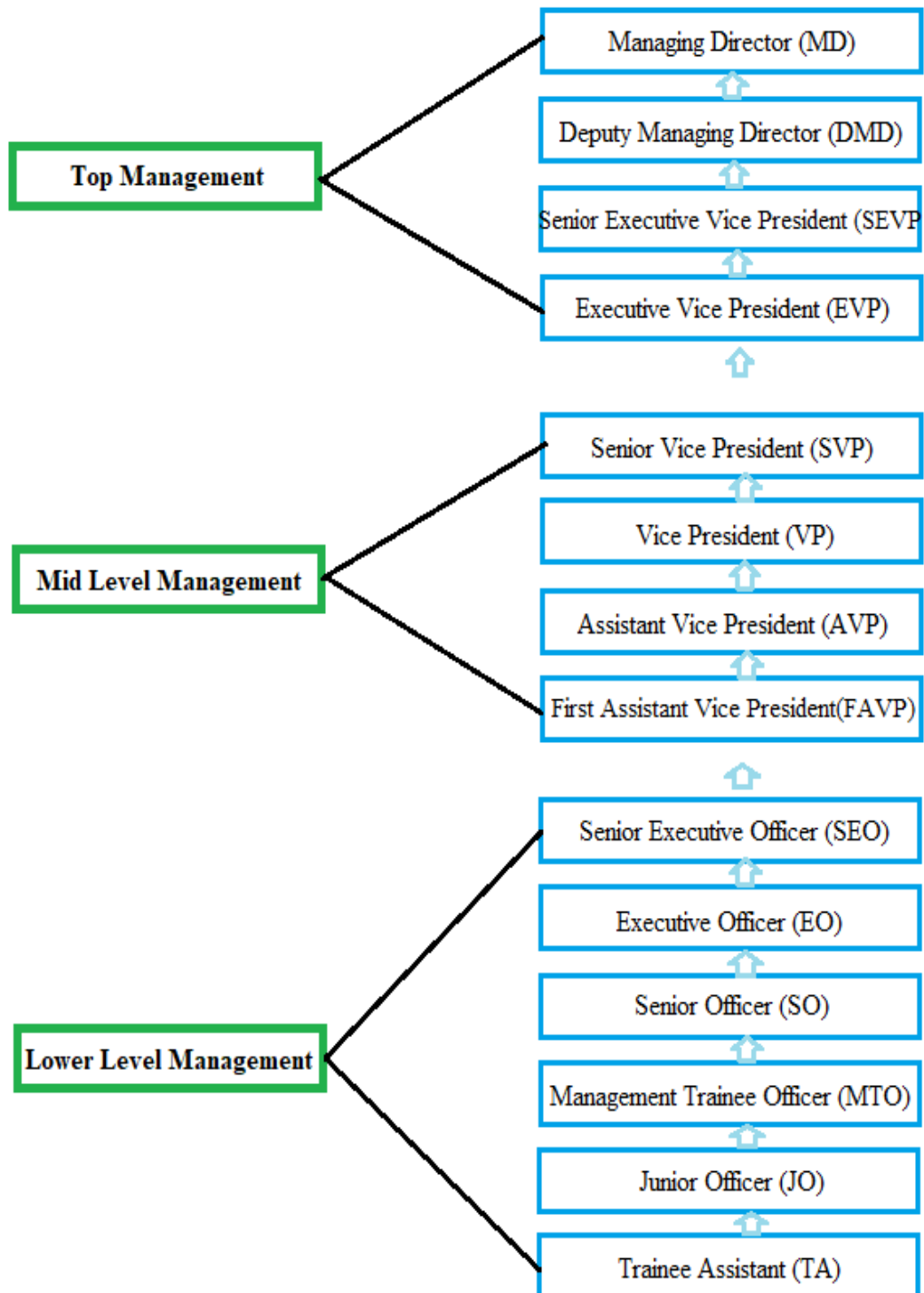


Figure 1: Organization of Southeast Bank Limited

	President & Managing Director	
	Deputy Managing Director	
	Senior Executive Vice President	
	Executive Vice President	
	Vice President	
	First Vice President	
	Senior Vice President	
	Assistant Vice President	
	Senior Principal Officer	
	Principal Officer	
Management Trainee	Executive Officer	Entry level
Probationary Officer	Senior Officer	Entry Level
Trainee officer	Officer	Entry level
Trainee Junior officer	Junior Officer	Entry Level
Trainee Assistant Officer	Assistant Officer	Entry Level
Trainee Computer officer	Junior Officer (Computer)	Entry Level
Trainee Cash Officer	Junior officer (Cash)	Entry Level
	Trainee Assistant	Entry Level

**Figure 2: Hierarchy of Southeast bank Limited**

Figure 2 represents hierarchy of Southeast Bank Limited. The chairman is the head of the board of Directors. There is one managing director who is also the President mainly controls and supervises the major division of the bank. One Deputy Managing Director reports to him. Four Executive Vice Presidents (EVP) and one Senior Executive Vice President (SEVP) report to the Deputy Managing Director. Executive Vice President controls the Senior Executive Vice President who controls the human resource and marketing divisions. Four Vice Presidents work under Executive Vice President.

The organization structure of Southeast Bank Limited is quite horizontal where each person reports to only one person which refers to a very group-working environment. For example,

each officers reports to the FAVP or AVP or FVP or VP or SVP or EVP, AVP or FVP or VP or SVP or EVP reports to the SEVP, SEVP report to the Deputy Managing Director and he report to the Managing Director.

In the organizational structure of Principal branch, we can also observe that each person reports to only one person. One Executive Vice President is the head of branch, one First Vice President (Operation manager) and in charges of credit and foreign exchange department directly report to the EVP. The Operation Manager controls the general banking, cash, accounts and computer department.

## 2.5 Functional Departments

Southeast bank currently have 12 divisions that are functioning in full-fledged manner. Among these 12 divisions, recently the Bank has opened its new Islamic Wing that is working on the Islamic Banking of the Bank. The Bank has already started two Islamic Banking branches in July 2003 that are already doing business. The Bank also plans to introduce one new division namely Legal Affairs division. This new division will handle all the legal issues regarding the bank. Each of the division of the bank and their functions are discussed below:

### (i) **Financial Control and Accounts Division (FCADs):**

One of the most important department of bank or any institution is the Finance and Accounts Department. The main functions of this department are discussed below in a very brief manner.

- Budgeting
- Payment of salary
- Financial Analysis
- Disbursement of Bills
- Reconciliation
- Provident Fund (PF), Gratuity, Superannuation Fund (SF)

**(ii) Credit Division:**

The Credit Division of Southeast Bank Limited is divided in two parts.

(1) General Credit (2) Corporate Finance.

**General Credit:** The functions of this division are given below:

- Analysis and appraisal/ evaluation of credit proposals for approval of Credit Committee.
- Preparation of Board Memo.
- Communication of Sanction Advice.
- Preparation & Submission of periodical returns to Bangladesh Bank..

**Corporate Finance:** Under this division all the corporate credit like industrial credit, long-term project credits etc. are taken into account. SBL recently is trying to increase the amount of corporate loan portfolio although it has been seen that most of the other banks are concentrating mainly on consumer loans. The main functions of corporate credit division are:

- Analysis, appraisal / evaluation of credit proposals.
- Processing Credit proposals for approval of Credit Committee.
- Preparation of Credit Information Memo (CIM) for Board.
- Communication of Sanction Advice.

**(iii) Loan Administration Division (LAD):**

The major function of this department is to monitor the activities of the credit that are already disbursed. The functions of this department are:

- Post Sanction documentation
- Monthly review and Follow up of Loan and Advances (LDO's)
- Development of Early Warning System (EWS)
- Follow up for recovery of over dues.
- Classification of Loans
- Legal affairs/ Litigation

**(iv) International Division (ID):**

One of the most important divisions of a bank is the International division. This is the department where the foreign exchange of the bank is maintained. Important works like L/C advising, collection of remittances are also done in this division. The functions of this department are:

- To set up Agency Arrangement with correspondent bank and to facilitate mutual exchange of business, document and information
- Remittance, for payment to beneficiaries.
- Letters of Credit, Advising, Confirmation, Negotiation, Acceptance, Payment, Bill, Cheque Collection.
- Guarantees, issuance of, including performance bonds, etc.
- Test keys / Specimen Signature Books for authentication of messages.
- Credit Lines.
- Extending and granting credit lines to correspondent banks for confirmation of their L/Cs, issuance of Guarantees, Money Market, FX Dealings etc.
- Obtaining credit lines from Correspondent Banks as above.
- Maintaining / monitoring record of credit lines obtained / utilized.
- Compile and circulate the foreign exchange circulars to the branches.

**(v) Human Resources Division (HRD):**

One of the most important departments of any organization is the Human Resources division because it has to deal with the whole manpower planning of an organization. The need of manpower, excess manpower, training to the staff and other works are all organized by this division. The functions carried out by the HRD of SBL are:

- Recruitment, Selection of Manpower and Manpower Planning.
- Arranging and imparting training for Human Resources Development.
- Placement, Performance Evaluation, Increment, Promotion, Incentive Schemes etc.
- Processing of Leave.
- Disciplinary Action.
- Formulation / Implementation of Administrative Rules / Policies.
- Preparation of Board Memo and Implementation of Board Decisions.

- Employees Service Benefits.

**(vi) Information Technology Division (IT):**

Information Technology nowadays is a very critical part of any organization. To have upgrade knowledge about the world, advanced computer system in order to make the job more efficient and effective it is very important to have a good IT division. The functions of the IT division of SBL are:

- Monitoring / Supervision of overall computerized banking operations.
- System Administration Data processing and Data Entry.
- Software Development and Maintenance.
- Maintenance of Hardware.

**(vii) Logistic and General Services Division:**

The functions of the logistics division of SBL are very basic jobs. They are:

- To arrange Printing & Purchase of Security / General stationery.
- To arrange efficient Utility Services.
- Maintenance of Premises
- Transport pool, Protocol etc.

