

Thesis Report
on
Human Resource Management Practices in Bangladesh:
A Case Study on Dhaka Bank Limited

Prepared by:

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ID: MBA2002020007

Program: MBA

Major: HRM

Semester: Spring 2021

Prepared for:

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Master of Business Administration



Sonargaon University (SU)

Dhaka- 1215

Date of Submission: May 05, 2021

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Lecturer

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Date of Submission: May 05, 2021

Letter of Transmittal

May 05, 2021

To

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Thesis Report.

Dear Sir,

With humble honor and respect, I am submitting my thesis report on “**Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited.**” As per partial accomplishment of the requirements for the MBA degree, I have completed the study from Dhaka Bank Limited [As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into the Human Resource Management practice. I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

In completing the study, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

Md. Robiul Islam Shawon

ID: MBA2002020007

Semester: Spring 2021

Department of Business Administration

Sonargaon University (SU)

Supervisor's Certificate

This is to certify that the thesis report on “**Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited**” has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Robiul Islam Shawon, bearing ID: MBA2002020007, Semester: Spring 2021, under my supervision. The report or the information will not be used for any other purposes.

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

I am Md. Robiul Islam Shawon, a student of Master of Business Administration (MBA), ID: MBA2002020007 from Sonargaon University (SU), would like to solemnly declare here that this report on “**Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited.**” has been authentically prepared by me. While Preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Md. Robiul Islam Shawon

ID: MBA2002020007

Program: MBA

Major: Human Resource Management (HRM)

Semester: Spring 2021

Sonargaon University (SU)

Letter of Authorization

Certified that this thesis report titled **“Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited”** is the bonafide work of Md. Robiul Islam Shawon, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Abstract

As a part of academic requirement and completion of MBA program, I have been assigned to complete thesis report on **“Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited”** under my supervisor **Md. Rasel Hawlader**.

As usual, primary data and secondary data were used to prepare this report. Primary data has been collected through face-to-face conversation. Secondary Data were collected by organizational employees, hand book, website and relevant books. I tried to minimize bias and produce and unbiased report.

“The HRM Practices” is a slice of human resource process, as such I have selected this topic to make it clear. I have divided this report in some sub segments.

The report starts with a general introduction of **“Dhaka Bank Limited”** as well as origin of the report, Statement of the research problem, Objective of the report. The Mission and Vision of Dhaka Bank Limited are also discussed. Then this report proceeds onto the preliminary discussion about the products of Dhaka Bank Limited. After that I tried to shed a light on the HR Structure of Dhaka Bank Limited. All the functions are briefly described here. After that I continue on the main focus on **“Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited.”** Describing the different steps of these. Starting from identifying the need for new recruitment to final offer, all the steps are well described with an example. After completion of this report, it can easily be said that efficient, competent and active part in the Training and Development Process take a company to the peak of the success.

List of Acronyms

DBL:	Dhaka Bank Limited.
A.T.M:	Automated Teller Machine.
D.D:	Demand Draft.
M.T:	Mill Transfer.
T.T:	Telegraphic Transfer.
PO:	Pay Order.
STD:	Short Term Deposit.
FDR:	Fixed Deposit Receipt.
S.C:	Short Collection.
P&T:	Postage & Telegram.
FC A/C:	Foreign Currency Account.
FCC:	Foreign Correspondent Charges.
BG:	Bank Guarantee.
L/C:	Letter of Credit.
SI:	Standing Instruction.
IC:	Incident Charge.
EC:	Error Corrected.
ED:	Excise Duty.
RTN:	Checks Return.
INTT:	Interest.
CLG:	Clearing.
CSH:	Cash.
COM:	Commission.
WES:	Wage Earners Scheme.
DPS:	Deposit Pension Scheme.
FDR:	Fixed Deposit Receipt.

TCO:	Trainee Cash Officer.
SOD:	Secured Over Draft.
PAD:	Payment Against Documents.
LTR:	Letter of Trust Receipt.
IBP:	Inland Bill Purchase.
FDBP:	Foreign Document Bill Purchase.
LDBP:	Local Document Bill Purchase.
HBL:	House Building Loan.
FCB:	Foreign Commercial Bank.
PCB:	Private Commercial Bank.
A/C:	Account.
BB:	Bangladesh Bank.
NPA:	Non-Payable Account.
CDS:	Consumer Durable Scheme.

Executive Summary

A Bank is an economic institution whose main aim is to earn profit through exchange of money & credit instruments. The Banking sector of Bangladesh is passing through a tremendous reform under the economic deregulation and opening up the ceremony. Currently this sector is becoming extremely competitive with the arrival of multinational banks as well as emerging and technological infrastructure, effective credit management, higher performance level and utmost customer satisfaction. This report has been prepared on the **“Human Resource Management Practices in Bangladesh: A Case Study on Dhaka Bank Limited”**. As the most essential element of business, the importance of Human Resource is increasing day by day. The more the world is developing, the more efficient human resource it requires. Because it is human resource without which the other elements of business- land, capital, enterprise, can result nothing. With the effort of human resource all his land, labor, capital, capital, enterprise form a proper adjustment to do business. So, the HR practice in an organization becomes a major part to the modern world. The world is tremendously competitive now. In every sphere of life and business, competition has become more and more furious. Every firms tries to obtain and retain efficient employees to meet the new challenges. So, attracting, obtaining, retaining and maintaining the best employees have become much more important, rather than other factors in order to meet the corporate goal with the fulfilment of the current challenges.

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Chapter: 01

Introduction

1.1 Banking in Bangladesh

After independence the Government of People's Republic of Bangladesh was formally to cover the charge of the administration of the territory now constitute Bangladesh. In an attempt to rehabilitate the war - devastated banking Bangladesh, the government promulgated a law called Bangladesh Bank (temporary) Order, 1971 (Acting President's order No.2 of 1971). By this Order, the state bank of Pakistan was declared to be deemed as Bangladesh Bank and offices, branches and assets of said State Bank was declared to be deemed as offices, branches and assets of Bangladesh Bank. On that date there existed 14 scheduled banks with about 3042 branches all over the country. On the 16th December 1971, there existed the following 12 Banks in Bangladesh, namely:

1. National Bank of Pakistan
2. Bank Bahawalpur Ltd.
3. Habib Bank Ltd.
4. Premier Bank Ltd.
5. Commerce Bank Ltd.
6. United Bank Ltd.
7. Union Bank Ltd.
8. Muslim Commercial Bank Ltd.
9. Standard Bank Ltd.
10. Australasia Bank Ltd.
11. Eastern Mercantile Bank Ltd.
12. Eastern Banking Corporation Ltd.

1.2 Origin of the Report

It is very important that all MBA students to engage in any organization for a report to gain practical knowledge, and after that he/she has to submit this report. The report is the outcome of the assigned thesis suggested by the guide teacher. The topic of my report on "HRM Practices in Bangladesh: A Case Study on Dhaka Bank Limited" and I am completed my project on Dhaka Bank Limited. The report writing consists of our analysis, findings, and achievements. This report is prepared under the supervision and guidance of Kamrul Hasan & Mr. Saiful Islam, Principal Officer & In-Charge Staffing & Recruitment, Mr. Md. Shofiur Rahman, Principal Officer & In-

Charge HR Operations & HRD System Admin, Mr. Rashedul Alam, Principal Officer & In-Charge Training & Dev. HR, Dhaka Bank Limited.

1.3 Objectives of the Study

Behind this report, obviously there have some objectives, which must have to fulfill. There both have some general objectives and specific objectives.

General Objective:

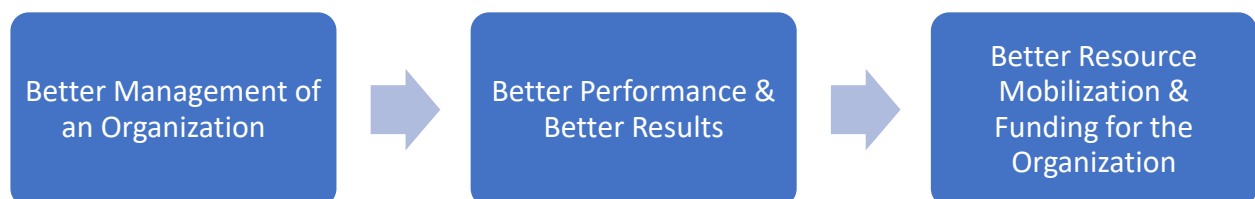
- ❖ The board objective of the study is to prepare report on “HRM Practices in Bangladesh: A Case Study on Dhaka Bank Limited”.

Specific Objectives:

- ❖ To gather knowledge about the function of human resource.
- ❖ To identify the HR practice Process of Dhaka Bank Limited.
- ❖ To identify the human resource management of Dhaka Bank Limited.
- ❖ To identify the problem of human resource division of Dhaka Bank Limited.
- ❖ To get a clear concept about effectiveness of HR practice and the limitations of HR management of Dhaka Bank Limited.

1.4 Rationale of the Study

Commercial Banks in Bangladesh economy are to face an increasing competition for their business in coming days, like any other emerging market economics. With the upcoming financial complexity, the banking industry is facing the diversification of risk. HRM is the management of the people who work in an organization. They can be managers, employees, project officers field workers, coordinators. Since the organization is run by these people, they are considered to be a ‘resource’- ‘a human resource.’ Like Banks use funds to manage a project, Banks also need to use these ‘human resources or the ‘people’ to manage the organization.



It is not enough just to have a dedicated team for an organization. It is fundamentally believed that unless the team is not properly managed, motivated & performed, the organization will not achieve its goal and objectives. The process of managing, motivating and making the staff perform involves setting up of systems, including building plans and policies. These systems fall under human resource management.

1.5 Methodology

Nature of the Study:

Exploratory.

Sources of Information:

I have used mainly secondary data sources by direct investigation of different records, Documents for this report. However, primary data has collected in the form of interviews with various employees of Dhaka Bank Limited.

The Primary Sources of Data:

- Interview with branch manager, operations manager and some other employees of HRD, Discussion sessions with HR officials in Head Office.

The Secondary Sources of Data:

- Dhaka Bank Limited Annual Report.
- Job description for each employee of Dhaka Bank Limited, HR Division.
- Various books, journals, manuals, and also from the web sites.

1.6 Limitations of the Study

The officers are very co-operative but they are too busy to give me time to get knowledge about concept. Moreover, they have to deal in a very competitive environment based on money related activities. Every task has some limitations. I faced some usual constraints during the course of our report. These are follows:

- The first limitation is that I failed to sketch the complete picture of the Dhaka Bank's activities. 1 months was not sufficient for a report of this magnitude.
- The second limitation is the lack of intellectual thought and analytical ability to make it a perfect one.
- We have to offset with the quality due to time constraint, which apparently seems to be the most severe limitation.
- Another limitation of this report is non-availability of the most recent data & information of different activities of Dhaka Bank's policy of not disclosing some data & information for some reasons, which could be very much useful.
- Clients were too busy to provide me much time for interview.
- It was difficult to know whether willing respondents are truly representative.

Chapter: 02

Profile of the Organization

2.1 Background

Bangladesh economy has been experiencing a rapid growth since the '90s. Industrial and agricultural development, international trade, inflow of expatriate Bangladeshi workers remittance, local and foreign investments in construction, communication, power, food processing and service enterprises ushered in an era of economic activities. Urbanization and lifestyle change concurrent with the economic development created a demand for banking products and services to support the new initiatives as well as to channelize consumer investments in a profitable manner. The nation was just halfway of its age; the passion for history and heritage and an obsession for faster pace exerted a powerful force for change in the business world. Many budding hopes grew as a choice of the new generation in the shadows of banking reformation of the nineties. Dhaka Bank is such a dream that spread in profusion modern banking prospects with deep attachment to its community and culture. A host of visionary entrepreneur friends inspired by a futurist leader set forth the fight of this great corporate voyage that echoed the speed of technology on the inner soul of Bangladesh. Dhaka Bank was incorporated as a Public Limited Company on April 6, 1995 under Companies Act, 1994. The Bank started its commercial operation on July 05, 1995 with an authorized capital of TK. 1,000 million and paid-up capital of TK. 100 million. From the very year of its landmark journey, Dhaka Bank has truly cherished and brought into focus the heritage and history of Dhaka and Bangladesh from Mughal outpost to modern metropolis. Most of its presentation, publications, brand initiatives, delivery channels, calendars and financial manifestations bear Bank's commitment to this attachment. The Bank is widely recognized today for its exceptional service, simplicity, proximity and cutting-edge way of delivery. The Bank has stood out for its financial strength and operational craftsmanship marking its position as the potential market player in all core areas of banking in the country. It got listed in DSE and CSE in 2000. Alongside a lasting bond with the corporate world, DBL has got hold of a countrywide reach through a larger network of Branches, ATMs, SME channels, agricultural outreach and mobile banking. DBL has made its vibrant presence at 75 locations including 2 Islamic Banking Branches, 1 Offshore Banking Unit, 3 SME Service Centers, 1 Business Kiosk and 46 ATMs across the country. Catering to the needs of Capital Markets, the Bank has established a subsidiary company named 'DBL Securities Ltd.' Having 6 countrywide Branches. Dhaka Bank Ltd. is the preferred choice in banking for friendly and personalized services, cutting edge technology, tailored solutions for business needs, global reach in trade and commerce and yield on investments. The operation of the bank is 10:00A.M to 6:00 P.M from Sunday to Thursday with transaction hour from 10:00 A.M to 4:00P.M. the bank remains closed at Friday and Saturday including government holidays.

2.2 Nature of Business

- The principal activities of the bank are providing all kind of comital banking services to its customers.
- The order activities of the bank are providing all kind of islami banking services to its customers.

2.3 Shariah Council of the Bank

To guide, monitor and supervise the banking activities complying shariah principal, a learned Shariah Council is working in this bank since inception of its Islami banking branches, which has become more effective after transformation of its operation from traditional to some Shariah based Islami banking system. The council is consisting of 11 members who are prominent ulemas, reputed bankers and eminent economists of the country.

2.4 Vision

At Dhaka Bank, we draw our inspiration from the distant stars. Our vision is to assure a standard that makes every banking transaction a pleasurable experience. Our endeavor is to offer you supreme service through accuracy, reliability, timely delivery, cutting edge technology and tailored solution for business needs, global reach in trade and commerce and high yield on your investments. Our people, products and processes are aligned to meet the demand of our discerning customers. Our goal is to achieve a distinct foresight. Our prime objective is to deliver a quality that demonstrates a true reflection of our vision-Excellence in Banking.