**(viii) Marketing and Outreach Division:**

One of the basic divisions of any organization is the marketing department. The world today is totally dominated by marketing. The stronger marketing strategy of an organization, the more successful is the organization. The functions of this division of SBL are:

- Cost Benefit Analysis of existing banking products and development of new products.
- Liability Marketing.
- Branch Expansion.
- Mass Media and Event Management.
- To compile analyze and interpret key Management Information Systems (MIS)

**(ix) Branches Control Division (BCD):**

The functions of this division are as follows:

- Internal Audit and Inspection.
- Compliance / follow up and monitoring of internal inspection.
- Monitoring of General Bank's Inspection / External Audit Report.

**(x) Card Division:**

The card division of SBL is pretty new and small in the sense that not too many services by this division is offered to the customers. So the work of the card division is very much limited.

The functions of the card division are:

- Managing debit card account and also credit card which is going to be introduced soon.
- All the works that are related to the ATM card like managing the credit and debit balance of a client.
- Maintaining correspondence with the branches regarding different clients of ATM card.
- Works related to customer and vendor management.

**(xi) Board and Share Division:**

The functions of this division are:

- Arranging / conducting of Board, EC meeting.
- Preparations of minutes and implementation of Board decisions.
- Company affairs.
- Issuance of Bank's share etc.

## **2.6: Products & Services of Southeast Bank Limited**

**Conventional Banking:**

- Savings Account
- Current Account



- Special Notice Deposit
- Fixed Deposit Receipt
- Monthly Savings Scheme
- Pension Savings Scheme
- Monthly Income Scheme
- Millionaire Deposit Scheme

**Customer Friendly Deposit Schemes:**

- Pension Savings Scheme (P.S.S.)
- Education Savings Scheme (E.S.S.)
- Marriage Savings Scheme (M.S.S.)
- Savers Benefit Deposit Scheme (SBDS)
- Bearer Certificate of Deposits (3, 6, 12 months)
- Islamic Banking

**Loans & Advances:**

- Working Capital Finance
- Overdraft
- Project Finance
- Syndicated Loan
- Packing Credit
- Loan Against Export Bill
- Loan Against Trust Receipt

**Services:**

- ATM Service
- Locker Service
- Bill Payment Service
- E-Statement Service

- Internet Banking
- SMS Alert Service

### **Export Department:**

- Issuing export form to exporters
- Giving FDBP (foreign documents bills for purchase) number
- Matching duplicate export forms with the documents
- Providing customer services regarding export business
- Updating export issue register
- Issue pro-forma to customers
- Make amendment copy
- Making a master L/C file

### **An export form usually contains the following:**

- Name and address of the authorize dealer
- The commodity to be exported and the code number
- Name and address of the importer and exporter
- Country of origin
- Port of shipment and date
- Port of destination
- Quality
- L/C value on foreign currency
- Terms of scale
- Bill of transportation receipt number.

### **Import department:**

- Submit the import form on Bangladesh bank website
- Write application name, beneficiary, LDBP, L/C no, date, value, Tenor, Liability, Sender bank into the top of the L/C file, put LCAF number.
- Update the registry

- Update the Master L/C folder
- Update the amendments

**To open a L/C importers needs to fill up the followings:**

- L/C application form
- Filled up LCA form
- Pro-forma Invoice
- Import registration certificate
- Authority to debit account
- Filled up amendment request form
- Import form
- Insurance cover note and money receipt
- Membership certificate of chamber of commerce
- Rate fluctuating undertaking

**Other relevant activities:**

When I was working at Southeast bank I worked at front desk of the bank, there I performed random activities like:

- Providing account opening information to clients.
- Customer Service.
- Sending mail to head office when FDR & pay order is canceled.
- Sending mail to clients to inform that there visa and online card is ready.
- Giving inputs for pay-orders.
- Giving cheque requisition.
- Giving clients their cheque books.
- Providing assistance to fill up various forms.

## 2.7 Four Years of Performance at a Glance

<b>PARTICULARS</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Authorized Capital</b>	15,000.00	15,000.00	15,000.00	15,000.00
<b>Paid up Capital</b>	9,169.50	9,169.50	9,169.50	9,169.50
<b>Reserve Fund</b>	24,595.63	24,886.78	19,340.03	18,292.59
<b>Total Capital</b>	33,765.13	34,056.28	28,509.53	27,462.09
<b>Deposit</b>	269,828.08	229,973.43	210,431.09	189,472.54
<b>Advance</b>	234,316.72	191,865.59	168,878.46	147,070.81
<b>Investment</b>	62,911.04	61,731.63	58,829.27	56,378.59
<b>Import Business</b>	215,379.77	171,531.73	151,812.58	155,691.00
<b>Export Business</b>	167,562.98	146,606.09	126,423.89	112,137.60
<b>Foreign Remittance</b>	95,405.40	64,665.84	60,708.50	48,740.50
<b>Guarantee Business Including ILC</b>	16,407.09	16,369.36	15,245.19	13,603.30
<b>Total Income</b>	27,305.90	25,617.57	26,260.72	27,667.10
<b>Total Expenditure</b>	18,243.60	17,114.35	18,226.45	19,377.34
<b>Operating Profit</b>	9,062.30	8,503.22	8,034.27	8,289.76
<b>Net Profit after Tax</b>	1,168.63	2,435.07	3,069.42	3,836.94
<b>Fixed Assets</b>	9,321.80	8,947.16	7,885.23	7,913.00
<b>Total Assets</b>	339,288.05	291,798.01	260,718.03	236,608.40

# CHAPTER 3: ROLE AND BENEFITS OF HRIS

## 3.1 Meaning of HRIS

A Human Resource Information System (HRIS), sometimes referred to as Human Resources Management System (HRMS), is software that provides a centralized repository of employee master data that the Human Resource Management (HRM) group needs for completing core human resource (HR) processes.

An HRIS stores, processes and manages employee data, such as names, addresses, national IDs or Social Security numbers, visa or work permit information, and information about dependents. It typically also provides functionality such as recruiting, applicant tracking, time and attendance management, performance appraisals and benefits administration. It may also feature employee self-service functions, and perhaps even accounting functions.

## 3.2 Meaning of HRMS

A HRMS (Human Resource Management System) is a combination of systems and processes that connect human resource management and information technology through HR software. A HRMS may help to revolutionize a workplace.

The automation of repetitive and time consuming tasks associated with human resources management frees up some of the companies most valuable employees and allows the focus to shift to culture, retention, and other highly impactful areas.

## 3.3 Integration of HRMS with HRIS

Most current HR systems combine functionality of HRMS and HRIS. The best human resources software and applications will streamline HRMS and HRIS tasks into one robust system. The job science managing CRM platform allows users to take care of all the necessary HR tasks with a few simple keystrokes of the robust capabilities of this cloud delivered solution.

Advanced reporting capabilities allow tracking and managing at a variety of levels from individual to department to business units up to company-wide. Another advantage of the combined power of HRMS and HRIS in Job science management is the real-time collaboration functions so that data can be accessed with pre-set permissions by the manager that needs it, when they need it, without involving an HR gatekeeper.

### **3.4 Importance of HRIS**

With the increasing effect of globalization and technology, organizations have started to use information systems in various functions and departments in the last decades. Human resources management is one of the departments that mostly use management information systems. HR information systems support activities such as identifying potential employees, maintaining complete records on existing employees and creating programs to develop employees' talents' and skills. HR systems help senior management to identify the manpower requirements in order to meet the organization's long term business plans and strategic goals. Middle management uses human resources systems to monitor and analyze the recruitment, allocation and compensation of employees. Operational management uses HR systems to track the recruitment and placement of the employees. HRIS can also support various HR practices such as workforce planning, staffing, compensation programs, salary forecasts, pay budgets and labor/employee relations. In this research, HRIS perception and HRIS satisfaction questionnaires were applied to HR employees in order to assess the effectiveness and use of HRIS in organizations. 78 questionnaires were received from HR employees working in different sectors. The results of the research give valuable insights about the success and effectiveness of HRIS in organizations. Also the results of the study are discussed in the context of the theoretical and empirical background of MIS and HRIS.

### **3.5 HRIS in Banking Sector**

Erstwhile, banking sector was limited to umpteen number of paper work, thus consuming much time. This manual system resulted in delays in commitment, inaccurate and incomplete information, inefficient documentation and higher expenses incurred on maintenance and storage of files. But in recent years, both financial and non-financial processes in banks have undergone a complete transformation. The banking sectors has shifted from manual to

computer-aided automated systems, which not only has reduced the processing time but resulted in better consumer satisfaction. HR department, thus, is playing multi-tasker by handling multiple roles at the same time, an information center, internal consultant, change agent, service provider, cost manager, business partner, facilitator, and a consultant.

Thus, need for a systematic yet automated system was required to streamline the banking function and processes. So in order to perform all functions banks need to ensure that they have an effective system to retrieve and manipulate all HR data, and here comes HRIS in picture. HRIS is continuously growing in banking sector because of effective role which banks are playing in socio-economic development. At the same time high expectations of the society from banking industry can only be met by integrated HR system. An effective HRIS makes sure that banks are hiring best people suitable for jobs, providing them with necessary training, ensuring sustainability of the employees, fair treatment with employees, high people strategies to meet the goals, rewarding by best compensation policies, etc.

HRIS plays a crucial role in the development of information technology for effective management of human resources functions and applications. The need and benefits for HRIS can be justified with the help of the following points:

- Effective management of human resources
- Growth and development of banking industry
- Coping up with legal and societal demands
- Integrating human resources data
- Keeping information up-to-date
- Better customer experience
- Satisfying employees by prompt HR services
- Improved budget management

Various **functions of HRIS in banking sector** are as follows:

- Reservoir of employee information.
- Source of information for recruitment and hiring.
- Maintenance of payroll of employees along with their leave record.
- Calculating and processing of employee benefits for all the employees.
- Record keeper of daily attendance.