2.5 Mission

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

Corporate Values:

- Customer Focus
- Integrity
- Quality
- Teamwork
- Respect for the Individual
- Responsible Citizenship

2.6 Objectives of Dhaka Bank Limited

- To ensure appropriate procedure for investment of fund under Shariah Principles to safeguard the interest/benefit of the depositors.
- To establish Reba/Interest free Islamic Financial system for ensuring justice and avoid uncertainty in Financial Sector.
- To avoid risk & uncertainty in the society and to make easy the livelihood of citizen improving financial strength of distressed people with more confidence standing on Islamic Financial System.
- To free the society from the burden of interest and financial ailing.

- To help the distressed people to improve their financial standings with more confidence on profit sharing.
 - To provide interest free financial services to the mass people ensuring justice in the society.
 - To meet the emerging demands of customers preferring Islamic mode of operations in business.
 - To create various products derivatives considering modern economy's demands.
 - There greatest with qualitative business as a sustainable ever-growing organization and enhance fair returns to their shareholders.
 - They are committed to their community as a corporate citizen and contributing towards the progress of the nation as their corporate social responsibility.
 - Their employees are their backbone. DBL promote employees well being through attractive compensation package, promoting staff morale through training, development and career planning.
 - DBL strive for fulfillment of their responsibility to the government through paying entire range of taxes and duties and abiding the other rules.
 - They are cautious about environment and climate change & dutiful to make their homeland a green and clean soil.
- Dhaka Bank's objectives are to conduct transparent and high-quality business operation based on market mechanism within the legal and social framework spelt in their mission and reflected in their vision.

2.7 Customer Charter

DBL seek to build long-term, sustainable beneficial relationship with all the customers based on the service-commitments and on their underlying values of mutual respect, the pursuit of excellence and integrity in all their dealings.

- Primary concern is to understand and satisfy customer's needs and expectations.
- Promise to use all means open to establish and understand these needs which are both mutually beneficial and respect the values and principles in all aspects.
- Promise to deal quickly, courteously and accurately with all correspondence.
- Should disagreement arise between customer and bank they undertake to seek a speedy and equitable solution, which takes account of the rights and obligations, both parties and is framed in the context of a long term and enduring relationship.
- Believe in openness, integrity, transparency and accountability and provide high standard of services to the valued customers.

Create customer value, loyalty and equity, which create customer delight over a lifetime of patronage.

2.8 Products & Service Offerings

The business policy of Dhaka Bank is to reach the global through a win-win situation with the client. Dhaka Bank believes in promoting the business through personalized services and perpetual relationship. It has strong commitment to stay competitive and serve the clients of different strata in the society as well as to accelerate the pace of economic operation. With the above in view, Dhaka Bank has been operating with following popular and innovative products and services:

CONSUMER BANKING

Deposit Products

- Current Deposit Account
- Savings Bank Account
- Short Term Deposit
- Fixed Deposit Receipt
- Gift Cheque
- Shopno Jatra Student Service
- Students' Ledger-School
- Students' Ledger-University
- Honourable Seniors

Under Scheme

- Special Deposit Scheme
- Deposit Double Scheme
- Deposit Pension Scheme
- Smart Plant
- EduSavings Plan
- Lakhopoti Deposit Scheme
- Kotipoti Deposit Plan
- Students Ledger
- Honorable Seniors

Bundle Savings

- Silver Account
- Gold Account
- Platinum Account

Loan Product

- Home Loan
- Car Loan
- Personal Loan
- Dual Currency Credit Card

ISLAMIC BANKING

Deposit

- Al-Wadiah Current Account
- Mudaraba Savings Deposit
- Mudaraba Term Deposit Receipt
- Mudaraba Short Notice Deposit
- Mudaraba Deposit Pension Scheme
- Mudaraba Special Deposit Scheme
- Mudaraba Double Deposit Scheme
- Mudaraba Hajj Savings Scheme
- Tawfaer Mudaraba Savings Bond
- Tawfaer Mudaraba Deposit Pension Scheme
- Tawfaer Mudaraba Foreign Remittance Account

Investment Product

- Bai-Mudaraba
- Bai-Muazzal

- Quard

- Ijara

- Sirkatul Milk

- Bills

- Mudaraba Special Deposit Scheme

CORPORATE BANKING

Loan Products

Funded Facility

Working Capital Product

- Import Loan
- Demand Loan
- Overdraft
- Time Loan
- Local Documentary Bill Purchase
- Foreign Documentary Bill Purchase

Long Term Products

Term Loan (Normal/Amortized/Capitalized)

Non-Funded Facility

- Letter of Credit (Cash/Back to Back)
- Letter of Credit - Sight
- Usance/Deferred LC
- Structured LC/OBU
- Secured Overdraft
- Loan Against Imported Merchandise
- Loan Against Trust Receipt

Letter of Guarantee

- Bid Bond
- Performance Bond
- Advance Payment Guarantee
- Payment Bank Guarantee
- Foreign Bank Guarantee
- Shipping Guarantee
- Guarantee - Other

SME

- Overdraft
- Work Order, Pay Order, and Share
- Secured Overdraft
- Term Product
- Short Term
- Mid-Term
- Long Term
- Festival Short Term

OFF-SHORE BANKING UNIT (OBU)

Funded Facilities

- Import Loan (Funded Short Term)
- Demand Loan (Funded Short Term)
- Bill Discounting / Financing (Funded Short Term)

- Term Loan (Funded Long Term)

Non-Funded Facilities

- Guarantee (Non-Funded)
- Off-shore Cash LC Usance
- Off-shore Foreign Back to Back LC Sight
- Off-shore Foreign Back to Back LC Usance

SERVICES

- ATM Service
- Remittance Service
- Locker Service
- Online Banking
- Internet Banking
- M-Banking Solution
- Swift
- Student File
- Centralized Trade Service
- Travellers' Cheque

TREASURY PRODUCTS

Money Market

- Money Market Lending and Borrowing
- Term Money Lending and Borrowing
- SWAP
- Repo/Reverse Repo

Fixed Income & Investment

- Treasury Bills/Bonds to Inter-bank
- Term Placement to NBF

Foreign Exchange and Corporate Sales

- Spot/Forward in USD/BDT
- Spot Forward in Major Cross Currencies

DBL SECURITY PRODUCTS

- Brokerage Operation
- Margin Loan
- Own Portfolio



Tawfeer Mubaraba Foreign Remittance Service

Tawfeer Mubaraba Foreign Remittance Account (TMFRA) based on Mudaraba principles of Islamic Shari'ah which gives you the opportunity to secure your hard-earned money abroad and grow with future investment in your home.

Why:

- Fully Islamic Shari'ah based savings account in Bangladeshi taka.
- Safest way to remit your money home.
- Profit to be credited on monthly average balance at every 6 months.
- Opportunity to get lucrative returns.
- Account can be opened in joined name.
- Available at all branches of Dhaka Bank or authorized exchanged houses abroad.

L/C (Export Import) Products

The business people who want to export or import, Dhaka Bank offers L/C facilities for them. Parties can open L/C through Dhaka Bank for their operation. Foreign Exchange division follows some transaction.

- Foreign Exchange Regulation Act 1947.
- Import Export Control Act 1950.
- Customs Act 1969.

Bangladesh exports a large quantity of goods and services to foreign households. Readymade textile garments (both knitted and woven), Jute, Jute-made products, frozen shrimps, tea are the main goods that Bangladeshi exporters exports to foreign countries. Garment's sector is the largest sector that exports the lion share of the country's export. Bangladesh exports most of its readymade garment's products to U.S.A and European Community (EC) countries. Bangladesh exports about 40% of its readymade garment's products to U.S.A. Most of the exporters who export through DHAKA BANK are readymade garment exporters. They open export L/Cs here to export their goods, which they open against the import L/Cs opened by their foreign importers. Export L/C operation is just reverse of the import L/C operation. For exporting goods by the local exporter, bank may act as advising banks and collecting banks (negotiable bank) for the exporter.

As an Advising Bank: It receives documents from the foreign importers and hands to the exporters. Sometimes it adds confirmation on the L/C on request from the Opening Bank. By adding confirmation, it assumes the responsibility to make payment to the exporter.

As Negotiating Bank: It negotiates the bills and other shipping documents in favor of the exporter. That is, it collects the proceeds of the export-bill from the drawer and credits the exporter's account for the same. Collection proceeds from the export bill is deposited in the bank's NOSTRO account

in the importer's country. Sometimes the bank purchases the bills at discount and waits until maturity of the bill. When the bill matures, bank presents it to the drawer to encase it.

2.9 Corporate Social Responsibility

Dhaka Bank always keeps itself associated with the various activities toward the benefit of the society as well as the nation. In order to facilitate & smooth execution of its activities, it has already established a foundation named "Dhaka Bank Foundation". The bank allocates at least 2% of annual profit for the Dhaka Bank foundation to conduct CSR each year. The mainstream CSR activities that are carried out through this foundation are:

Scholarship Program for Brilliant Poor Student:

Dhaka Bank started their CSR activities Dhaka Bank Scholarship Programmed with the theme of "Promotion of education among all" in the year 2006. The bank has taken around 1200 meritorious students from all corners of the country to take care their educational expenses until their completion of educational life. So far Tk. 72.9 Million (BDT 729,00,000) has been disbursed as scholarship under this programmed including Tk. 20.6 Million (BDT 206, 00,000) in 2011.

Education Promotion Scheme:

Under Education Promotion Scheme, interest free loan is provided for poor but meritorious student to help them bear monthly educational expenses including food, accommodation etc. The students are required to repay the principal amount in long-term monthly installments after they have joined a confirmed job after accomplishing their education properly. By 31st December 2011, Tk. 25.7 Million (BDT 257,00,000) was sanction to take care of around 200 poor but meritorious student from reputed educational institutions in our country.

Helping People Affected by Natural Calamities:

Another vital area we are dealing with as part of our CSR activities is helping people survive natural calamities. Under this welfare program, Dhaka Bank provides relief in cash and kind for flood, fire or cyclone victims and cold-stricken people. The aim of these CSR activities is to help the target group overcome their provisional handicap and contribute to the socio-economic growth as soon as possible. Not on the above, but also the bank was donating to Prime Minister's Relief Fund for bereaved family members of the Army Officers during the carnage in 2009 at BDR Head Quarter (Pilkhana, Dhaka).

Helping People in Slum Areas:

Besides natural calamities, fire breaks out sometimes in slum areas that guts the shanties and renders the affected people very helpless. In that situation, we help the victims fight against the hard days and return to normal life.

Beautification of Dhaka City:

In response to the call of the Dhaka City Corporation, Dhaka Bank has been sharing a good portion of the mammoth task of beautifying the capital since 2005. To make the capital a modern city enriched with adequate urban amenities, Dhaka Bank always joins hands with the government.

2.10 Achievement

Year	Details
2012	<ul style="list-style-type: none"> 13th ICAB National Award for Best Presented Annual Reports 2012
2011	<ul style="list-style-type: none"> 12th ICAB National Award for Best Presented Annual Reports 2011 Best Corporate Award by ICMAB Best Rated Bank Award by Exclusive Economic Weekly 'Industry'
2010	<ul style="list-style-type: none"> 11th ICAB National Award for Best Published Accounts & Reports 2010
2009	<ul style="list-style-type: none"> Remittance Award 2009 by Dhaka International Exhibition Company Limited Bankers' Forum Performance Award 2009 to Mr. Khondker Fazle Rashid, Managing Director
2008	<ul style="list-style-type: none"> 9th ICAB National Awards for Best Published Accounts and Reports 2008
2007	<ul style="list-style-type: none"> ICAB National Award for Best Published Accounts and Reports 2007 (3rd Prize) Bangladesh Business Award 2007-2008 by The Financial Mirror Robintex Group Best Value Creating Bank, ALM Training Programme, Dhaka 2007
2006	<ul style="list-style-type: none"> ICAB National Award for Best Published Accounts and Reports 2006 (2nd Prize) International Star for Quality Award 2006 (Gold) Beautification Award 2006 by Dhaka City Corporation Bankers' Forum Corporate Social Responsibility Award 2006 (The Best Bank)
2005	<ul style="list-style-type: none"> ICAB National Award for Best Published Accounts and Reports 2005 (Second Prize) Standard Chartered – Financial Express CSR Award 2005 Atish Dipankar Gold Award 2004-2005 to Mr. Shahed Noman, Former Managing Director
2003	<ul style="list-style-type: none"> ICAB National Award for Best Published Accounts and Reports (Second Prize)
2002	<ul style="list-style-type: none"> ICAB National Award for Best Published Accounts and Reports (First Prize)