- Smoothens the process of performance management by supplying all relevant information.
- Tracks the training and development session of employees
- Ensures data privacy and data security.

### 3.6 Six Components of HRIS

A human resource information system (HRIS) is a software package developed to aid human resources professionals in managing data. Human resource professionals utilize these systems to facilitate work flow, improve efficiency and store and collect information. Several companies offer HRIS packages to employers. HRIS packages can be customized to the specific needs and requirements of the employer.

Explained below are the various components of the HRIS.

#### 1. **Database:**

HRIS core offering includes a database to store employee information. HR professionals can input all personnel data into the system which can be accessed from anywhere, round the clock. Types of data that HR professionals collect in the database include compensation history, emergency contact information, and performance review. The core database can also be viewed as an online backup for paper files.

#### 2. **Time and Labor Management:**

Activities like time and labor management can highly time consuming. HRIS package allows employees to input their own hours worked and allows managers to immediately verify vacation requests, and the data is directly fed to the payroll. Time and labor management also improves the HR department's ability to track punctuality and attendance.



### **3. Payroll Function:**

Payroll function is yet another major component of a HRIS model. HR can easily download or unload employee hours, and issue cheques or payroll deposits to employees. Salaried employees can also be paid with substantially reduced risk of errors. The HRIS payroll software usually improve tax compliance for locations with multiple tax levels.

### **4. Benefits:**

Some HRIS employers allow employers to establish and maintain medical benefits and retirement investments through their software. Such applications allow employers to have one-stop shopping experience for all their human resources data management needs. Other HRIS packages facilitate medical benefits and retirement investment deductions for payroll but not the establishment of those benefits.

### **5. Employee Interface:**

Most HRIS packages allow for an employee to have limited user access. Employee users access a part of the database where they can update their personal information, review pay scales, change retirement benefit programs, update direct deposit information or download benefit election documents.

### **6. Recruitment and Retention:**

Finally, it can be said that recruitment and retention are the most important components of HRIS. It goes without saying that it is the anchor of all HR policies and systems. Finding new talent, acquiring them, keeping them engaged and finally being able to retain them are the major task of a HR person. HRs also have to ensure that employees are not only able to do their work, but they are also provided with the required training; receives proper compensation and benefits from the organization.

# **CHAPTER 4: HUMAN RESOURCE MANAGEMENT OF SOUTHEAST BANK**

Southeast Bank Limited, since its inception, has placed equal emphasis on all the four key functions of the process of HRM-acquisition, development, motivation and retention. The various programs undertaken by the Southeast Bank to enrich the equality of human resource are mainly aimed at increasing professional knowledge and skill levels of employees through training and development, in order to form a well-equipped work force for providing excellent services to the customers. Moreover, top executive of the Bank are frequently send abroad for enabling them to know the functions and mechanisms of financial, money and security market of the developed countries and also exploring business opportunities. Quit a large numbers of executives and officers of the bank have so far been trained at Bangladesh Institute of Bank Management (BIBM), Bangladesh Bank Training Academy (BBTA) etc. covering divers areas of the financial system including commercial banking as carefully selected are largely concerned around core banking issues like credit management, international trade, treasury management, audit inspection, loan review & monitoring and project management. In a nutshell, Southeast Bank is highly concerned about its Human Resource Management System.

## **4.1 Human Resource Department of SBL**

Human Resources Division is one of the most important parts of any organization. This is the department that deals with the whole manpower planning of the organization and without proper manpower planning an organization will not able to work in a smooth manner. So, it is very important for any kind of organization to have a good solid Human Resource Division. The formal Human Resources Department (HRD) of Southeast bank Limited helps to introduce fair and consistent Human Resources Management (HRM) policies and practices throughout the organization to deal with its present and potential workforce. This department is one to the most important and busy department of SBL. This division plays a vital role in the staffing part of the management strategies of the bank as well as complying all the aspects of HRM.

The division is headed by a Vice President and sub-headed by an Assistant Vice President. Altogether approximately 25 employees work under the supervision of two heads of the department. These employees have a very friendly relationship between them and work hard

towards the betterment of the bank. Most of the employees are very much suitable for the kind of job they are performing in this department which helps the bank to be more efficient.

The major functions of this department are described as follows:

### **Hiring and Recruiting:**

One of the primary functions of the human resources department is to oversee hiring and recruiting within an organization. The department actively recruits, screens, interviews and hires qualified candidates for open positions. The department administers skills assessment and personality tests to match candidates with the right job within the bank.

### **Training and Development:**

The human resources department handles the training and development of staff within an organization. It creates training programs and conducts training for new hires and existing employees. The human resources department also works in conjunction with department managers and supervisors to determine the training needs of employees. They are also responsible for contracts with training providers and monitoring training budgets.

### **Manpower Planning:**

This is the most important and major work of the Human Resource Department. The whole efficiency and proper distribution of Human resource to each and every department of the bank is carried out by this division. So it is very important that the manpower planning of any organization is up to the standard. This department plans, distributes, organizes all the activities related to manpower of the Bank. One of the most important jobs of this department is to forecast the need for manpower for the coming year and update the need of manpower position of the bank all the time.

### **Records of Employees:**

The record of each and every employees of the bank are kept and updated by this department. This is because this department looks after the manpower of the bank and deals with the

promotion and that is why it is necessary to keep all the records of the employees from joining the bank till retirement or resignation.

### **Handling Compensation:**

The human resources department is responsible for various aspects of employee compensation. The department typically handles employee payroll and ensures employees are paid accurately and on time, with the correct deductions made. Human resources departments also manage compensation programs that include pensions and other fringe benefits offered by the employer.

### **Employee Benefits:**

The human resources department manages all aspects of employee benefits, including health and dental insurance, long-term care or disability programs as well as employee assistance and wellness programs. The department keeps track of employee absences and job-protected leave, such as family medical leave. Human resources department representatives ensure employees receive the proper disclosures regarding benefit eligibility or if benefits are no longer available because of a layoff or termination.

### **Employee Relations:**

The human resources department handles employee relations matters within the bank. Employee relations involves employee participation in different aspects of banking activities. The department maintains the relationship between employees and management by promoting communication and fairness within the bank. The department also handles disputes between employees and management.

### **Legal Responsibilities:**

The human resources department is responsible for interpreting and enforcing employment and labor laws such as equal employment opportunity, fair labor standards, benefits and wages, and work hour requirements.

## 4.2 Recruitment Policy of Southeast Bank Limited

### **Recruitment Procedure:**

1. All appoints to the service of the bank shall be made by direct recruitment as per recruitment policy/criteria or by promotion as may be approved by the bank management/board of directors from time to time.
2. Recruitment procedure follows evolving an appropriate manpower planning approach in a particular period/year in determining the movement of the bank from a particular position to the desired position ensuring the right number and right kind of people at the right time.

### **Qualification for Appointment:**

No person shall be appointed in the service of the bank:

1. If the applicant is not a citizen of Bangladesh provided that this may not apply in the cases of employees engaged abroad or in the cases where the Board has allowed specific exception.
2. Unless a qualified medical practitioner (approved by the bank) has certified the applicant, to be mentally and physically fit for service.
3. If the applicant has been dismissed, removed or services have been terminated for the reasons reflecting his or her non-integrity, dishonesty or immorality.
4. The age limit of the applicant should be within the range of 18 to 30 years. Candidate's age limit may be relaxed at the discretion of the management or board.

### **Recruitment Criteria/Policy for Fresh Entrants:**

Criteria for appointment of all categories of employees shall be determined by the Bank Management / Board of Directors from time to time. The Bank shall give priority consideration for recruitment of fresh graduates ready to accept challenges of banking career.

### **Marks Distribution:**

The distribution of marks to be followed by competent authority or selection committee is as follows:

<b>Education</b>	<b>24 Marks</b>
<b>Written Test</b>	<b>40 Marks</b>
<b>Interview Performance</b>	<b>36 Marks</b>
<b>Total</b>	<b>100 Marks</b>

### **Required Educational Qualification for Different Positions:**

- i. For any direct recruitment in the operational cadre as in case of experienced ones, minimum educational qualification requirement is graduation.
- ii. For any direct recruitment as in case of fresh candidate's minimum educational qualification requirement (if not otherwise stated) is as under:

#### ***(a) Management Trainee:***

1. The applicant should have BBA/MBA degree from a reputed educational institution with a minimum of 9 (Nine) points for BBA and 11 (Eleven) points for MBA throughout the academic qualification with no 3<sup>rd</sup> (third) Division/Class in his/her academic record according to the grading policy.
2. Minimum CGPA 3.00 or above from IBA/NSU/BRAC or any other reputed/recognized/local/foreign University as may be deemed fit by the Bank management/board from time to time.

#### ***(b) Probationary Officer:***

The applicant should be at least a Master Degree holder in Commerce, Economics, Statistics, Mathematics, Physics or English from a recognized educational institution with minimum 10 points. No 3<sup>rd</sup> (third) Division/Class shall be accepted.

#### ***(c) Trainee Asst. Officer (General):***

1. The applicant should have a Master degree from a recognized educational institution.
2. Minimum 8 (eight) points are required.

***(d) Trainee Asst. Officer (System):***

1. The applicant should have a Master Degree from a recognized educational institution.
2. Minimum 8 (eight) points are required.
3. The candidate should have sound knowledge in computer.

***(e) Computer Trainee:***

1. Graduation with minimum 6 (six) points.
2. The candidate should have computer knowledge in PC operation.

***(f) Cashier Trainee:***

- Graduation with minimum 6 (six) points.