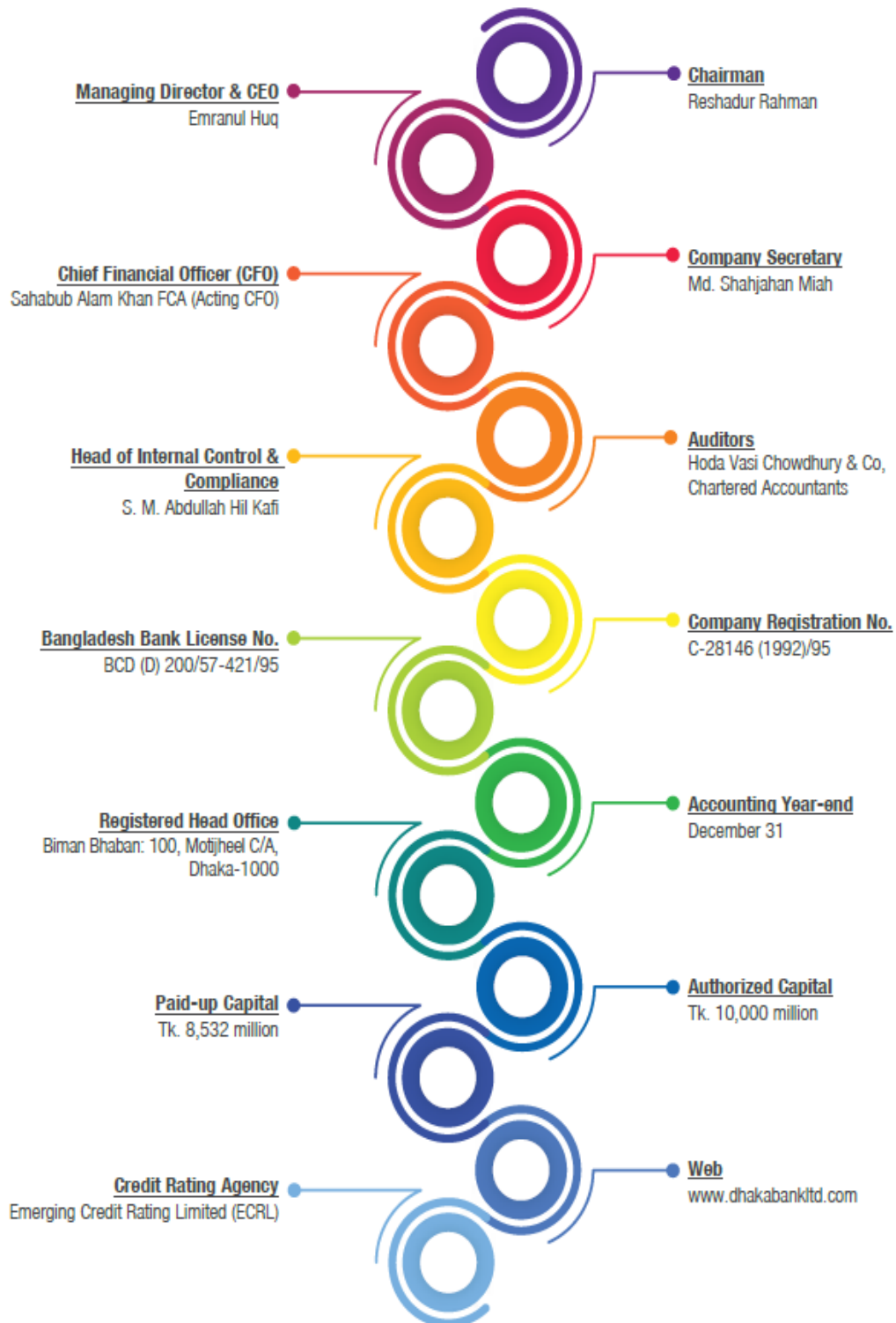
2.11 Organizational Hierarchy of Dhaka Bank Limited

The Managing Director heads the management team of Dhaka Bank Limited. Several management committees have been formed to handle the banking operation and identifying and managing risk. The committees are MANCOM, ALCO. As per Bangladesh Bank's instruction "BASEL II Implementation team" has been formed.



Banks Profile

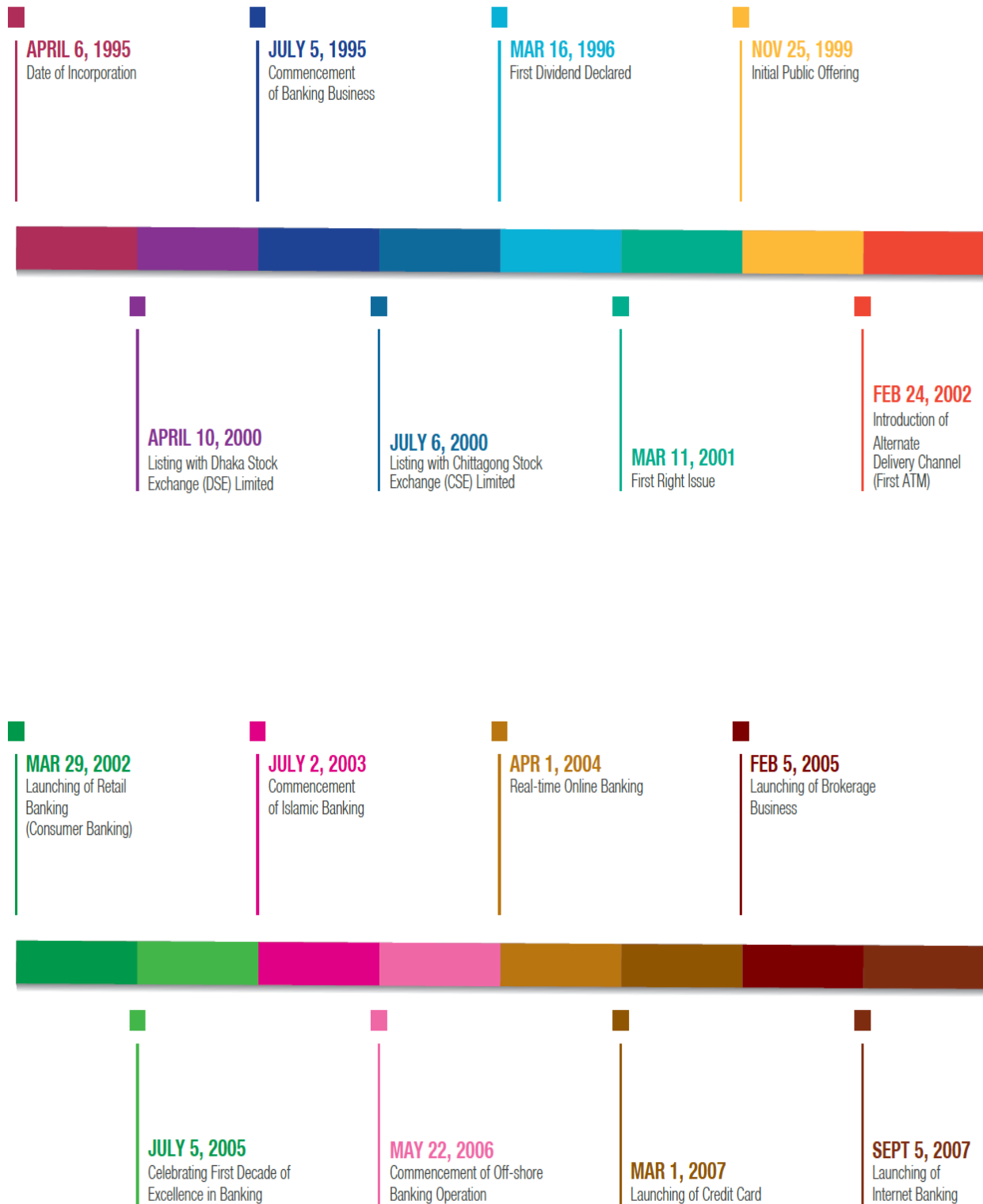
The profile of Dhaka Bank Limited are:



Corporate Information of Dhaka Bank Limited

Date of Incorporation	: April 6, 1995
Commencement of Banking Business	: July 5, 1995
First Dividend Declared	: March 16, 1996
Initial Public Offering:	
Publication of Prospectus	: November 25, 1999
Subscription Opened	: December 5, 1999
Subscription Closed	: December 19, 1999
Listing with Dhaka Stock Exchange (DSE) Limited	: April 10, 2000
Listing with Chittagong Stock Exchange (CSE) Limited	: June 6, 2000
First Right Issue	: March 11, 2001
Introduction of Alternate Delivery Channel (First ATM)	: February 24, 2002
Launching of Retail Banking (Consumer Banking)	: March 29, 2002
Commencement of Islamic Banking	: July 2, 2003
Real-time Online Banking	: April 1, 2004
Transition to Centralized Banking System (Flexcube)	: April 1, 2004
Launching of Brokerage Business	: February 5, 2005
Celebrating First Decade of Excellence in Banking	: July 5, 2005
Commencement of Off-shore Banking Operation	: May 22, 2006
Launching of Credit Card	: March 1, 2007
Launching of Internet Banking	: September 5, 2007
Centralization of Trade Operations & Credit Operations	: April 1, 2009
AAA Guarantee Accorded by ADB under Trade Finance Facilitation Programme (TFFP)	: December 17, 2009
Establishment of Islamic Banking Division	: June 30, 2010
Enhancement of Authorized Capital (from Tk. 600 Crore to Tk. 1,000 Crore)	: July 4, 2010
Basel-II Compliance: Issuance of Subordinated Bond	: December 6, 2010
Inauguration of Subsidiary 'DBL Securities Limited'	: February 13, 2011
Establishment of Research & Development Unit	: December 28, 2011
Celebration of 18th Year of Banking Excellence	: July 5, 2013
Introduction of Automated Deposit Machine (ADM)	: April 29, 2013
The Last New Branch Added to DBL Network (74th Aralazar Branch)	: December 22, 2013

2.12 Milestones





2.13 Income & Revenue Statement

Operating Profit	2019: 6,098 M 2018: 6,564 M	-7%	Assets	2019: 285,009 M 2018: 273,976 M	4%
Loans & Advances	2019: 195,634 M 2018: 180,626 M	8%	Deposits	2019: 204,530 M 2018: 197,189 M	4%
Shareholders' Equity	2019: 17,210 M 2018: 16,616 M	4%	Paid-up Capital	2019: 8,532 M 2018: 8,125 M	5%
Earnings Per Share stood at	2019: Tk. 1.84 2018: Tk. 1.59	16%	NPL Ratio decreased to	2019: 4.74% 2018: 4.99%	-5%
Import	2019: 151,121 M 2018: 158,344 M	-5%	Export	2019: 130,156 M 2018: 125,167 M	4%
Inward Remittance	2019: 10,385 M 2018: 12,146 M	-15%	Classified Loans	2019: 9,278 M 2018: 9,009 M	3%
<i>All figures are in BDT, unless otherwise stated</i>					
Contribution to National Exchequer	2019: 5,053 M 2018: 4,735 M	7%	Total Deposit Accounts	2019: 540,493 2018: 505,286	7%
Transaction Through DBL go app	2019: 273,932 2018: 142,061	93%	SME Financing	2019: 25,679 M 2018: 30,831 M	-17%
Agri-Loan Disbursement	2019: 3,937 M 2018: 2,492 M	58%	Transaction Through Internet Banking	2019: 21,212 2018: 12,162	74%
Transaction Through ATM	2019: 845,038 2018: 670,153	26%	E-statement Delivered	2019: 576,500 2018: 468,823	23%

Figure in million except number and percentage

Segmented Results of 2019	Dhaka Bank Limited			Subsidiary		Consolidated
	On-shore	Off-shore	Islamic Banking	Dhaka Bank Securities Ltd.	Dhaka Bank Investment Ltd.	
Operating Income	9,815	638	346	154	19	10,972
Operating Profits	5,243	591	265	68	18	6,185
Assets	247,768	20,909	11,813	5,631	316	286,437
Liability	247,768	20,909	11,813	5,631	316	286,437

Note: While consolidating segmented results under the Bank group, inter-company adjustments have been made.

Shareholders' Value	2019	2018	% Change over 2018
Earnings per Share (EPS)	1.84	1.59	16%
Price Earning Ratio (%)	6.52	8.91	-27%
Dividend (%)	5% (Cash)	5% (Cash)	-
	5% (Stock)	5% (Stock)	-
Net Asset Value (NAV) - million	17,211	16,616	4%
NAV per Share	20.17	19.47	4%
Profitability & Performance Ratio – The Bank			
	2019	2018	% Change over 2018
Return on Assets (ROA) (%)	0.56	0.54	4%
Return on Equity (ROE) (%)	9.29	8.18	13%
Return on Investment (ROI) (%)	7.99	8.66	-8%
Operating Profit per Employee - million	3.11	3.42	-9%
Assets per Employee - million	145.41	142.92	2%
Balance Sheet Focus – The Bank			
	2019	2018	% Change over 2018
Balance Sheet Size	285,009	273,976	4%
Shareholders' Equity	17,211	16,616	4%
Total Deposits	204,530	197,189	4%
Total Loans & Advances	195,635	180,626	8%
Classified Loans	9,278	9,009	3%
Capital Adequacy – The Bank			
	2019	2018	% Change over 2018
Tier-I Capital Ratio	8.53	7.33	16%
Capital to Risk Weighted Assets Ratio (CRAR)	16.12	13.84	16%
Total Eligible Capital	31,172	29,095	7%

2.14 Future Plan

Dhaka Bank had celebrated its 15-year anniversary on 5th July 2010. In year 15 years of journey, Dhaka Bank presents itself as a modern and innovative Bank. The workforce is a brilliant one and the work environment is very congenial. Though it has a strong brand image among the corporate clients, retail division of the bank is not that strong brand image among the corporate clients, retail division of the bank is not that strong as corporate division. One of the problems in retail banking is dearth of ATM booths. To improve this situation, Dhaka Bank plans have own ATM network. Furthermore, it signed a deal with OMNIBUS and Dutch-Bangla Bank Ltd to have withdrawal facility for the clients of Dhaka Bank in those networks. Dhaka Bank is planning to modernize its IT infrastructure to provide the branch network a happy time then serving the customers. The future goals of Dhaka Bank Limited are:

- Controlling the cost of fund by healthy Deposit mix enhancing share of low-cost Deposit and refinancing from Bangladesh Bank.
- Controlling the operating expenses by boosting HR Productivity, competitive bidding with the suppliers and Rational promotion of Banking business.
- Controlling provisions against bad Loans by accelerating recovery mechanism both on-going and alternative.

Chapter: 03

Theoretical Framework

3.1 Human Resource Management

Human Resource Management (HRM) is the practice of recruiting, hiring, deploying & planning, managing an organization's employees. HRM is often referred to simply as human resources (HR). It may feel a bit weird to refer to people as human resources. Human Resources are all the people that in one capacity or another work for or contribute to an organization. These people make up a company's workforce. They can be regular employees, for example, but also contractors. Especially with the rise of the gig economy, more and more people are starting to work for an organization on a contract basis without having a traditional labor contract. These people include independent contractors, workers provided by contract firms, on-call workers, and temporary help agency workers.

An independent contractor can be under contract for years at the same organization, while an agency worker can work at 20 different companies throughout one year. Because these people are all involved in the company to a different extent, the way they are managed and involved in the organization should also be different. In addition, there are increasingly non-humans at work at the company. In this case, we're talking about the increase in robotization. Robots are increasingly involved in day-to-day work and the interaction between man and machine is becoming increasingly essential to the success of the organization. Although these machines are not considered 'human resources', there is a case to be made that they should be included in some way as they are part of the workforce.