***(g) Messenger:***

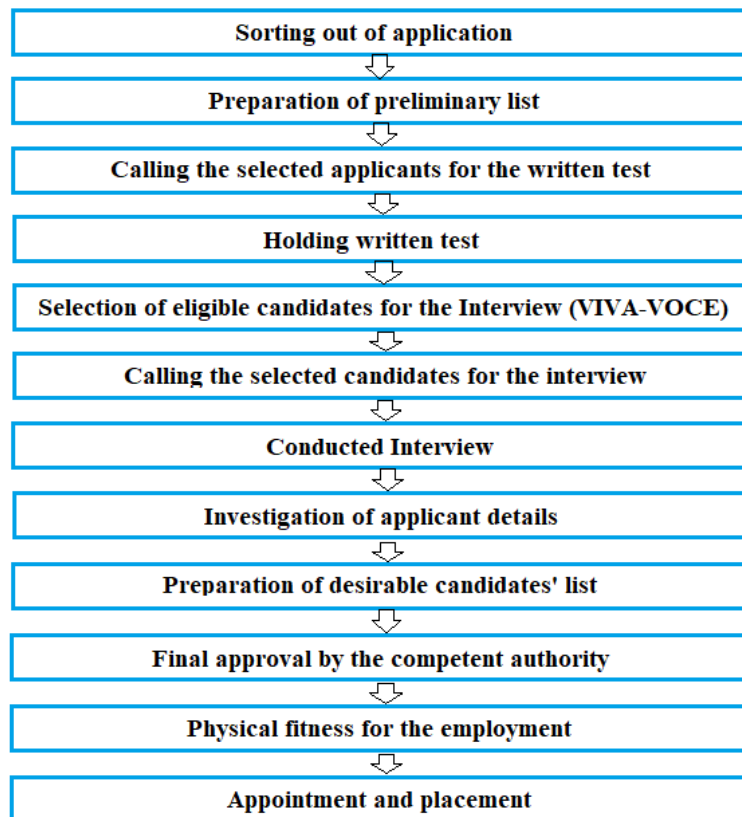
- Minimum S.S.C.

**Recruitment Criteria for Experienced Bankers (Lateral Entrants):**

As per recruitment policy of the Bank, experienced Executives/Officers may be appointed from time to time, after proper recruitment of the application received from the eligible candidates. The Management/Board of Directors may directly interview them.

### 4.3: The Selection Process of SBL

A general flow-chart of the selection is shown below:



The steps in the selection process that are followed are discussed in brief:

#### 1. Advertisement and Application Collection:

The Bank usually advertises in the daily newspapers for the purpose of external recruitment and also collects CV that is dropped by different individuals regarding job in the Bank.

#### 2. Sorting out of Application:

Applications that are collected are sorted according to the recruitment criteria and the others are rejected that doesn't fulfill the required criteria.

#### 3. Preparation of Preliminary List and Issuing Interview Cards:

After all the applications are sorted out, the information regarding each and every applicant is inserted in the computer and a database is made combining the entire



potential candidates. When all the information is properly inserted, interview card is issued for every interviewee in order to call the applicant for the written test.

**4. Announcement of Written Test:**

The applicants who are sorted out and listed, the interview card are send to those candidates and are informed to sit for a written test.

**5. Commencement of Written Test:**

The candidates have to appear for a 40 marks written test based on Genera Aptitude along with General knowledge, Mathematics and English. The candidates securing 60% mark in this written test will qualify for the interview. A list of all the candidates will be made who qualified for the interview. In the case of recruitment of experienced bankers, the Management will directly interview them. They don't have to sit for any written test.

**6. Interview:**

The candidates who qualified in the written test are the ones who sit for the interview. The interview consists of 36 marks. These 36 marks are distributed in 5 parts, 7 marks for Appearance and Personality, 8 for Knowledge and Related Field/Subject, 7 for General Knowledge, 7 to test the Analytical skill of the candidates and 7 for communication skills which is very important for any kind of job and for the proper flow of information.

**7. Background Investigation:**

The candidates who showed satisfactory performance in the interview are again sorted out and then their backgrounds are investigated by contacting their former employer, referees, verifying their educational background shown on their application and etc.

**8. Preparation of Desirable Candidates List:**

After the backgrounds of the candidates are thoroughly investigated, the most suitable and desirable candidates are selected for the required posts.

#### **9. Final Approach by the Management:**

After the list is prepared, a further formality is required. The Management finally approves the list in order to recruit the candidates for the required posts.

#### **10. Physical fitness for the Employment:**

After preparing the desirable candidates for the job, selection board check the physical condition of the candidates if he or she is capable for the job.

#### **11. Appointment and Placement:**

This is the final step in the selection process. The successful candidates in the preceding steps are finally offered for appointment. They are formally offered by an appointment letter for the particular post where all the details regarding payment and other things are mentioned. After the candidate accepts the appointment letter, he/she is finally placed in the vacant position of different department or posted to the branches where the recruited person finally starts his/her official duties.

### **4.4 Actual Recruitment Policy in Practice**

It is very hard to find an organization that follows the exact procedure that is written in the policy. In the same manner, SBL doesn't follow the exact procedure that is written in the policy guide. The actual recruitment procedure is somewhat different from the written one. The actual situation of the recruitment is shown in this section:

#### **Determining the need for the recruitment:**

Different division and branches of the Bank determine the requirement of manpower at the beginning of each year by Manpower Planning Process. The required number of employees depends on workload, on the volume of deposits and the volume of business.

At the beginning of each year, all the divisions and branches of the Bank are asked by the Human Resources Division to provide with a chart that will show the existing situation of the workforce and the required workforce for the particular division and the branches.

### **Vacancy factors:**

For different levels, different number of posts has to be vacant before the bank Management proceeds for recruitment. For the higher level in the hierarchy, the Bank recruits personnel if 1 or 2 posts are vacant. As the level goes down, the number of vacant posts on the basis of which recruitment is made usually increases. The number, however, is not fixed and changes from time to time.

For example, if the posts of MD, DMD, SEVP, EVP or VP are vacant, persons are recruited in each post only for one vacancy. These posts are mainly filled by promotion from within and if necessary by lateral recruitment.

For the posts of SPO, PO, EO and etc. more than 5 posts have to be vacant before the Bank goes for recruiting new people. These posts are mainly filled by the combination of internal and external recruitment.

For the entry-level posts such as Management Trainee or Trainee Assistant Officer and etc. the Bank goes for recruitment if more than 10 posts are vacant. These posts are filled by external recruitment.

## **4.5 Determining the Source of Recruitment:**

The Bank for the purpose of recruitment uses different sources. The source varies for recruiting personnel for different level/posts. Advertisement is generally used for recruiting people for all levels while head hunting is used only to recruit upper level experienced bankers. The sources used by the bank for the purpose of external recruitment are given below:

### **Advertisement:**

The use of this source of recruitment is very limited. Advertisement is generally used to recruit min or entry-level fresh entrants and when there is a need for quiet a few numbers of people. But announcement of recruitment for any level/post may be made through advertisement but that depends totally on the decision of the Management. As in advertisement, it is always not possible to give all the details about the particulars that are required for the post, the Management does not encourage it.

### **Pending CV:**

This source is the most common course of recruitment especially for the lower level fresh entrants. CVs are collected or it comes to the HRD throughout the year without any announcement as it is a common way for people to get a job in any organization. People who seem to be eligible are called for written test and may be interviewed when there is a need for manpower.

### **Interns:**

Interns of the bank are also a source of recruitment. But this type of recruitment is very rare and it only happens when there is an immediate need for people and if the intern is very much efficient and skillful and has prior job experience.

### **Walk-in Interview:**

For recruiting upper level and mid level experienced bankers the Bank announces to attend walk-in interviews. It is usually done when there is an immediate need of people and it also takes a very short time. Recently SBL has introduced Islami banking and most of the people who are appointed for these Islami banking branches have been recruited through walk-in interview.

### **Head Hunting:**

Upper level experienced bankers are usually recruited by this source. Bankers from other banks are offered attractive posts with attractive compensation packages because it is very hard to attract experienced bankers from other banks if proper post and good compensation package is not offered.

### **Recommendations/References:**

Lower level and mid level fresh entrants are recruited mainly through this source. It is one of the most common and highly used sources in recruiting people for different posts. CVs that are

pending and have recommendation are also given more preference than others. Bottom level employees like messengers and Guards are mainly recruited by the help of this source.

## **4.6 Training and Development of SBL**

The career that is chosen will be the gateway of future direction towards success. So, it is better to start with a reputed learning environment which will ensure smooth career progression. Southeast Bank Limited provides such learning environment, career development strategy, scope for development of individual talents. In SBL they offer an excellent atmosphere and competitive compensation package in a way that always match our employees' desires. In an exchange of all the above mentioned, it looks for individuals with education, team-spirit, work driving force for professional excellence, creative approaches who can produce in desired result.

There is a training institute of Southeast Bank Limited located very near to the Head Office at Motijheel, Dhaka. The training institute is supervised by the SBL's top management and a group of highly qualified trainers who are there to train and develop employees from time to time.

Mainly, after finishing recruitment and selection process each & every employee has to go through a compulsory foundation training course (FTC) considering official level like probationary officer, junior officer, trainee assistant officer. Weeklong FTC for junior officer, 15 to 30 days of FTC for probationary officer and 3 to 4 days of FTC for trainee assistant officer. Normally, 20-25 new employees in a group are trained in a group. The objectives of the foundation training course are to get employees familiarized with SBL & service rules. These are some courses of foundation course as in The NI (Negotiable Instrument) Act 1881, core banking system of SBL, ICT security management & security awareness in banks, customer services through service excellence guidelines of SBL, common lapses/irregularities in banking pointed by internal and external audit team. In every month for existing employees of SBL training institute also arranges training programmes on different banking related topic or new topic circulated by BFIU or Bangladesh Bank for reviving and expanding banking knowledge.

There are various bank related course trainings are arranged. Some of them are such as-

Information and communication technology system, audit and security awareness training, legal issues related to banking operations, Islamic banking business operations, Comprehensive credit policy of bank, export finance assessment and monitoring etc.

After every training program employees are evaluated by examination and the results are recorded by HRM for any kind of job promotion and employees are always encouraged to give marks & their opinion about training course for betterment of the training method.

For development part nowadays SBL arranges special EQ (Emotional Intelligence) training course offered by Workplace Skills Development Academy (WSDA), New Zealand. The objectives of this program are to motivate participants to design necessary strategies to achieve the desired success in the life and to have vision of becoming total banker who will have different types of knowledges, skills and ability to manage versatile risk banking.

## 4.7 Training Activities of Southeast Bank Limited

Southeast Bank Limited always focuses great emphasis on training and development of its employees. That's why Southeast Bank Limited has its own training institute with a dedicated HR people who are arranging trainings for the employees of SBL. Southeast Bank Limited believes that only employees must provide better service if they are trained well. The HR department wants to ensure a dedicated team of well trained employees who can serve the customers as well as the bank by their expertise. Different types of trainings are offered to the employees according to the bank rule. Most of the trainings are regarding banking activities and the trainings are well structured.

Trainings that are offered from Southeast Bank Limited to its employees:

1.	Foundation Course	2.	General Banking
3.	Foreign Trade Payment & Finance	4.	Credit Management
5.	SME Financing	6.	Islamic Banking and Finance
7.	Banking Laws and Regulations	8.	Anti-Money Laundering Policies
9.	BASEL-II Implementation	10.	IT Securities and Information System in Bank
11.	Customer Service Intelligence	12.	CIB Reporting
13.	SBS I, II & III	14.	Credit Risk Grading
15.	Cash Management	16.	CRM Manual
17.	UCPDC – 600	18.	SWIFT
19.	Prevention of Malpractices in Bank	20.	Presentation of Malpractices in Bank
21.	Retail Banking	22.	Treasury Operation
23.	House Keeping	24.	Workshop for Problem and Solving as per Department Requirement
25.	Detection, Disposal of Forged & Multilated Notes	26.	Loans and Advances Reporting for Submission to BB
27.	Internal Contril Risk Management	28.	Foreign Exchange Risk Management
29.	Foreign Exchange Regulatory Act-1947	30.	Basic Accounting Concept for Bankers
31.	Assets and Liabilities Risk Management	32.	Training at other Institutes

## 4.8 Methods of Employee Training in SBL

Southeast Bank Limited follows both On the Job and Off the Job training methods for its employees.

### On the Job Trainings:

1. **Job Rotation:** In Southeast Bank Limited, employees move to various position in the organization in an effort to expand their knowledge, skills and abilities.
2. **Assistant to Positions:** Employees at Southeast Bank Limited with potential sometimes work under successful managers often in different departments of the banks; this helps the assistant to get successful virtues from the superiors.
3. **Committee Assignment:** Committee assignment can allow the employee to share decision making, to learn by watching others and to investigate organizational problems. Southeast Bank Limited arranges committee assignments for its employees and the bank allows its employees to express their best toward the organizational development by individual potential.

### Off the Job Trainings:

1. **Lecture Course and Seminar:** SBL arranges trainings for its employees at its own training institute. The Trainers use lecture courses and seminar to train the employees.
2. **Business and Management Games:** According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of the bank. They will discuss and decide about various subject like service, promotion, pricing etc. This gives result in cooperative decision making process.
3. **Case Study:** This helps to simulate decision making situation that trainee might find on the job. The trainee must make certain judgement and identify possible solution to the problem. This training is very much important for the top management employees. By this training, they learn about the real hypothetical circumstances.



## 4.9 The Conditions of Leave

### **Privilege Leave:**

Disability leave may be granted by the Board to an employee who is disabled by injury inflicted or caused in accident.

### **Maternity Leave:**

Every employee shall earn privilege leave on full pay after completion of one year service 1/13th of the period spent on duty i.e, 1 (one) day for every thirteen days of duty and the leave shall be credited to his leave account on first day of joining and the maximum that can be accumulated shall be 90 days.

### **Casual Leave:**

Casual leave means a leave of absence for very short period of days, granted to an employee who may be unable to attend duty due to sudden illness or urgent private/family affairs.

### **Study Leave:**

On completion of period of three years of continuous service in the Bank employee may earn study leave without any pay and allowances for a period not exceeding two years may be granted by the Board to an employee to enable him/her to study considered useful for his/her services under the Bank.

### **Mandatory Leave:**

Mandatory leave may be granted by the board to an employee for his mental refreshment and recreation. Duration of this leave is 15 to 20days. This kind of leave helps an employee to get his work done properly and creating job satisfaction.

## 4.10 Pay and Allowance

The scale of pay and other allowances of officers and employees of the bank are prescribed by the Competent Authority from time to time. The initial pay of an employee appointed or promoted to the higher post are ordinarily fixed at the initial stage of the scale of pay of the post to which he promoted or appointed. President and Managing Director to Banking Officer the salary breaks down are Basic pay, House Rent Ceiling, Conveyance Allowance, Medical

Allowance and Entertainment Allowance. Here House Rent Ceiling is 54%, Conveyance Allowance is 26%, Medical Allowance is 10% and Entertainment Allowance is 10% of basic salary. Tellers and Trainee Officers are got Consolidated Salary only, because they are on provision period. Top level Officers from President and Managing Director to First Assistant Vice President (FAVP) got extra charges like House Maintenance, Utilities and Car Maintenance. Deputy Managing Director (DMD) and Senior Executive Vice President (SEVP) got Electricity, Gas, Telephone and Domestic Aids also. President and Managing Director to Executive Vice President (EVP) got direct car from the bank. From Senior Vice President (SVP) to First Assistant Vice President (FAVP) got Car Loan facility. And President and Managing Director to First Assistant Vice President (FAVP) got House Loan also. These loan special for bank staff only, and the name of these loan are Staff Car Loan, Staff House Building Loan. The bank takes only 7% interest on these loan. Group Insurance facilities will get the entire confirmed employee. This insurance basically health insurance and will get facilities on only hospitalization.

#### **4.11 Promotion Policy**

1. Promotion may be considered for the highly deserving employees having satisfactory performance and service record.
2. Promotion is not a matter of right. It has to be earned by merit and performance.
3. Employees having adverse ratings in performance appraisal form/ACR or under disciplinary action may not be considered for promotion/cadre chance.
4. Promotion or change of cadre usually may take place once in a year to be effective from 1<sup>st</sup> January of each year.
5. Promotion may take place subject to availability of sanctioned post in the higher grades.
6. Individuals may be promoted on the basis of following consideration:
  - i. The eligible employees will be evaluated on the basis of standard performance appraisal form.
  - ii. Individuals evaluated as outstanding or very good may only be considered for promotion.
7. For consideration of promotion minimum qualification require is graduation.

8. Bank may consider accelerated Promotion / cadre change of any employee irrespective of fulfillment of promotion / cadre change criteria but having outstanding performance or service records and making significant contribution to the causes of the Bank.
9. Individuals evaluated as outstanding but could not be considered for promotion/cadre change because of non-fulfillment of promotion policy/ criteria may be allowed one or more than one performance increment provided the employee fulfills the criteria for annual increment in a particular financial year.

**10. Initial Pay:**

- (i) **Initial pay on promotion:** The initial of an employee promoted to a higher post shall be fixed at the minimum of the scale of the higher post: Provided that if his pay in the lower post is equal to or higher than the minimum in the scale of the higher post to which he is promoted, his pay in the higher post shall be fixed at a next stage above his pay in the lower post.
- (ii) **Initial pay on cadre change:** The initial pay of an employee Cadre Change to a particular post shall be fixed at the minimum of the scale of the new post: Provided that if his pay in the present post is equal to or higher than the minimum in the scale of the new post to which he is Cadre Changed, his pay in the new post shall be fixed at a next stage above his pay in the exciting post.

# CHAPTER 5: HUMAN RESOURCE INFORMATION SYSTEM OF SOUTHEAST BANK

## 5.1 Usage of HR Software

Southeast Bank Limited has fully automated Human Resource Information System (HRIS). From an employee start to end they keep all records in their information system. The software is used by HR department of Southeast Bank Limited called it **HRMS**. SBL uses Human Resource Management System software as Human Resource Information System. This software is provided by **LEADS Corporation Limited**, a leading software development company, offering software development, software products, offshore software development, professional outsourcing and software consultancy. HR department maintains all of its employees data and records by this software. Various functions performed by this software are:

1. Parameter Setup
2. Office Time and Holiday Declaration
3. Employee Profile Setup
4. Attendance
5. Leave Management
6. Transfer
7. Salary
8. Pay Scale
9. Role Assign/Withdraw
10. Security Management
11. Increment/Promotion
12. Training
13. Desk Change
14. Department/Division Head

## 5.2 Functional Forms of HRMS Software

The functional forms that are used through HRMS software are briefly discussed below:

**1. Parameter Setup:**

The function Parameter Setup means setting up parameters for payroll calculation, payroll groups, rates and dependencies for payroll calculation, payroll profiles, pay types, funds, working days, goals, target objectives, and reward payout frequency.

**2. Office Time and Holiday Declaration:**

Office hours of the employees and holiday schedule are prepared by HRMS software. All banking activities of the Bank are closed on all Fridays and Saturdays. Total office hours, overtime, working hours in a week, working days in a month, national public holidays, bank holidays, general holidays are maintained and control in this form.

**3. Employee Profile Setup:**

Employee profile setup form is used for recording data of employees. It includes personal information of employees, department, branch, designation, grade, zone, compensation, leave, address, education, ACR, increment etc. Human Resource Department has no rights to delete any entry. If they entry and save any wrong information then they have to contact the IT Department to delete the entry. So they have to be careful about entering and saving any entry.

**4. Attendance:**

This form is used for regular time tracking and attendance management. SBL trigger this function to manage absence, and make sure it won't affect their regular line of work. Certain solution will also monitor accrual and usage of PTO and sick days, or provide rules-based mechanisms with alerts and notifications. Electronic timesheets make payroll and time tracking smooth.