3.1.1 The Seven HR Basics

When we talk about Human Resource Management, there are a number of elements that are considered cornerstones for effective HRM policies. These cornerstones are:

1. Recruitment & selection.
2. Performance management.
3. Learning & development.
4. Succession planning.
5. Compensation and benefits.
6. Human Resources Information Systems.
7. HR data and analytics.

3.2 Human Resource Functions

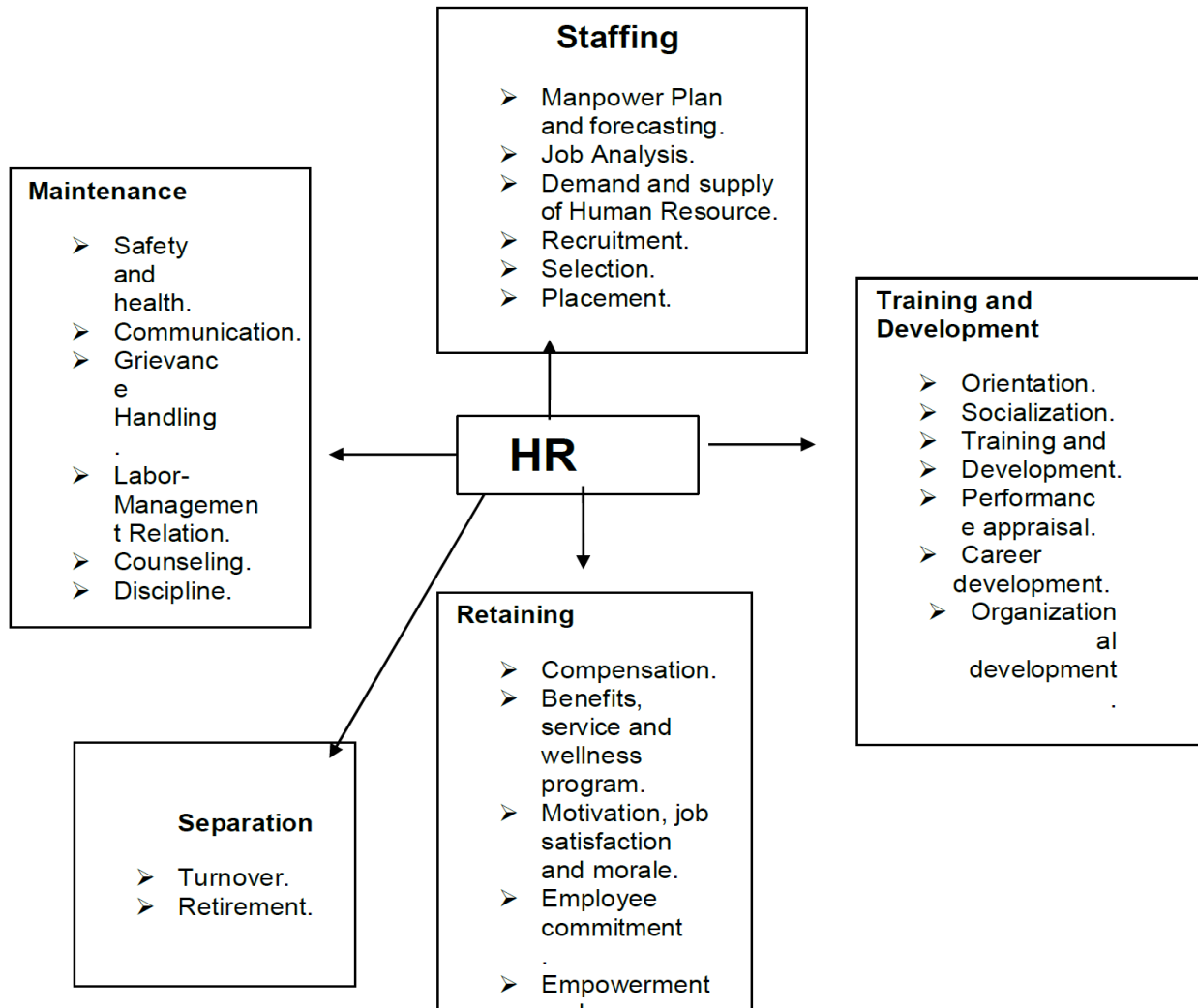
The role of human resource management is to plan, develop, and administer policies and programs designed to make expeditious use of an organization's human resources. It is that part of management which is concerned with the people at work and with their relationship within an enterprise. Its objectives are:

- The effective utilization of human resources.
- Desirable working relationships among all members of the organization.
- Maximum individual development.

The major functional areas in human resource management are:

- Planning.
- Staffing.
- Employee Development.
- Employee Maintenance.





3.3 Human Resource Planning & Forecasting

Human Resources use forecasting to predict the organization's future demands for people and for jobs. Major factors to be examined are the company's objective (growth, construction, status quo) and the employment history of the company (retirements, resignations, terminations, and death). The combination of these two sources results in an initial forecast of personnel needs.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. It is the process of procuring, developing, maintaining and compensating a given workforce. HRM is the set of organizational activities directed at attracting, developing, maintaining an effective workforce to achieve the organizational objective effectively and efficiently.

Human Resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. As human resource planners involve themselves in more programs to serve

the needs of the business, and even influence the direction of the business, they face new and increased responsibilities and challenges.

Succession planning is the process of planning contingencies in case of key employees leaving the company. If, for example, a crucial senior manager quits his/her job, having a replacement ready will guarantee continuity and can save the company significant money. Succession planning is often based on performance ratings and L&D efforts. This results in the creation of a talent pipeline. This is a pool of candidates who are qualified and ready to fill (senior) positions in case of someone leaving. Building and nurturing this pipeline is key to good people management.



3.3.1 Manpower Planning

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a system approach and is carried out in a set procedure. The procedure is as follows:

- Analyzing the current manpower inventory.
- Making future manpower forecasts.
- Developing employment program.
- Design training programs.

3.3.2 Steps in Manpower Planning

1. **Analyzing the Current Manpower Inventory:** Before a manager makes forecast of future manpower, the current manpower status has to be analyzed. For this the following things have to be noted-

- Type of organization.
- Number of departments.
- Number and quantity of such departments.
- Employees in these work units.

Once these factors are registered by a manager, he goes for the future forecasting.

2. **Making Future Manpower Forecasts:** Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units.

The Manpower forecasting techniques commonly employed by the organizations are as follows:

- **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
- **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
- **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.
- **Work Force Analysis:** Whenever production and time period have to be analyzed, due allowances have to be made for getting net manpower requirements.
- **Other Methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

3. **Developing Employment Programs:** Once the current inventory is compared with future forecasts, the employment programs can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.

4. **Design Training Programs:** These will be based upon extent of diversification, expansion plans, development programs, etc. Training programs depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

3.3.3 Activities Involved in Manpower Planning

The activities are which is involved in manpower planning, they are given below:

- Identifying and designing current and planned organization structure of the organization.

- Estimating current and future workload for different functions and organizational units in the organization, and, based on that, estimating the current and future total requirement of people to fill the various positions of different types and at different levels.
- Developing profile or specifications for people to fill the various positions identified.
- Taking an inventory of existing employees in the company, and their capabilities.
- Comparing the manpower requirements and availability to determine the additional people required in the organization at different times. While working out this requirement, suitable provision is made for likely attribution of some of the existing employees. Similarly, while examining capability requirements of employee's consideration is given to on the development of skill and capability of people with work experience. This activity results in identification of the total additional manpower requirements to be fulfilled by various means.
- Determining, the means of acquiring the additional required manpower through various means such as external recruitment, internal transfers and promotions, and training.
- Preparing recruitment plan.
- Preparing training plan.

3.3.4 Importance of Manpower Planning

Manpower planning is very important in HRM sector. Some of important point is describing below:

- **Key to Managerial Functions:** The four managerial functions, i.e., planning, organizing, directing and controlling are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.
- **Efficient Utilization:** Efficient management of personnel becomes an important function in the industrialization world of today. Setting of large-scale enterprises require management of large-scale manpower. It can be effectively done through staffing function.
- **Motivation:** Staffing function not only includes putting right men on right job, but it also comprises of motivational programs, i.e., incentive plans to be framed for

further participation and employment of employees in a concern. Therefore, all types of incentive plans become an integral part of staffing function.

- **Better Human Relations:** A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.
- **Higher Productivity:** Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities (Performance appraisal, training and development, remuneration).

3.3.5 Need of Manpower Planning

Manpower Planning is a two-phased process because manpower planning not only analyses the current human resources but also makes manpower forecasts and thereby draw employment programs. Manpower Planning is advantageous to firm in following manner:

- Shortages and surpluses can be identified so that quick action can be taken wherever required.
- All the recruitment and selection programs are based on manpower planning.
- It also helps to reduce the labor cost as excess staff can be identified and thereby overstaffing can be avoided.
- It also helps to identify the available talents in a concern and accordingly training programs can be chalked out to develop those talents.
- It helps in growth and diversification of business. Through manpower planning, human resources can be readily available and they can be utilized in best manner.
- It helps the organization to realize the importance of manpower management which ultimately helps in the stability of a concern.

3.3.6 Objectives of Human Resource Planning

- To recruit and retain the human resource of required quality and quantity.
- To foresee the employee turnover and make the arrangements for minimizing turnover and filling up of consequent vacancies.

- To meet the needs of the programs of expansion, diversification.
- To foresee the impact of technology on work, existing employees and future human resource requirements.
- To improve the standards, skills, knowledge, ability, discipline etc.
- To minimize imbalances caused due to non-availability of human resources of the right kind, right number in right time and right place.
- To make best use of its human resources.
- To estimate the cost of human resources.

3.4 Recruitment and Selection

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve the company's vision, and who will assist in achieving the business results. Actually, not a day goes by that a worker does not leave and a new one is not hired. But there are many criterions to be considered as there is the issue of strikes due to various reasons. Then there is the problem of people leaving after getting their payment. The female labors are given more priority for recruitment as during strikes they are less physical than the males. Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves of the series.



3.4.1 Purpose of Recruitment Process

The recruitment process is one of the most fundamental value-added HR Processes. The recruitment is especially critical for managers in the organization. The managers use the recruitment process intensively, and satisfaction with Human Resources is mostly about the satisfaction with the recruitment process.

The recruitment process is sensitive to the external and internal changes, and it can be used as the best indicator for the future HR trends. By careful analysis of HR Recruitment Measures, the HR Management team can predict the trends in the job market simply.

3.4.2 Main Recruitment Process Goals

The recruitment process is designed to staff the organization with the new employees, and it uses many different recruitment sources to attract the right talent in the defined quality and within a defined time.

The recruitment process has several goals:

- Find the best talents for the vacancies.
- Manage the recruitment sources.
- Manage the vacancies in the organization.
- Run the internal recruitment process.
- Building the strong HR Marketing platform.
- Co-operation with local and international universities.
- Provide feedback about the trends in the job market.

Most recruitment goals are not visible to managers directly, and they use just sourcing of the job candidates as the main outcome from the recruitment process. HR has to use the other outcomes from the recruitment process as it is the source of valuable information.

3.4.3 Finding the Best Talents on the job Market

This is the most important goal of the recruitment process. The HR Recruiters are paid for delivering the candidates to managers, who make the final decision about hiring a new employee. The organizations are fighting for the best talents in the job market. HR Recruiters have to develop the competitive approaches to make the attractive job offers. The candidates select the organization, which is recognized for being modern and competitive. The job adverts and job offer have to reflect this.

The managers love to hire the best employees available on the job market. They love to interview motivated job candidates. The role of HR is to describe the real need to the manager. Many times, the best job candidate is not the appropriate job candidate.

3.4.4 Recruitment Sources Management

The recruitment sources management is an extremely significant goal of the recruitment process. The recruitment sources deliver the candidates for the selection procedure in the organization. The better the candidates are; the higher quality job candidates can be hired. The proper management of the recruitment sources has a significant impact on the competitive advantage of the organization.

The better employees do not have to be more expensive, but the organization has to manage the recruitment sources to attract the high-quality job candidates.

3.4.5 Building the Strong Internal Recruitment Process

The external recruitment is not the only goal of the recruitment process. Building the strong internal recruitment helps the organization to keep the best talents in the organization. The employees have a chance to apply for a new job position, and they can change their career path. The internal recruitment is a difficult HR topic as the managers have to allow their best employees to take a new role within the organization. The role of Human Resources is in allowing the best employees to rotate and in supporting the managers in developing the successors.

- **Initial Screening:** After collecting CV from various sources the second important thing is initial screening. In this stage, the important task is to select the eligible resume and deselect the unqualified resume. This initial screening is being conduct based on the company's requirement. Company looks for the several requirements, say for example;
 - ✓ Educational Background.
 - ✓ Education Institute.
 - ✓ Related Job Experience.

3.5 Training & Development

Training refers to a planned effort of a company to facilitate the learning of job-related knowledge, skills or behavior of employees. The goal of training efforts is for employees to master the knowledge, skills or ability emphasized by training programs and to apply it in organization day-to-day activities. In garments sector training is a very crucial issue as the whole industry is very labor oriented. In UML there is a training center where the new recruits are trained and given proper instructions of how to carry out the operations and complete the order.

It requires a lot of skill to carry out the operations and has to be fast to meet the deadlines. In this company the deadlines are very strict. If the deadlines are not met then it can result in a horrific conclusion such as the cancellation of the order and losing buyers and having to sell the products at a very cheaper price locally. For such reasons training both onsite and outside hold a lot of value. Onsite training also plays a big part as well as the employees have to operate lots of machineries and require very technical skills.

3.5.1 Training

It is the learning process that involves the acquisition of knowledge, sharpening of skill, concept rules or changing of attitudes and behaviors to enhance to performance of employees Training is activity leading to skilled behavior.

- It's not what you want in life, but it knows how to reach it.
- It's not where you want to go, but it knows how to gate there.
- It's not how high you want to rise, but it knows how to take off.
- It may not be quite the outcome you were aiming for, but it will be an outcome.
- It's not what you dream of doing bat it's having the knowledge to do it.
- It's not a set of goals, but it's more like a vision.

Training is about knowing where you sand (no matter how good or bad the current situation looks) at present and where you will be after some point of time, training is about acquisition of knowledge, skill and abilities (KSA) through professional development.

3.5.2 Learning

Learning has been described as a relatively permanent change in behavior that occurs as a result of practice or experience. It may be simply a sustain (unlearning a bad habit) or it may be a modification (adjusting new knowledge to old). What is learning is gradually change. The learning behavior differs from one another that is selective.

There are some principles of learning can be found which are:

- Learning is individual.
- Motivation is the key.
- Relevance of learning experience should be clear to the learner.
- "Feedback" to learner is important.

3.5.3 Employee Orientation

New employee orientation is the process that is used for welcoming a new employee into an organization. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

3.5.4 Employee Socialization

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become effective and participating members.

3.5.5 Traditional and Modern Approaches of Training and Development

- **Traditional Approach:** In the past, most of the organizations never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly program and it doesn't bring any benefit which is worthless. Organizations used to believe more in executives pinching. But now the scenario seems to be changing.
- **The Modern Approach:** The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system has been changed to create a smarter workforce and yield the best results.

3.5.6 Roles of Training



Some of the rules are given below:

- Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

- Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- “Training and development programmers foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes.
- Training and Development helps in improving upon the quality of work and work-life.
- Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals align with organizational goal.
- For an employers' organization to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving completeness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.
- An employers' organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.

3.5.7 Inputs of Training and Development

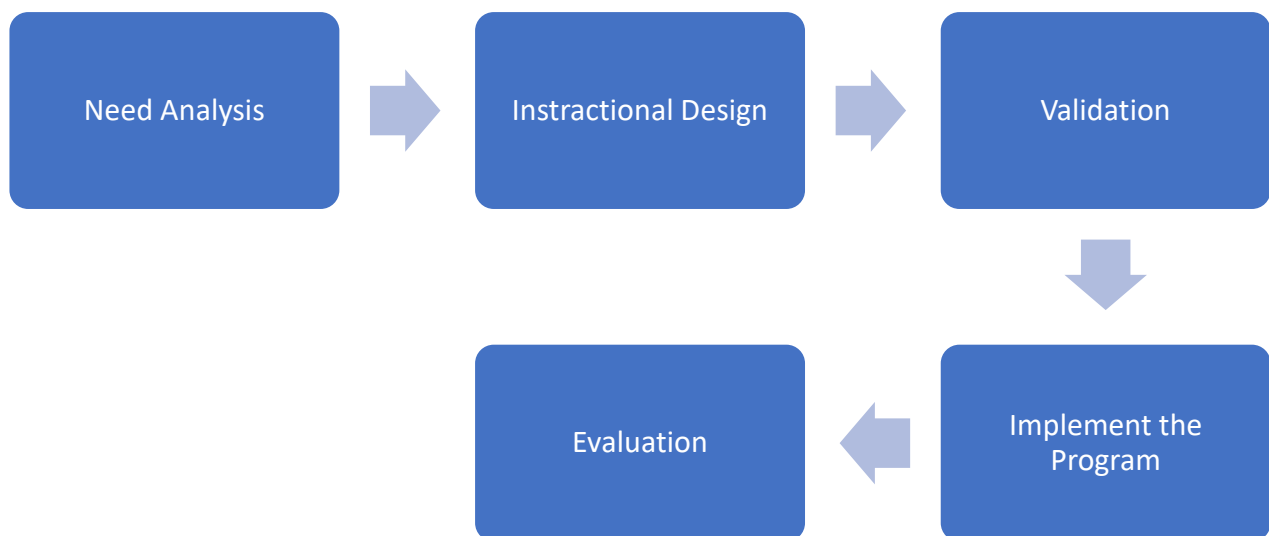
Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into distant future. In addition to these there is a need to impart ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem-solving capabilities.

- **Skills:** Training is imparting skills to employees. A worker needs skills to use machine and other equipment with least damage or scrap; this is basic without which a worker is not able to work on machines. Same way employees like supervisors, executives need interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

- **Education:** The purpose of education is to teach theoretical concept and to develop a sense of reasoning and judgment. HR specialists understand the importance of education in any training and development program. Many times, organizations encourage employees to do course on a part time basis.
- **Development:** Another component of a training and development, which is less skill oriented but stressed on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company.
- **Ethics:** There is a need for imparting ethical orientation to a training and development program. There is on denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization. This Does not mean that the HR manager is absolved of the responsibility. If the production, finance or marketing personnel indulge in unethical practices the fault rests on the HR manager. It is his/her duty to enlighten all the employees in the organization about the need for the ethical behavior.

3.5.8 The Five Steps of Training and Development Process:

The training programs consist of five steps:



These steps are describing below:

- **Needs Analysis:** Needs analysis is the first step of the training process. It identifies the specific job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.
- **Instructional Design:** In the second step instruction design individuals decide on compile and produce the training program content including work books exercises.
- **Validation:** Validation is the third step in which the bugs are socked out of the training program by presentation it to a small representative audience.
- **Implement the Program:** The Fourth steps to implement the program by actually training the targeted employee group.
- **Evaluation:** Fifth is an evaluation step in which management assesses the programs successes or failures.

3.5.9 Training Methods

Various methods of training which are given below:

Lectures, Demonstrations, Discussions, Computer based Training (CBT). Intelligent tutorial system (ITS). Program Instruction (PI) virtual Reality. Behavioral approach is: Games and simulations, behavior modeling, business games, case studies, equipment stimulators, in basket technique, role play.

3.5.10 On-The-Job Training

On-the- job training is the heart and soul of all training in individual or management development. OJT sometime called ‘‘soap training on- the- job training procedure given below in table:

Step	Suggestion
Instructor preparation	<ul style="list-style-type: none"> • Divide take into logical part to create lesson plan. • Select training techniques, e.g., Demonstration.
Trainee preparation	<ul style="list-style-type: none"> • Place trainee at ease. • Relate training to trainee needs, e.g., promotion.
Present the task	<ul style="list-style-type: none"> • Present overview of task. • Precede form known too unknown, easy to difficult. • Adjust pace to individual difference. • Go through task explain each step. • Have trainee tell instructor what to do.

Tryout performance	<ul style="list-style-type: none"> • Have trainee explain each step prior to execution. • Be aware of learning plateaus to sustain motivation. • Provide feedback on progress.
Follow-up	<ul style="list-style-type: none"> • Positively reinforce continuously at start. • Move to variable positive reinforcement schedule as trainee matures.

3.5.11 Off the Job Training

Off the job training covers a number of techniques classroom lectures, videos and films, Case studies and others.

- **Classroom Lecture:** Lectures designed to communicate specific interpersonal technical or problem-solving skills.
- **Videos & Films:** Using various media production to demonstrate specialized skills that are not easily presented by other training methods.
- **Simulation Exercise:** Training that occurs by actually performing the work. This may include case analysis, role playing and group decision making.
- **Computer Based Training:** Simulating the work environment by programming a computer to imitate some of the realities off the job.
- **Vestibule Training:** Training on actual equipment used on the job but conducted away from the actual work setting a simulated workstation.
- **Programmed Instruction:** Condensing training material into highly organized logical sequences. May include computer tutorials interactive videodisk.
- **Case Study Method:** The case study method presents a trainee with a written description of an organizational problem. The person then analyzes the case diagnoses the problem and presents his findings and solutions in a discussion with other trainees.
- **Outside Seminars:** Many companies and universities offer web based and traditional management development seminars and conferences. For example, FBCCI arranges some short terms training on different business-related areas.
- **University Related Programs:** Many universities and institutes provide executives education and continuing education.

3.5.12 Development

Development is the process of increasing efficiency and changing behavioral pattern or mentality toward particular issues for the achievement of organizational objectives. That is, any attempt to

improve current or future management performance by imparting knowledge, changing attitude or increasing skills is called development. Development involves in attaining the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skill.

If employees struggle to perform well in certain areas, learning and development can help to improve their performance. Learning & development (L&D) is led by HR and good policies can be very helpful in advancing the organization towards its long-term goals. Many organizations have pre-defined budgets for L&D efforts. This budget is then distributed amongst employees, with trainees, future leaders, and other high potentials often receiving more training opportunities than others.

3.6 Performance Evaluation

The method of evaluating an employee's performance which involves tracking, evaluating and giving feedback on actual performance based on key behaviors/competencies established in the goals that support the achievement of the overall organizational mission.

Once employees are on board, performance management becomes important. Performance management is the second HR basic. It involves helping people to perform better in their jobs. Usually, employees have a defined set of responsibilities that they need to take care of. Performance management is a structure that enables employees to get feedback on their performance – with the goal to reach a better performance. Examples are formal one-on-one performance reviews, 360-degree feedback instruments that also takes into account the evaluation of peers, clients, and other relations, and more informal feedback. Usually, companies work with an annual performance management cycle, which involves planning, monitoring, reviewing, and rewarding employee performance. The outcome of this process enables the categorization of employees in high vs. low performers and high vs. low potentials.

Successful performance management is very much a shared responsibility between HR and management, where usually the direct manager is in the lead and HR supports. Good performance management is crucial, as employees who consistently underperform may not be a good fit with the company and/or culture and may have to be let go. This is also one of the basic responsibilities of HR.

3.7 Compensation & Benefit

Another one of the HR basics is compensation and benefits. Fair compensation is key in motivating and retaining employees. Compensation can be split up in primary compensation and secondary compensation. Primary compensation involves directly paid money for work, which often is a monthly salary and sometimes performance-based pay. Secondary benefits are all non-monetary rewards. This can include extra holidays, flexible working times, day-care, pensions, a company car and laptop, and much more. The goal here is to reward people in ways that motivate them.

They pragmatically share their knowledge and experience of wider reward good practices and specific sector-based challenges to generate the most appropriate solution for their employees. Reviewing current pay structure and identification of reward design principles in the context of best practices. Review internal equity issue. Analysis market going rate and trends to address external competitiveness. Developing options in the salary & benefits area of Total Reward.

Chapter: 04

Analysis of the Study

4.1 Introduction

Human Resource Management (HRM) is the function within an organization that focuses on Recruitment of, management of, and providing direction for the people who work in the Organization. Human Resource Management can also be performed by line managers. It is the organizational function that deals with issues related to people such as compensation, Hiring, performance management, organization development, safety, wellness, benefits, Employee motivation, communication, administration, and training. The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually, small businesses have to carry out these activities themselves because they can't yet afford part or full-time help. However, they should always ensure that employees have their own rights and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have. The marketplace for talented, skilled people is competitive and expensive. Taking on new staff can be disruptive to existing employees. Also, it takes time to develop 'cultural awareness', Product/ process/ organization knowledge and experience for new staff members. Human resource management does this job.

4.2 Overview of Human Resources Division of Dhaka Bank Limited

Dhaka Bank Ltd believes that consistently strong performance of the Bank is the result of the team of committed, knowledgeable and dedicated employees who are focused on achieving the excellence in banking. According to the HR professionals working for the HR Division "Thus human resources is the most valuable asset for the Bank" the Bank is committed to recruiting high-caliber employees and providing them with the motivation, training, working environment and compensation package they need to perform at the highest level. They recognize the importance of making the Bank an employer of choice. To that goal in view, they ensure that the employees understand the strategic plans and objectives of the Bank and are clear about what is expected from them. The Bank promotes the importance of high ethical standards in its employees. They have to act within the prescribed code of conduct and are not permitted to solicit or accept any inducements, which are likely conflict with their duties to clients. Appraisal of their individual performance is done in a rating scale against objectives and the Bank's prescribed core values.

4.2.1 Human Resources

Dhaka Bank practices the industry's best modern Human Resource. Management where Training and Development is a key concerned with organizational activity aimed at bettering the performance of individual sand groups towards achieving organization goal. Fresh graduate recruitment is one of the policies of Dhaka Bank Limited that helps us to prepare employees possessing good morale, highly motivated, dynamics, and ethics in line with the corporate culture of Dhaka Bank Limited (DBL). Dhaka Bank strives to create the kind of work environment in

which every employee feels proud and is able to develop his or her full potential and capabilities. We recognize that our success is deeply embedded in the success of our human capital. To fortify the HR philosophy, HR has laid down its vision, mission and values, as inclusive, enabling, and encouraging. It will help us employees to realize their full potential professionally and personally. Our ultimate goal is to providing the best employment experience. The Bank continued the innovation in the philosophy, methodology, system and mechanism of the human resources management towards the goal of stimulating operating vitality, enhancing market competitiveness and strengthening risk control. Efforts were made to deepen the official system reform, improve the organizational structure management, promote the organizational model innovation, optimize the personnel structure, strengthen the building of talents teams, and expand the career growth platforms of employees for the purpose of providing a strong organizational guarantee and talents support for the whole bank's reform and development. Dhaka Bank's people practices are designed to cater to the rapidly evolving business environment. Aligning organization structure to emerging ecosystems, re-engineering processes, building capabilities and innovation are at the center of the Bank's people strategy. Ensuring that every employee upholds the values of being 'Customer Focus, Respect for the Individual' underpins the ethos of the Bank.

4.2.2 HR Vision & Philosophy to Serve Customers

Best managed, most productive and cost-efficient workforce among local banks in Bangladesh.

- We ensure we deliver the service to the overall business needs, not one that simply addresses immediate HR issues.
- We start with the service not the process. We know our customer and ensure that what we provide is what they need and can be aligned into our day-to-day business need.
- We ensure HR acts with one voice. All parts of HR work together and support the business through the process.
- We use the right technology that makes people's life easier and the Bank more effective and profitable, but we don't believe in too much reliance on technology that can become a long-term finance headache.
- At Dhaka Bank, HR is the change agent. In previous years our way of doing business changed in many ways and all of them for the betterment of organization. This happened only because at Dhaka Bank we spend time, effort and money to ensure that each and every member of the organization understands and get them engaged into this change process.
- At Dhaka Bank HR we learn from the past but look to the future. Our emphasis is on to ensuring that we continue to deliver that we have promised to help our colleagues to help business to improve its performance.

4.2.3 Talent Acquisition

Recruiting top talent in the financial services arena is a highly competitive and complex arena and one that is filled with immense challenges. To compete for scarce skills, we understand that we need to keep up with other sectors. As a result, we are bolstering our brand as an employer and talent acquisition efforts through various investments, including more diversity training and

recruitment, spending on technology to enable our workforce and increasing budgets on learning and development.