**5. Leave Management:**

This form is used to maintain leave information. If any employee apply for leave then this form is used. The needed information for this form are type of leave, date of apply, employee id, department, designation, branch, leave start to end date, propose of leave

and also leave balance. Only Senior Executive Officer has right to use this form and he approved this form. After approving leave in this form, this information will directly affect the employee master file. From employee master file it is easy to find how many time he takes which leave. There are various types of leave that are granted by HR department. Those are:

- Casual Leave
- Privilege Leave
- Sick Leave
- Maternity Leave
- Mandatory Leave

**6. Transfer:**

Employee transfer form is used to record the transfer information of any employee. Employee transfer is a process of horizontal movement of an employee, wherein there is a change in the job, without any revision in the remuneration and modification of responsibilities. Transfer can be temporary or permanent, and it is initiated by any of the two. Sometimes, it also includes promotion, demotion or even no change in the status and responsibility. This form is made and authorized by HR department.

**7. Salary:**

Salary form is used when initial salary is recorded for specific designation. Only these data are inserted and updated based on the decision of top level management or administrator. Sometimes top level management need to know employees pay scale structure because decision on increment salary depend on this information. Here, user need not calculated total salary which composed basic salary, house rent, conveyance allowance, medical allowance then automatically total salary will be recorded. Salary may include base salary, gross salary, benefits, and total compensation.

**8. Pay Scale:**

Pay scale or salary structure form is used to determine how much an employee is to be paid as a salary, based on one or more factors such as the employee's level, rank or status within the Bank, the length of the time that the employee has been employed, and the difficulty of the specific work performed. Pay scale is updated based on the decision

of top level management. Pay scale form is made according to the employee's rank, designation, job grade, load of work etc.

#### **9. Increment/Promotion:**

This form is used to entry Increment, New Pay Scale, Promotion etc. In promotion change the designation and compensation. In new pay scale and increment change the compensation. That's how this information will affect the employee service record. Hr need to change the amount of salary beside changing status of designation. Also, increment purpose the new amount of taka need to input or reentry in each and every employee's increment profile. Here, the graphical presentation shows how an employee's designation changes and the employee get how much Increment, New Pay Scale, Promotion in his/her service life. This information will also affects the ACR. HR department don't have right to delete the entered data. To update the compensation this form is used. In promotion, increment, new pay scale the compensation will definitely be changed.

#### **10. Role Assign/Withdraw:**

This form is used for assigning or withdrawing of role of an employee. It is one of the most vital dunction of the software. For changing role of an employee or withdrawing from the role, it requires employee's name, employee ID, designation, department, which role he/she is going to perform or he/she has been resigning from any responsibility. An employee has to perform his role according to his responsibility.

#### **11. Security Management:**

This section is used for data security of the employees. The Bank has thousands of employees personal information and data in their server. Those data and information are recorded by the HRMS software. HR department also provide data security through this software. HR department ensures security management by-

- limiting access to information
- using security protocols
- frequent system password changing
- having disaster recovery plan
- enabling time out feature etc.

**12. Training:**

Training form is used when an employee take one or more training from office or some time any employee has taken any training from any certified organization or non-certified organization. This form is needed to add, modify and enquire the employee's training information. Only administrator can entry more training information for any specific employee. They preserve all kind of training svhedule and document through HRMS. All data which are added for any specific employee are in tabular format.

**13. Desk Change:**

HR department needs to change the employees' desk sometimes. It may be done to because of the employee's psychological factor or metal satisfaction. Work space is important to employees productivity, mood, and what they can get accomplished in the office. Changing desk of an employee may be done in a particular department, inside a room, flolor or a section. Changing of desk helps an employee to avoid distraction, improve collaboration, stay focused, and be more productive. This form includes employee name, designation, department, current desk and changed desk number.

**14. Department/Division Head:**

Department Head or Division Head is a person who has responsibility for a particular department or division. Top level management decides who will play the role of Head of a department or division. Sometimes, an employee may play dual role in Bank. He/she may be a senior officer in the corporate branch, also a division head. This form includes and records the role and responsibilty of a department or division head and the personal details of the head.

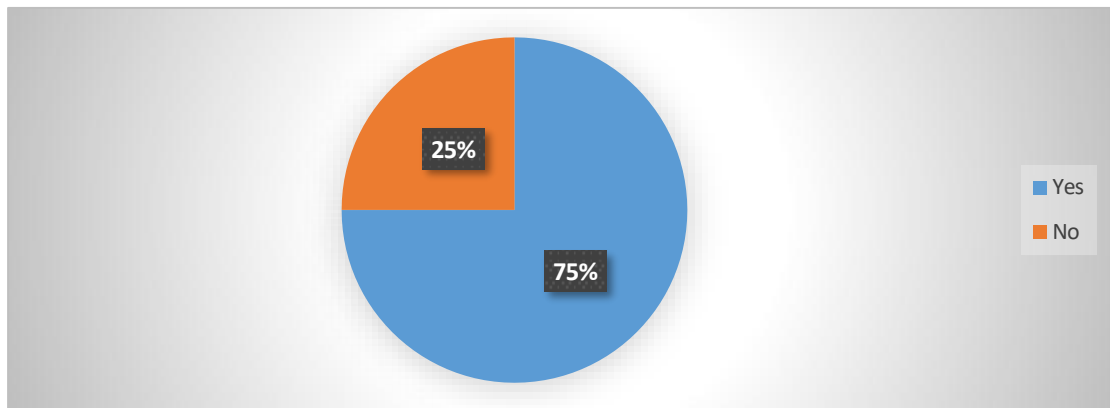


# CHAPTER 6: FINDINGS & RECOMMENDATION

## 6.1 Questionnaire Survey

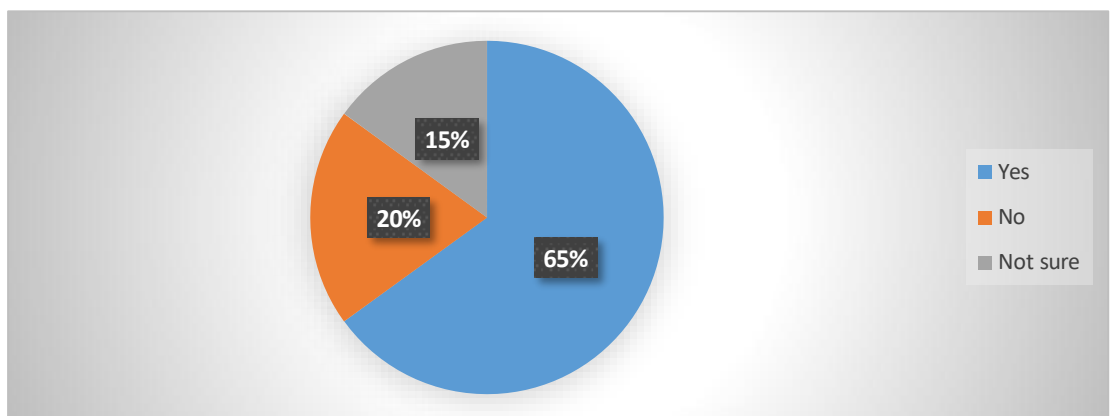
This study conduct a questionnaire survey of 15 questions with the factors of employee satisfaction by using HRIS software in SBL with the help of Likert Scale of 14 respondents by using random sampling method. Frequency table and different types of charts are used to show the survey outputs.

### 1. Do you think your Company's HR policy is efficient for the employees?



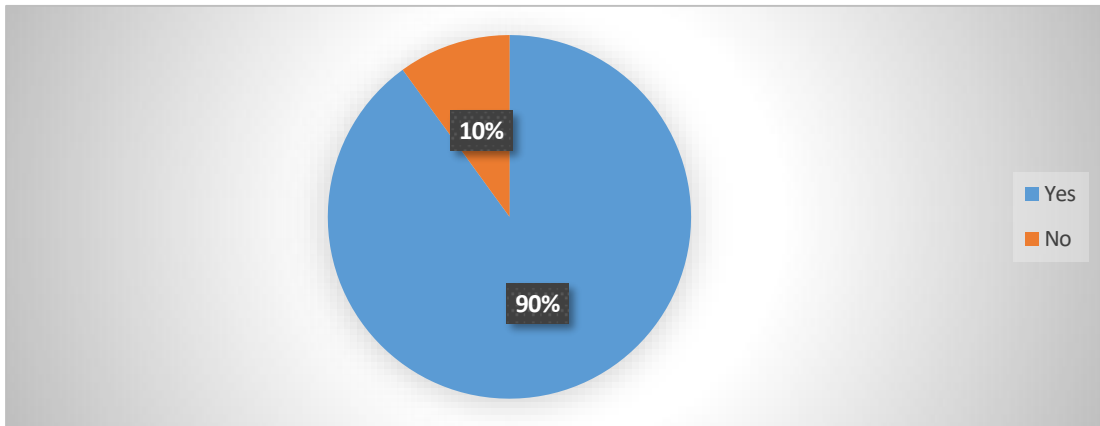
About the HR policy almost 75% responded with high appreciation and only 25% answered negatively.

### 2. Do they follow international HR standards?



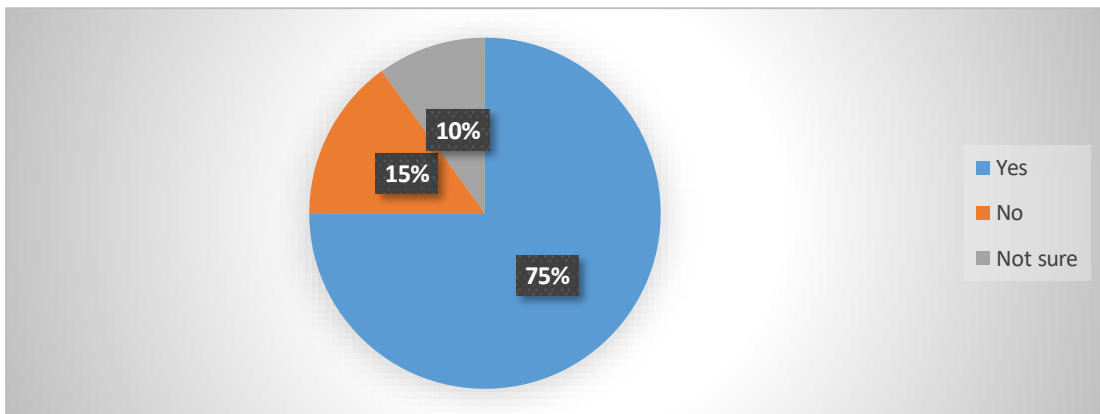
About the following international HR standards, 65% responded positively and 20% answered negatively.