4.3 Recruitment Strategy

Dhaka Bank is an equal opportunity employer. Here we recognize the importance of having the right people working for us to achieving our organizational goal. Our recruitment and selection process are designed to attract and retain suitable candidates. Dhaka Bank recruits and selects only those people who demonstrate an alignment with our company values and philosophy. Because recruiting decision has a major impact on our business.

4.4 Recruitment Process

Recruiting is the initial step of staffing. Recruiting is the process of locating, identifying, and attracting capable employees. Many companies are finding new employees on the Worldwide Web. The source that is used should reflect the local labor market, the type or level of position, and the size of the organization. Now the second step of Staffing, that is strategic planning. For that a company plans strategically. They set goals and objectives, these goals and objectives may lead to the structural changes in the company. Third step is selection. This process is attracting qualified applicators and discouraging the unqualified applicants. By this a company can get its desired employees of requirement. It has dual focus, attempting thin out the large set of applications that arrived during the recruiting phase and to select an applicant who will be successful on the job. For selection of candidate's things that are taken into consideration includes appearance, attitudes, knowledge, qualification, Communication skill, Job knowledge (for lateral entry), etc. To achieve this goal, companies can use a variety of steps. The employees who are able to do all the steps and ensure good performance they get the job. HRM must communicate a variety of information to the applicants, such as the organization culture.

- **Leave Management:** Leave is earned by duty. Leave cannot be claimed as a matter of right, and leave admissible under the service rule of Dhaka Bank Ltd. may be granted by the Managing Director or his authorized person, who may refuse leave, grant leave for a shorter period than applied for, revoke leave of any description and recall an employee before the expiry of the leave. One Principal Officer is looking after the leave matter of employees and keeping leave records. Employees of our bank are enjoying following leave:

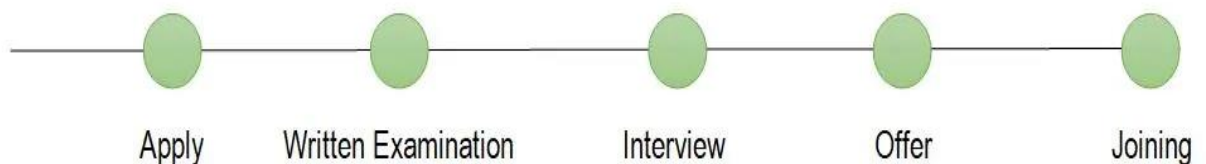
Casual leave is usually processed in respective branch/division by the respective manager & head. All other leaves are processed by the HR Division. The leave application along with recommendation of head/manager sent to the HR Division and processed by the concerned officer of the division. LFA also processed in HR Division and disbursement also been done centrally by HR Division. Most of the processes & records are manual in nature. The HR Software SCALED has little support in this regard.

- **Personnel Dossier Management:** All employees' history and records are kept in personal file of each employee. Employee related data are also stored throw HR software SCALED (Skill set Competency Assessment for Logical Evaluation and Development). All files are kept safely in the File Cabinet of HR Division.

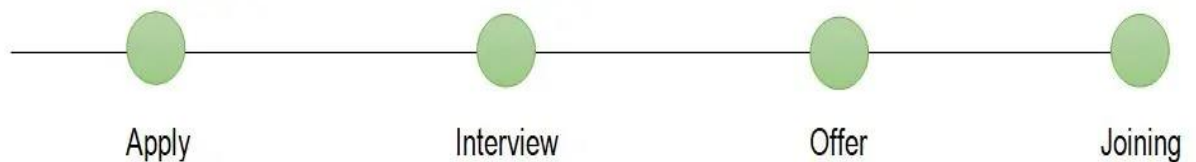
- **Disciplinary Matters:** All employees are subject to disciplinary measures and liable to different penalties based on the degree of infringements of Bank's policies, dereliction of duty, and breach of contract, discipline and misconduct.
- **Disciplinary Procedures:** Management may initiate disciplinary proceedings against any staff member on grounds of misconduct or misdemeanor. No disciplinary proceeding shall be drawn up unless these procedures are followed:
 - ✓ An enquiry committee shall be formed by the Managing Director.
 - ✓ A preliminary enquiry is held into charges and the prima-facie case is made out based on the findings of the enquiry.
 - ✓ Charges should be drawn up and a copy therefore is given to the offending staff member by Human Resources Division.
 - ✓ Depending upon the gravity of the misconduct, the staff members may be placed under suspension pending enquiry and disposal of his/her case.
 - ✓ The staff member is given one week's (7 working days) time to explain his/her circumstances / conduct.
 - ✓ A detailed enquiry is held based on the explanation of the staff member during which he/she is given a personal hearing.

Dhaka Bank recruits two categories of employees.

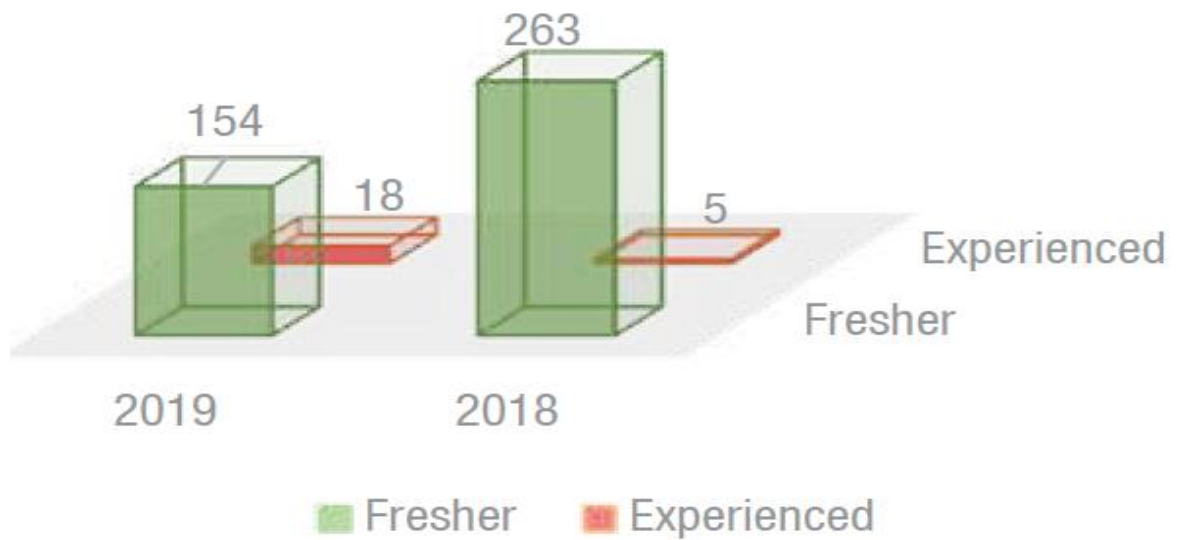
a) Fresh Graduate



b) Experienced Employees



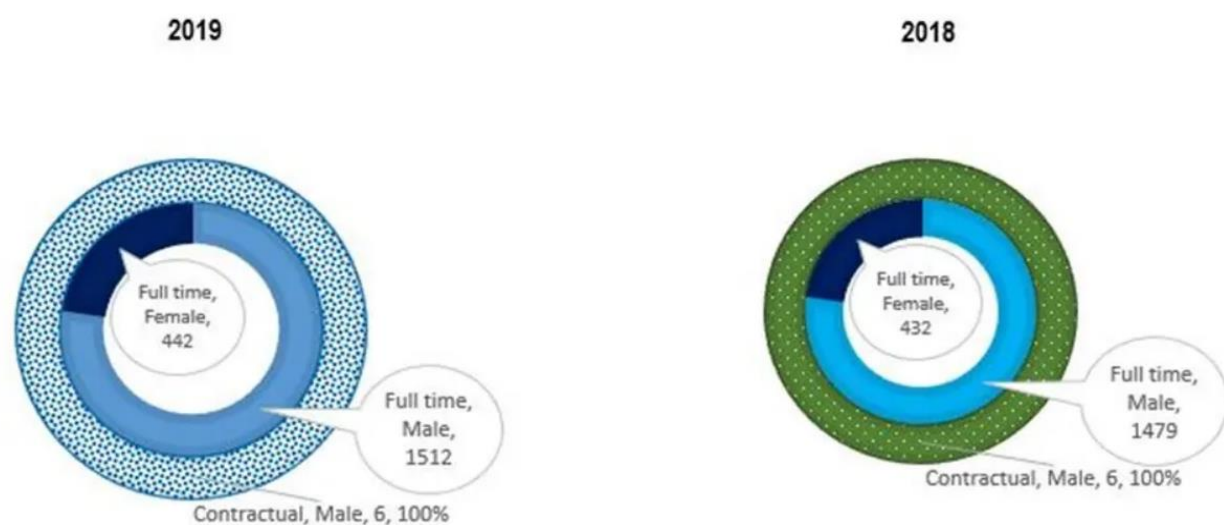
4.4.1 Recruitment Trend



4.4.2 Classification of Employees



Age Group	2018		2019	
	Male	Female	Male	Female
Above 60 years	4	0	2	0
51-60 years	103	18	93	16
41-50 years	355	89	338	90
31-40 years	725	212	693	205
21-30 years	298	113	392	131
Total	1485	432	1518	442



4.4.3 Division wise Employee Distribution-2019

Division	No. of Branches	No. of Employees	
		Male	Female
Dhaka (Including Head Office)	53	1015	386
Chattogram	27	243	25
Sylhet	6	61	5
Khulna	4	32	9
Rajshahi	10	95	6
Barisal	1	9	1
Rangpur	3	27	7
Mymensigh	3	36	3
Total	107	1518	442

*Including 3 SME Service Centers and 1 OBU

4.5 Compensation & Benefits Strategy

Compensation and benefits strategy combines the need to maintain a high-performance culture along with market completeness. A bi-annual benchmarking exercise makes sure that employees' pay is competitive. Moving between pay scales depends on the individuals' performance and we reward employees accordingly. In addition to the market driven compensation package, we also offer series of other benefits, including credit facilities, End-service benefits, etc. We also offer an attractive array of subsidized loans and other staff banking facility, designed to facilitate long term relationships. We also provide Provident Fund, Gratuity, superannuation Fund, Staff Car Loan, Staff House Building loan etc. as long-term benefits.

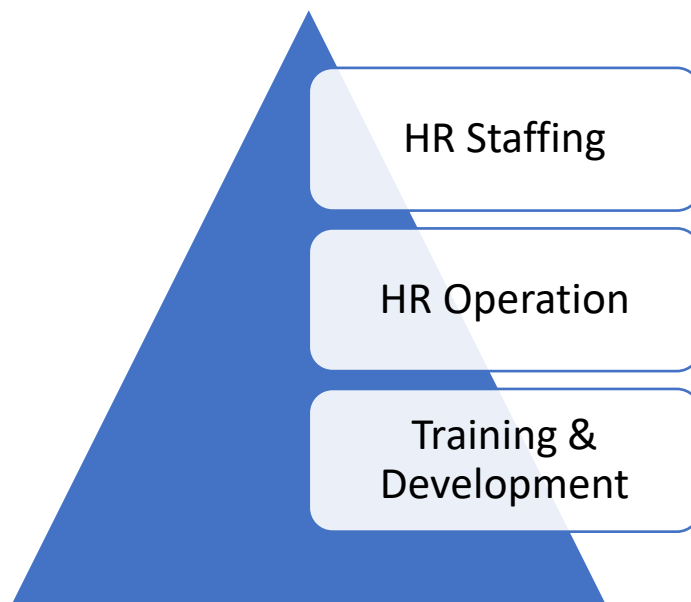
4.6 HR Strategic Objectives

Strategic HR planning is an important component of strategic HR management as well as Human resources division of an organization. HR strategic objectives helps thriving integration of human resources planning with business planning which leads to achieve the vision, mission and business goals of the organization successfully.

- Realign HR in line with revisited vision, mission and business plan.
- Introduce certification programs, and ensure fair performance evaluation.
- Ensure compliance with country laws, regulatory directives and corporate norms.
- Branding Dhaka Bank as the best environment to work for among local banks.
- Reorganize HR functions, and empowerment of the human resources division.
- Automate HR process, and integrate with other functional departments.

4.7 Units of HR

There are three units in Human Resource Division of Dhaka Bank Ltd.:



By doing all these functions Human Resource Management does its job.

- **HR Staffing:** Activities in HRM concerned with seeking and hiring qualified employees is Staffing. A Company needs a well-defined reason for needing individuals who possess specific skills, knowledge and abilities to specify the job. Employee referrals can produce the best applicants for two reasons. First, current employees screen applicants before referring them. Second, current employees believe that their reputations with the firm will be reflected in the candidates that they recommend. Activities in HRM concerned with seeking and hiring qualified employees is Staffing.
- **HR Operations:** HR operations unit mainly work in the area of short term and long-term benefits of the employees of DBL, like salary, bonus, provident fund, gratuity, super annulation fund, etc.
 - Monthly Salary Disbursement.
 - Preparation and disbursement of Festival Bonus and Performance Bonus.
 - Employees Final Settlement.
 - Staff House Building Loan.
 - Maintain liaison with different hospitals, which are under the corporate agreement with Dhaka Bank Limited.
 - Submission of various Salary related MIS report to the Management & Regulatory bodies.
 - SBS Reporting.
 - Work as System Admin in HR department.
 - Assist in Appraisal Management.
 - PF Loan disbursement.
 - LFA disbursement.
 - Investment with the gratuity and PF fund Employee Tax processing, etc.
- **Training & Development:** Training is one of the important activities of human resource management. In the training process companies try to motivate and train the employees in a manner so that they can work more effectively in the future. Under the training process there are some steps they are given below:
 - **Employee Orientation:** Employee orientation provides new employees with the basic background information they need to perform their jobs satisfactorily. Companies arrange an orientation program for the employees. In an orientation program the employees should feel-
 - ✓ Feel welcome.
 - ✓ Understand the organization in a broad sense.
 - ✓ Be clear about what the firm expects in terms of work and behavior.
 - ✓ Begin the process of socialization.
 - **Employee Training:** There is some process, method and techniques of employee training. A company follows the all the steps of training to provide the employees a good look on their work.

- **Employee Development:** Employee development is like the output of training. In development stage employees are motivated after their proper training. The development of an employee can be organizational. Organization development aims to change the attitudes, values, and beliefs of employees so that the employees can identify and implement changes.
- **Career Development:** The career development stage is given below:
 - ✓ **Pre-Transition:** Is simply looking for a job and preparing oneself for a career.
 - ✓ **Transition:** An individual is already having a job and developing oneself for future career or moving to another career.
 - ✓ **Preferred Area:** An individual prefers a specific sector of the career.
 - ✓ **Early Stage:** First 1-5 years of career is called early career.
 - ✓ **Mid-Career:** 5-20 years after the career starts.
 - ✓ **Late Career:** Late career starts after 20 years of job life.
 - ✓ **Retirement:** And finally, after completing the stages of career and individual decides to retired.

To achieve the ultimate goal DBL Human Resources Division is committed to upgrade professional acumen by enriching knowledge and skill and by developing positive attitude and motivation to provide excellent customer service to bank's judicious customers. Two officers (one Principal Officer & one Assistant Officer) looking after the all training & development related activities of DBL. They also look after the HR contractual employee of the bank and third-party contractual employee. HR Division continuously working hard to ensure that, the employees have the necessary skills to carry out their particular job.

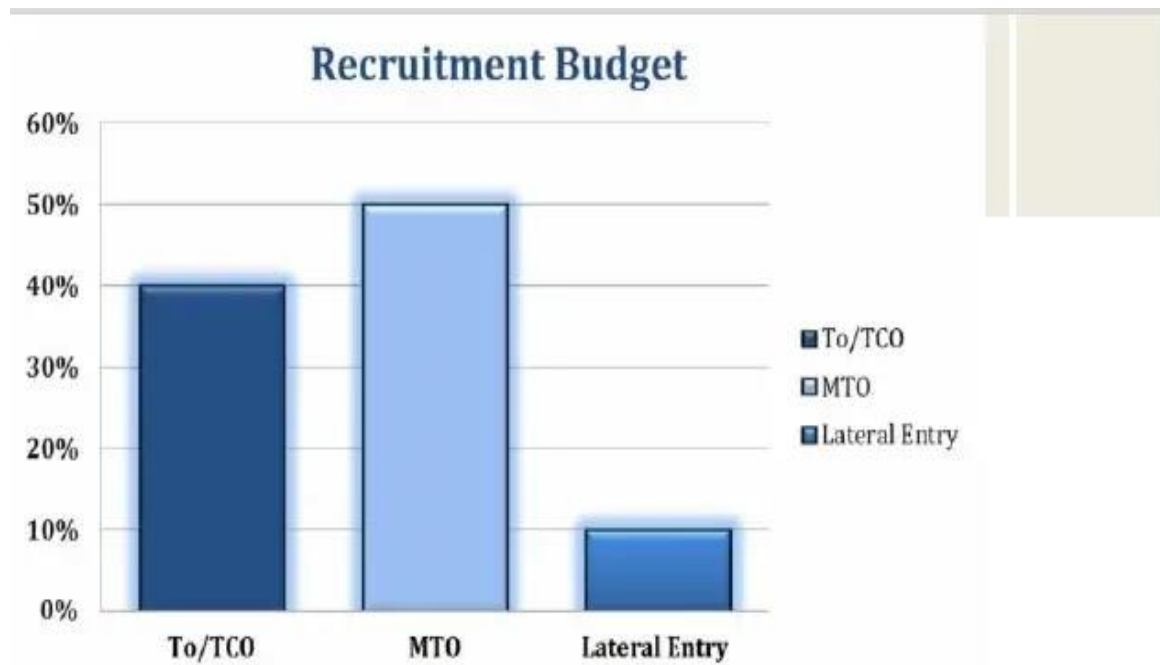
4.8 Staffing Strategy of Dhaka Bank Limited

Staffing is the process of acquiring, deploying and retaining workforce of sufficient quantity and quality to create positive impacts on the organization. When they recruit candidates, they always focus positive interaction of the candidate qualification and job characteristics are match with each other or not. Moreover, they emphasis on develop the talent rather than acquiring. They have a separate training and development unit where they train their existing employees and try to make then efficient for their job. In every year DBL do annul business plan. And based on that information they recruit people. They mostly prefer internal hiring for advanced position but for entry/junior level or MTO/TCO position they go for external one. In DBL the number of employees is 1458. Among the total workforce 6 people are in top management, 32 are in senior management, 136 are in middle management, 561 are in junior level, 643 are in officer level and 80 people are working as supporting staff in bank.

4.9 Selection Process of Dhaka Bank Limited

Selection is the part which carries an extra weight for any organization because the organizational performance, cost issues regarding recruitment and selection, and legal obligations depends on it. Realizing the importance of careful selection Dhaka Bank Limited practices, a well-organized

selection process for all type of employees but the process varies for different positions. Focusing on the selection process for the management trainee/ External/Internal candidates of DBL.DBL spends a huge amount of money for hiring intelligent, flexible and most capable workforce. DBL does not anxious about the hiring cost at all rather it is more concerned to hire best work force all the time. Every year DBL spends around 1 core on an average for overall recruitment and selection process. One-third of the budget is spent for recruiting Management Trainee Officer, Trainee Officer and Trainee Cash Officer.



4.9.1 Point of Recruitment

There are two level of recruitment. They are describing below:

- **Entry Level:** There are two entry level post for recruiting fresh graduates and post graduates These are:
 - **Probationary Officer:** Probationary officers are confirmed as officer after successful completion of one year probation period. Probationary Officers are recruited through complete written exam which is taken by IBA. After taking exam top scorers are invited to appear the interview of management committee. After appearing the interview, they have to face an interview in front of Board of Directors. For recruiting Probationary Officers advertisement are given in daily newspaper and web site also. Only online applications are acceptable for Probationary Officers (PO). They have to apply through bdjobs.com. bd jobs supplies the database of CVs or resume to DBL HR. HR team then short lists the resume of the candidates. Only short-listed candidates are invited for appearing the written

exam. Short-listing criteria are given in the circulars. There are some subjects, which are preferred for short listing. These subjects are:

- ✓ MBA (Major in Accounting, Finance, Management, Marketing, HRM, MIS etc.)
- ✓ English.
- ✓ Statistics.
- ✓ Mathematics.
- ✓ Economics.
- ✓ CSE.
- ✓ Developments Studies.

- **Trainee Assistant Officer (TAO):** TAOs are confirmed as assistant officer (AO). TAOs are recruiting from walking CVS. Usually, one written exam is managed by DBL management has taken for recruiting TAO's followed by one Viva. If the vacancy involves an entry level position in the Executive management cadre and if it is decided to fill in the vacancy by way of promotion, the prospective candidates will have to undertake a written test and go through a Selection Board interview, as decided by the management.

- **Lateral Entry (Recruitment of Experienced Person):** The functional Head, in consultation with the Head of HR, will recommend the most suitable person scoring Lateral entry (recruitment of experienced person). There are recruitments for experienced bankers, which is called lateral entry. Length of services, job responsibilities, revolutionary background etc. is taken into consideration for the lateral entry.

4.9.2 Selection

- All prospective candidates are required to complete an 'Application Form for Employment'. The HR Division along with the concerned Function Head will be responsible for processing applications, screening applicants, and shortlisting qualified candidates.
- The HR Division contacts the qualified candidate/s and arranges appropriate tests for any position to identify the potential of the candidates based on Job Description and Persons Specification.
- Written tests for appointment will cover the following areas: Knowledge in English. General intelligence, knowledge and numeracy. Computer skills Knowledge in relevant Functional area.

4.9.3 Written or Job Tests

It is mandatory for short-listed candidates to sit for a written test for the post of Probationary Officer and Trainee Assistant/Trainee Assistant Cash Officer. Apart from the above, for other positions, as decided by the Management, candidates short-listed may be required to sit for written test and or a practical job-related test and or formal interview.

- **Interviews:** The interview panel authorized by the Managing Director will finalize its recommendation as soon as the interviews are completed. No expenses will be reimbursed to the candidate to attend interview/written test.
- **For Positions from SEVP and Above:** Preliminary interviews are to be conducted by the Managing Director who will recommend the best candidates to the Board / Executive Committee for final decision.
- **For Positions from TACO/TAO to EVP:** Preliminary interviews are to be conducted by the respective Selection Committee. After the preliminary interview, it may be decided to put the Short-listed candidates to written tests, if necessary. Based on the result of written test and or interview results, the short-listed candidates will be chosen for final selection.
- **Appointment / Hiring:** All appointments to the Bank of any nature must be processed through Human Resource Division.
 - After final selection, appointment letter(s) will be issued to the candidate(s) for Deputy Managing Director, Senior Executive Vice President by the Managing Director with the consent of the Board/Executive Committee.
 - The Managing Director will make job offers to the selected candidate/s from the level of Support Staff, Trainee Assistant Officers to Executive Vice-president Position.
 - Background checking, Clarification/Verification from the last employer obtained through classified correspondence.
 - The selected candidates will be issued with a letter of Appointment, detailing the terms and conditions of service, a five years Indemnity Bond (duration of the bond may be decided by the Managing Director / Management), which will be signed and returned to the Bank as his/her acceptance of the offer.
 - Probationary Officers and Trainee Assistant Officer / Trainee Assistant Cash Officer along with the Letter of Appointment shall sign a five years Indemnity Bond that is mandatory.

The appointment letter state clearly about;

- The post/position.
- The remuneration/salary.
- The service benefits.
- Income tax deduction information.
- The probationary period.
- The reporting date, time and place.
- Notice period required by either party for termination of appointment.
- Validity (duration) of employment offer-
 - ✓ Candidates must submit the letter of release from previous employer on the date of joining.
 - ✓ Police verification is mandatory for the Cash Officer and Security personnel.

- ✓ All offers of permanent employment will be subject to pre-placement medical checkup by the Bank nominated doctor / a recognized doctor and satisfactory reports/certificate of references. Medical check up to be carried out by the Bank's designated Clinic / Hospital / Doctor.

All appointment shall be made at the minimum pay of the grade, but in cases where persons to be recruited possess additional experience or special qualifications, or both, the competent authority may allow a higher initial pay in the scale of pay of the grade.

- **Age Limit:** No person shall be appointed in the service of the Bank as Probationary Officer /Trainee Assistant Officer/ Trainee Assistant Cash Officer, who is below 18 (eighteen) years of age and above 30 (thirty) years of age in respect of direct fresh recruitment. This age limit may relax by the competent authority / Managing Director in exceptional cases. For lateral entry the age limit shall be as decided by the Managing Director.
- **Medical Fitness:** No person shall be appointed in the service of the Bank unless the person has been certified physically fit by a qualified medical practitioner acceptable to the Bank or as defined by the Bank.
- **Gradation:** Employees of the Bank shall be graded as may be decided by the Board from time to time.
- **Service Register:** Complete service records / dossier shall be maintained by the Human Resources Division at Head Office for all employees. Branches shall maintain shadow file for employees working in the respective branches.
- **Probationary Officer:**
 - All new hires of Probationary Officer category shall have a probationary period of one year. However, this period of probation may be extended by an additional period, if the management feels employees has not made adequate progress in his/her job within the probationary period. After successful completion of one-year probation period they will be confirmed as Officer.
 - The management will assess their progress in the job during the probationary period within which a decision to confirm or terminate or extend their probation will be taken and communicated in writing.
 - The management may decide to reduce the period of probation, if it satisfied that the probationer has shown significant progress in the job at any time during the probationary period.
 - During the probationary period, except otherwise advised/instructed by the management, no benefit shall be allowed. On confirmation, a staff member will be entitling to receive all admissible benefits as per the Employee's Service Manual of DBL.
 - During the probationary period, no leave except sick leave will be admissible. However, in case of an emergency, leave with pay may be granted as a special case, which will be adjusted against future Earned leave entitlement.

- **Confirmation:** Normally, probationary periods will be as follows:
 - Prior to the end of the Probationary Period, an assessment will be made about the employee's suitability. Assessment Form shall be imparted by the HRD to concern Branch/Division Head.
 - The authority to confirm an employee in any grade shall be decided by the Managing Director.

- **Induction/Orientation:** All the new recruits must undergo an Induction / Orientation program, in order to familiarize themselves with the organization's culture, norms, rules and regulations so that they know what is important in the organization and what they are supposed to do. Induction helps an employee to become effective member of the organization. Dhaka Bank Training Institute shall arrange a Basic Banking Training Program for the TAO/TACO & Probationary Officers.

4.9.4 Career Advancement

It is the Bank's policy to ensure that each employee is developed fully as his ability, performance and opportunity within which the Bank may permit. To this end periodic reviews will be made to determine the performance and potential of employees and, if necessary, the training required to enable them to progress to more senior positions. It must be made clear, however, that promotion can take place only if the following conditions are satisfied:

- The Employee is proficient satisfactory to fill a higher position.
- There is a vacancy at the higher level.

Opportunities for employee advancement will be created through exposing them to challenging job/responsibilities that enable appropriate development of the employee. Individual career planning is expected on the employee's own initiative and in coordination with Human Resource Division, individual or Group Counseling / Coaching will be provided by HRD.

4.9.5 Personnel Records

Personal history of all employees will be recorded in the Computerized HR Information Management System of the Bank. Personnel files / dossiers will also be maintained for all employees at the Head Office Human Resources Division. Each file will contain:

- The Job Application, CV, Educational Credentials and References (if required) available;
- Appointment Letter and Letter of Acceptance confirming willingness to abide by the personnel policies, Code of conduct, Ethical Standards, Confidentiality Standard and rules in service manual;
- Job description; completed Personal History Form.
- Confirmation, Increment, Promotion and Transfer records.
- Leave (Subsidiary Dossier).

- Other relevant papers (e.g., Warning letters, Show Cause Notice etc.);
- Annual / period performance appraisal record training etc.