**3. Are the HR procedures fulfilling the all requirements policy?**



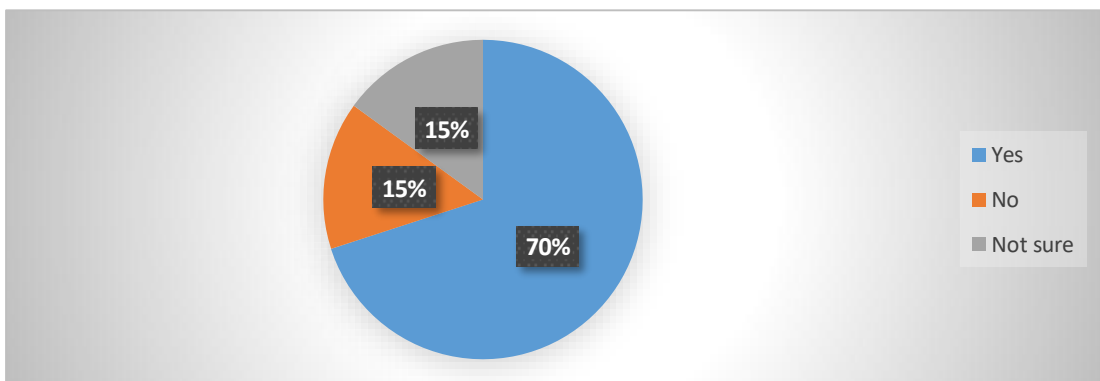
Maximum of the employees (90%) agreed that the procedures fulfilling the all recruitment policy and rest (10%) stand in opposite side.

**4. Is the management satisfied on the employees?**



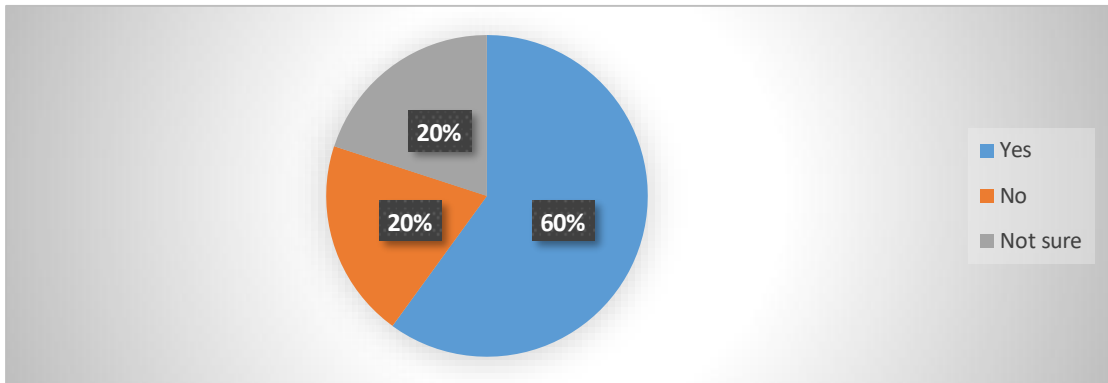
63% thought that the management is satisfied on the employees, 26% was negative and the rest 11% not sure.

**5. Do you think the software is enough efficient for the employees?**



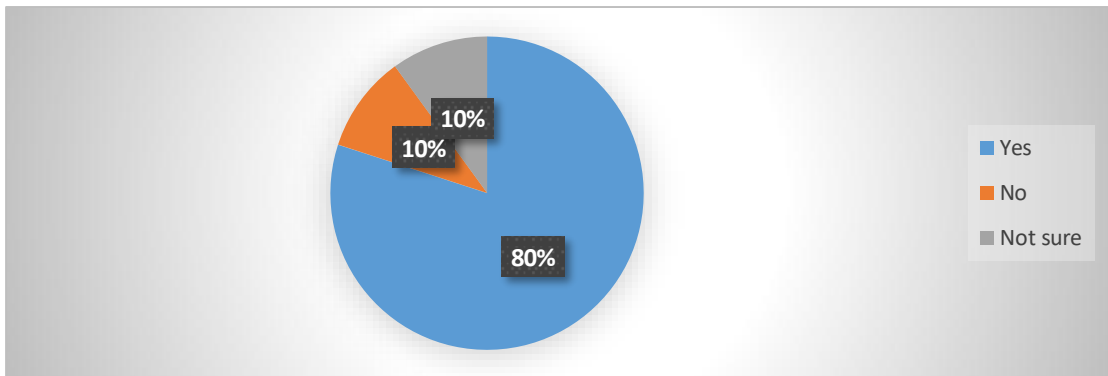
70% of the employees thought that the software is enough efficient for the employees, 15% responded negatively and other 15% not sure.

**6. Do you think the information system is comfortable to you?**



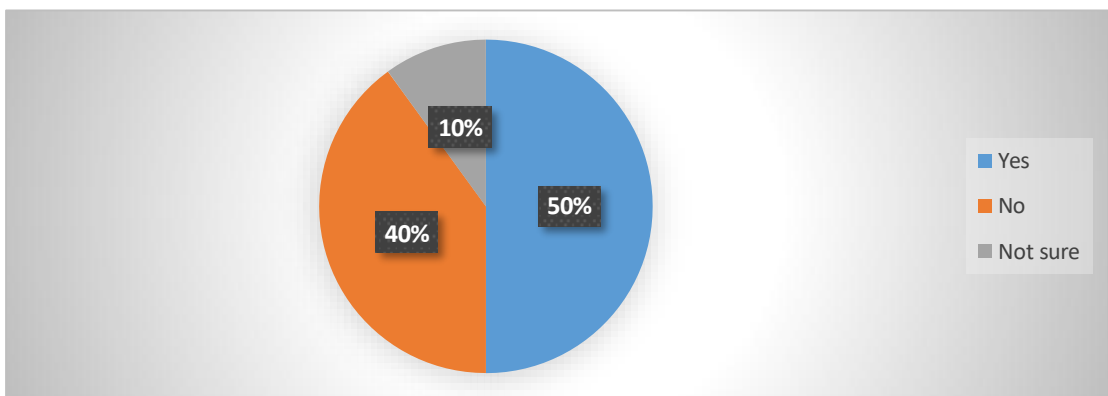
Maximum number of employees (60%) liked the present information system, 20% did not like and rest were not sure.

**7. Do you receive and enter HRIS information via a database program?**



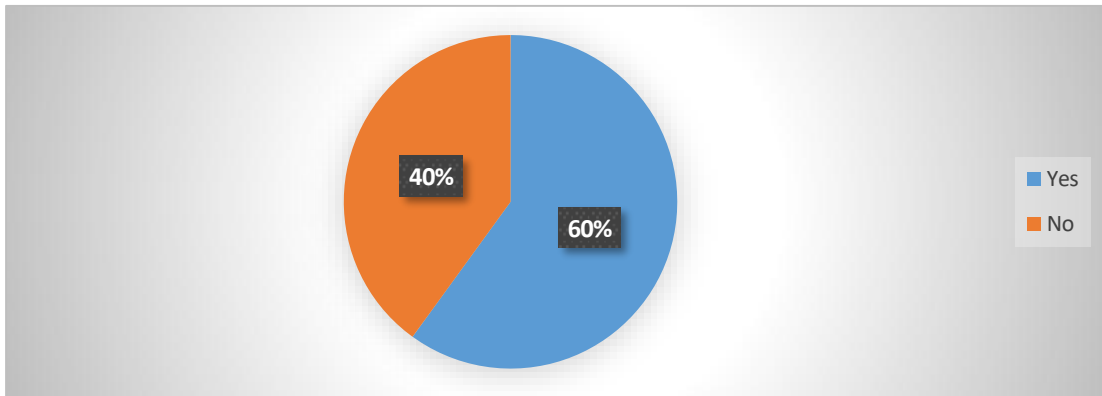
80% said they receive information via database program, 10% responded negatively and other 10% were not sure.

**8. Is this information system competitive?**



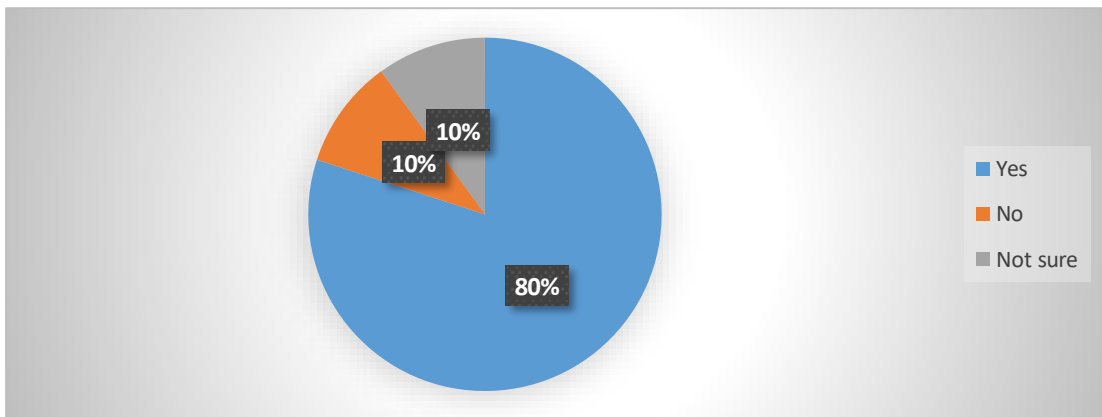
Half of the employees thought that the information system is competitive (50%) and 40% thought not.

**9. Is the software adequate to perform all HR activities?**



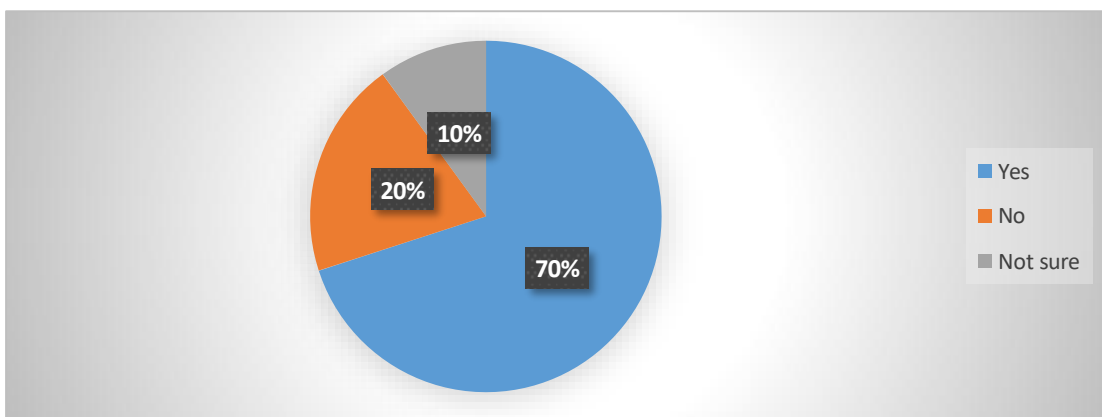
About 60% of employees think that the software is enough to perform and other 40% denied.

**10. Is the software cost effective?**



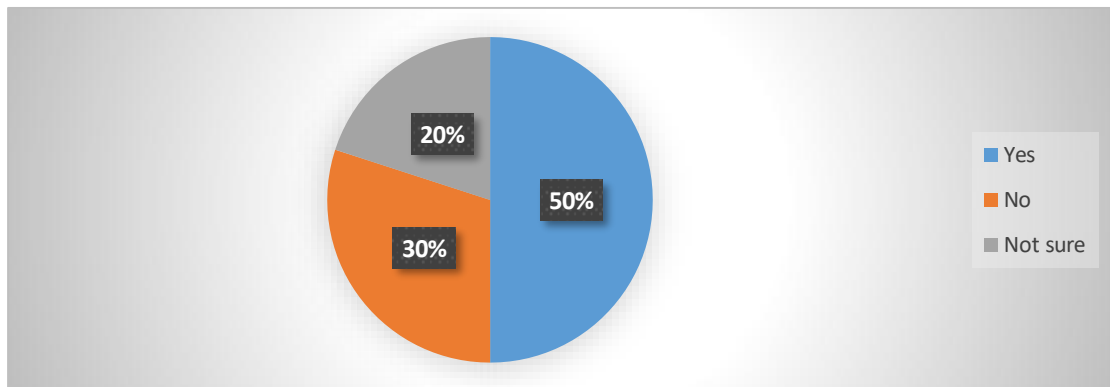
80% of employees think that the software is cost effective.

**11. Do they have a technical support person/team for this HRIS application?**



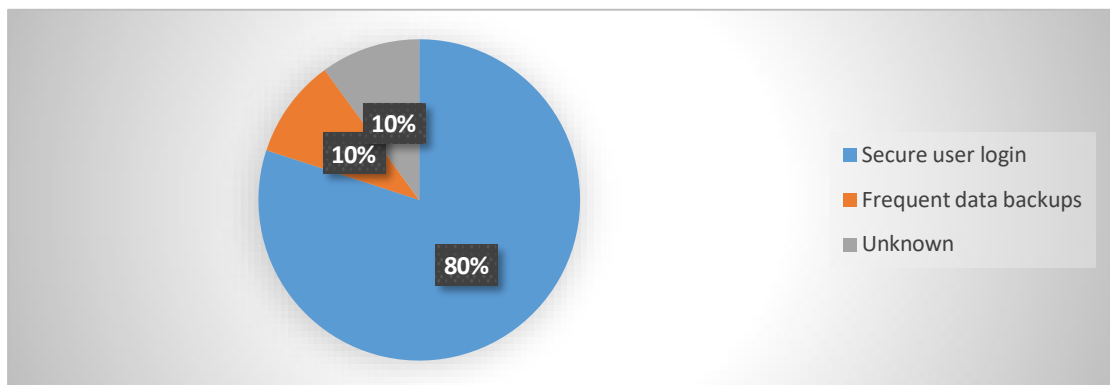
About the technical support, 70% of employees responded positively, 20% responded negatively and 10% was unsure.

**12. Are updates or changes made regularly to this HRIS software based on the feedback received?**



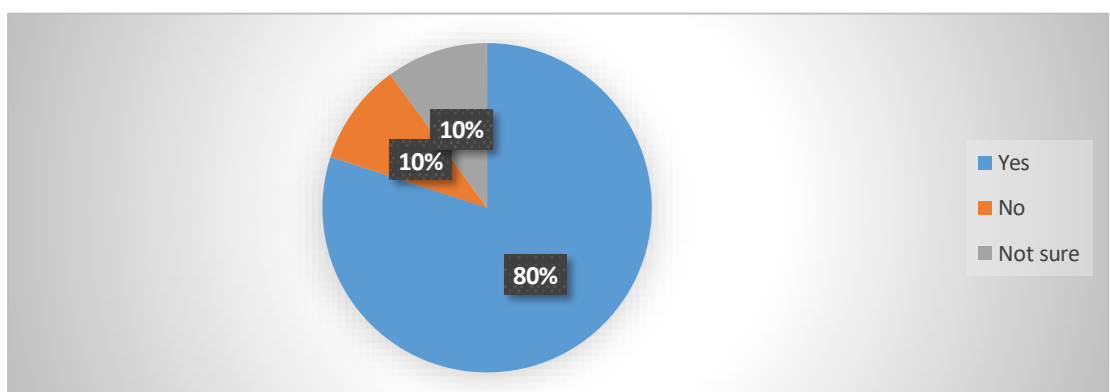
Half of the employees (50%) think updates or changes made regularly based on feedback, 30% responded negatively and 20% employee don't know.

**13. What features are available for the data security?**



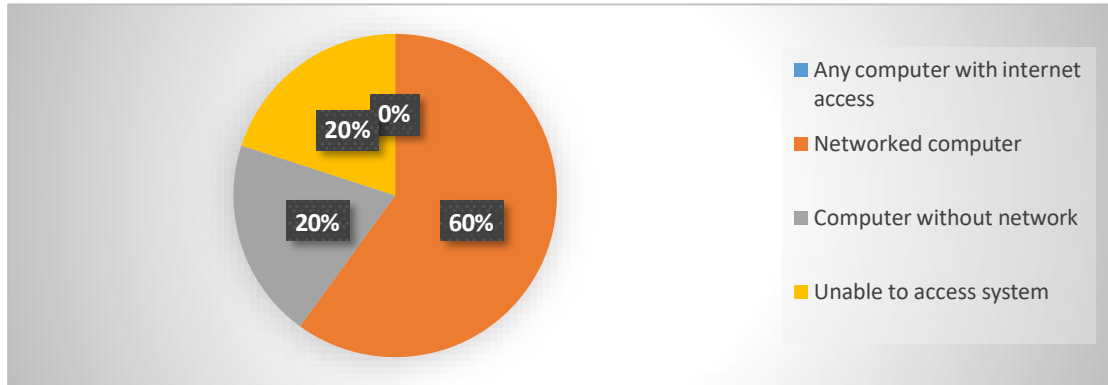
About 80% of employees think that there are secure user login available for the data security, 10% of employees claim there are a frequent data backups feature available and rest 10% don't know.

**14. Is there a system or process for sending comments for improving this HRIS application?**



80% of employees believe that there is a system or process for sending comments for improvement, 10% denied and 10% not sure.

### 15. How do you access the system?



About 60% of employees think the system can be accessed by networked computer. 20% of employees think the system can be accessible without network and other 20% think it is not accessible.

## 6.2 Findings

- There is a positive correlation between training activities provided by Southeast Bank HR department and financial performance of the bank.
- Over the year the management of Southeast Bank is trying to minimize the training cost and also improve the training facilities.
- There is a lack of following international HR standards.
- HR department of SBL helps to create a great professional image within the banking industry by developing our workforce through need based training associated with the future requirement.
- Recruitment and selection process is very transparent but time consuming as processes are very long.
- HR department uses latest and advanced technology.
- HRMS software is well optimized and resourceful. It has all necessary functions required to the bank.
- Though the software is enough powerful, there are some technical weaknesses.
- Most of the employees responded positively about the overall performance, execution and security of the HRMS software.

### 6.3 Recommendation:

According to my work on Southeast Bank Limited, I have identified some affairs where some development can be possible. Here are those:

- The Human Resource Department should update their policy on the basis of situation.
- They should follow the international HR standards.
- HRIS software search option must be updated and the other department include through this process.
- To provide highest satisfaction to the employees they have to maintain latest information system.
- They have to maintain update software for continuous efficiency and rapid output from the employees.
- The employer-employee relationship can increase. Here, to authorized HR personal, all employees will come and will tell their problems. HR personal will then take necessary steps.
- Technical support for maintaining the HR application should be increased.
- The HR software have to be user friendly and more developed to cope with the competition.
- SBL should take steps to stop too much the reference power; it will affect the other employees' confidence and willingness to work.

## CHAPTER 7: CONCLUSION

The study reveals that the Human Resource Information System (HRIS) practices of Southeast Bank Limited have improved the efficiency and effectiveness of human resource management. HRIS has automated key HR functions such as employee records, payroll, attendance, performance appraisal, and compliance, reducing manual work and errors. The system supports better decision-making, enhances transparency, and improves employee management. Despite some challenges related to training and data security, HRIS remains a vital tool for modern HR practices and organizational growth at Southeast Bank Limited.



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