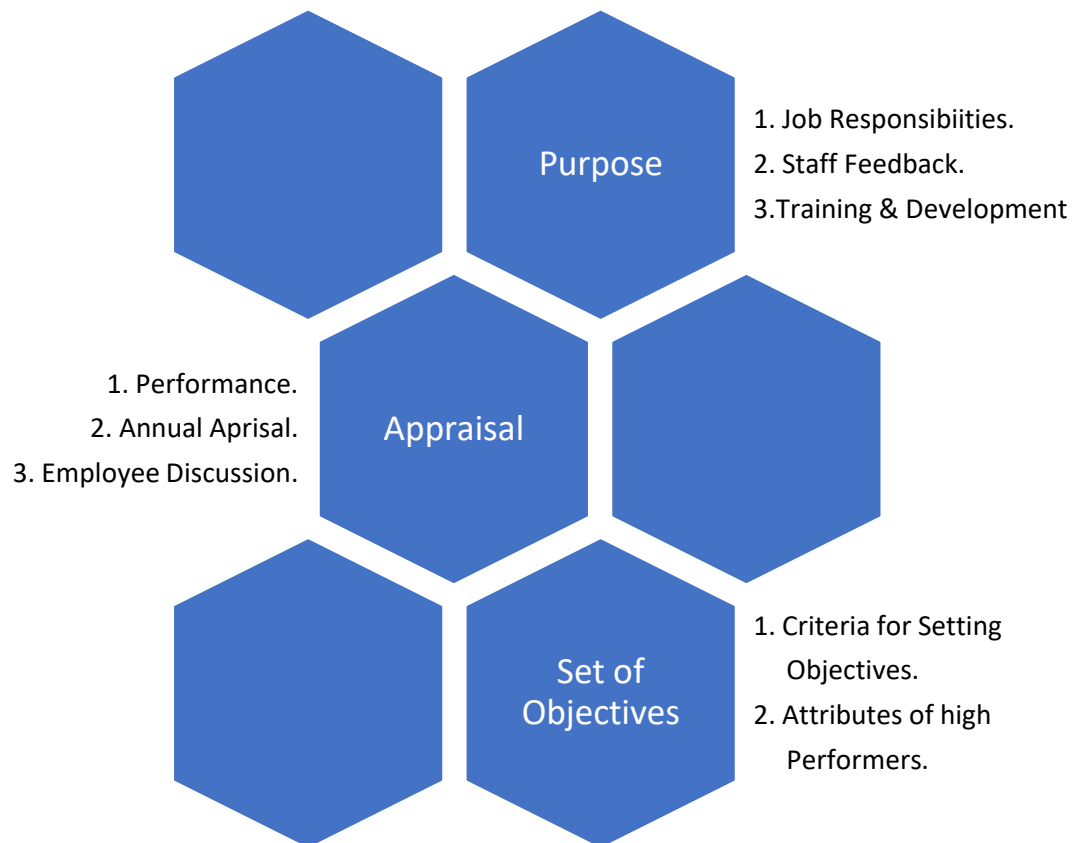
Such records will be regularly updated with additions and changes as may be necessary from time to time. Head Office HRD shall strictly maintain confidentiality of the filed/dossier. Branches shall maintain shall shadow file / dossier for employees working in the respective branches.

4.10 Pay Policies of Dhaka Bank Limited

The pay policies of Dhaka Bank Limited for all employees are describing below:

- **Remuneration:** Competitive remuneration will be offered to attract and retain qualified and capable human resources. The benefits system will support performance-based thrust of the human resources system. At the time of appointment, each employee's salary is determined based on level of accountability, responsibility, professional experience, educational background, and past performance. Payment on appointments shall be made at the minimum pay of the grade, but in cases where persons to be recruited possess additional experience or special qualifications, or both, the management may allow a higher initial pay in the scale of the pay grade.
- **Salary:** Monthly salary shall mean the sum total paid monthly as per pay structure including allowances before deduction of provident fund, tax, hospitalization insurance premium (if any) amount. Gross salary is the sum total of the basic salary, house rent, house maintenance, medical allowance, entertainment allowance, technical allowance (if any), conveyance allowance, utilities allowance, telephone allowance, Bank's contribution to provident fund, gratuity, festival allowances (if any), Leave fare assistance and any other allowances where applicable as per service rule of the Bank.
- **Provident Fund:** There shall be a fund called "Dhaka Bank Limited Employee's Provident Fund" which will be governed by a separate Provident Fund Rules approved by the Board. All permanent employees shall compulsorily be the members of Provident Fund.
- **Gratuity:** Every confirmed and full-time employee who has rendered seven years continuous service in the Bank or more, a gratuity equal to one-month basic salary for each completed year of service may be granted to him on retirement/resignation/ termination or to his family in the event of his death while in service. The dismissed employee shall not be entitled to any gratuity.
- **Loan Facilities:** An employee of this organization enjoys various loan facilities like-House Building Loan, Car loan, Furniture and Household Electronic Items Loans. Under some schemes the employees enjoy interest free loan facilities. Employees are in higher post enjoys more amounts of loan facilities.
- **Medical Facilities and Health Insurance:** Reimbursement of medical expenses incurred will be restricted to the treatment of employee, their spouses and for a maximum of two dependent children up to the age of 21 years. In addition to that immediate family member who are wholly dependent on the employee and residing with the employee shall also be included. Reimbursement of medical expenses will be made at actual but not exceeding total amount of three (3) basics of the concerned employee. An employee will allow the reimbursement of the cost of maternity twice during the entire tenure of his service with the bank.

4.10.1 Performance Appraisal



- **Purpose:** Annual Appraisal on each staff member's performance is undertaken in order to:
 - Assess the staff member's performance in the light of his/her job responsibilities.
 - Give the staff member feedback on his/her strength & limitations.
 - Enable the staff member to discuss any factor, which impedes the achievement of the agreed performance.
 - Set objectives mutually for the performance and identify training and development needs for the following year.

- **Appraisal:**
 - A staff member will have a formal appraisal of performance once a year.
 - Appraisals are conducted by the Superior who supervises the work of the concerned staff Members. This is done in a constructive and supportive atmosphere and employees are encouraged to participate fully, and to voice any concern issues they may have.
 - Performance is to be measured against standard, which must be objective and job-related and agreed with the appraisee earlier.
 - All appraisals will be reviewed by the appraiser's Manager to ensure that the appraisal was conducted fairly and competently.

- Between formal annual appraisals, a superior may conduct a special appraisal. This would be to record any unusual circumstances of outstanding performances as well as poor performances.
- All appraisals are to be discussed with an employee.

➤ **Set of Objectives:**

- **Criteria for Setting Objectives:**

- ✓ Specify the desired result what task will be accomplished if the objective is achieved?
- ✓ Make the result measurable can you differentiate among different degrees of achievement?
- ✓ Set a time frame by what date must this goal be achieved?
- ✓ Discuss any cost consideration how much, if anything, will achieve in terms of money and resources?
- ✓ Are there specific budget guidelines that must be adhere to?

- **Attributes of High Performers:**

- ✓ Team Player
- ✓ Customer focused
- ✓ Action Oriented
- ✓ Analytical Thinker
- ✓ Innovative
- ✓ People skills
- ✓ Resource fullness
- ✓ Enterprising
- ✓ Risk Taking
- ✓ Getting things done
- ✓ Working Long Hours
- ✓ Flexibility
- ✓ Long Term Perspective
- ✓ Balancing Life and Work
- ✓ Decisive

4.10.2 Promotion/Up-Gradation:

Promotion cannot be claimed as a matter of right and all promotions shall be made on merit and no employee shall have a claim to be promoted to a higher grade by virtue of his seniority alone. All promotions shall be made be on the basis of Performance and different criterion laid down by the Management from time to time. An employee may get Accelerated promotion once within a year based on his/her performance.

- **Promotion in Executive Grade:** An employee promoted to Executive grade from Senior Principal Officer (SPO) may need to sit for written examination or face Viva after duly

recommended by his/her supervisor and supported by the concern Head of the Division/Department/Unit/Branch in the Performance Appraisal.

➤ **Promotion in Officer Grade:**

- An employee may be directed to officiate in a higher post for a temporary period for which s/he shall not be entitled to the salary of the post in which he officiates. An employee so officiating will be reverted to his substantive post when such temporary vacancy ceases to exist. Such posting should be seen as giving an opportunity to the employee as recognition of his competency as well as proficiency.
- Promotional increases will be awarded on progress to a post in a higher salary range.
- In the event of an employee being promoted to a higher job grade, he/she receives an additional increment in his/her basic salary as promotional benefit, in addition to his/her regular annual increment in the previous grade. Both promotional benefit and the annual increment (if any) should be taken into account while fixing his/her salary in the new grade.
- In case his/her new salary falls short of the starting salary of the new job grade, the employee will be given the differential between his/her salary and the starting salary of the new job grade.

4.10.3 Bonus

➤ **Festival Bonus:**

- An employee in regular employment will be entitled to two Festival Bonuses per year, each equivalent to one month's basic salary. One payment of Festival Bonus will be made to all employees at the time of Eid-UI-Fitr. The second payment will be made to the employees at the time of their own religious ceremony as per their option (e.g., Eid-UI-Ajha, Buddha Purnima, Christmas, Janmashtami, Durga Puja).
- An employee, who will be on the Payroll of the Bank on the day of the Festival Bonus, is paid out, will only be eligible for the payment/bonus.

➤ **Performance Bonus / Profitability Bonus / Incentive Bonus:**

- An employee may be entitled to the payment of variable Incentive Bonus/Reward, as declared by the Board of Directors, based on the profitability of bank. Management may decide at its discretion to withhold an employee's bonus due non-performance / poor performance, dereliction of duty, violation of code of conduct, gross misconduct, habitual delay in handling official assignments, deliberate sluggish attitude in discharging duties, attempt to fraud etc.
- Also, this bonus is payable to an employee who will put in, at least, six month's (180 days) service of the whole year for which the Performance Bonus is declared.

4.11 Employee Training and Development

- Training and Development needs of employees are identified on a regular basis, and accordingly they are nominated for the following training:
 - ✓ In-house training (DBTI).
 - ✓ Local training.
 - ✓ Regional training.
 - ✓ Overseas training.
- Whenever an opportunity comes up, an employee may be sent abroad for training and development so that they gain knowledge and experience and perform better at work place.
- On return from training/attachment an employee may be required to submit a Trip Report to his/her Functional Head and debrief the Management Committee about the learning through presentation within 15 days of return as and when requested by the Management.
- An employee should also submit an Action Plan on the training for transfer of learning to the work place.
- An employee may be asked to sign an indemnity bond to ensure continuity of service before he/she goes / after he/she returns from training overseas, such indemnity will be determined by the Management based on the length of training, years of service and track record of the employee concern.

4.12 Resignation and Termination

➤ Resignation:

- An employee, on probation, may resign from service at any time by giving one months' notice subject to adjustment of all dues mentioned in the appointment letter as well as indemnity bond. Similarly, the management will have the right to terminate the services of a staff member on probation at any time without any notice.
- An employee who resigns shall do so in writing to the Appointing Authority following proper channel of communication. Prior to the acceptance of the resignation letter, thorough checks shall be made in respect of the following:
 - ✓ Whether any legal proceeding is underway against the employee by the Bank;
 - ✓ Up-to-date cash account, if applicable.
 - ✓ Statement of any financial transactions dealt by the employee and liability of the Bank I respect thereof;
 - ✓ All Bank's asset under his/her possession;
 - ✓ Any other liabilities/obligations to other division/department/units/ branch.
- A written reply within 7 (seven) then be given from HRD to the employee who is resigning, stating conditions etc., with copies to the Finance and Accounts Division

and the respective Head of Division /Division/ Unit/ Branch Manager. If the employee submitting resignation has charges of corruption and misbehavior against him/her and proceeding about them are underway, the Bank may refuse to accept the resignation.

- Prior to clearance and final settlement, the employee concerned must collect a certificate on the Bank's prescribed form, on the following issues, and submit to HRD for clearance.
 - ✓ Certificate stated that the Bank assets and other equipment / articles under his/her possession have been duly handed over to his/her Head of Division or any other authorized officer.
 - ✓ In cases where the employee purchases the items, then the necessary approved documentation must be available before clearance can be given.
 - ✓ In case of Branch Manager, comprehensive clearance from Audit & Compliance Division is mandatory.
- All dues will be cleared on the final working day of the employee concerned, including Gratuity/P.F. etc., after adjustment of any liabilities owed to the Bank after getting clearance letter from HRD.
- An employee, on confirmation in service, (apart from support staff) will be required to give 90 days' notice or surrender 90 days' Basic Salary in lieu of notice before they resign. For support staff 30 days' notice or surrender 30 days Basic Salary in lieu of notice period is required.
- Management, at its direction, may, however waive the requirement of notice / indemnity / in part or in full and release the resigning staff members from its service immediately.
- Based on the Bank's interest management may defer the release / a acceptance of resignation at its discretion but not more than 90 days maximum.
- In case of transferring / conquest liability to another Institution / Organization Management may issue conditional release for the interim period not more than 60 days after which conditional release shall stand null and void and Bank Management may callback the employee or go for arbitration/legal action. After full adjustment of outstanding liability, a formal release shall be issued.
- It is important to obtain as much information as possible when a staff member has indicated dissatisfaction with any other aspect of his/her job.

➤ **Termination:** Similarly, the Bank Management may terminate the employment of an employee by giving notice in writing or salary in lieu thereof in following manner:

- 120 days' notice in case of support staff and other employees of the bank who do not work in a managerial or administrative capacity.
- 90 days' notice for all other grades of employee.

4.12.1 Retirement

➤ **Retiring Age:**

- Retirement age is 60 years. An employee will retire from services at the end of the month in which his/her 60th birth anniversary.
- The management may, however as its discretion, in special circumstances and in the interest of the Bank, appoint any member after retirement on Contract basis beyond the age of 60 years subject to such terms and conditions and in absence of such specialized skilled employee on the Terms mutually agreed.
- An employee may be required to proceed on early retirement at the discretion of the management once he/she has completed 25 years' service with the Bank or an employee may retire voluntarily after completion of 25 years of active service with the Bank.

➤ **Retirement on Health Grounds:**

- An employee may retire on grounds of ill health, before attaining the age of 60 years at the discretion of the management.
- In the event of such retirement, to overcome the adversity / hardship, the management may consider appointment / employment / recruitment of his/her children in the Bank. Provided his/her children conforms all the pre-requisites of the recruitment policy of the Bank.

4.13 SWOT Analysis of Dhaka Bank Limited

SWOT analysis is the detailed study of an organization's exposure and potential in perspective of its strength, weakness, opportunity and threat. This facilitated the organizations to make their existing line of performance and forces the future to improve their performance in comparison to their competitors. As though this tool, an organization can also study its current position, it can also be considered as an important tool for making changes in the strategic management in the organization. The acronym for SWOT stands for:



SWOT analysis gives an organization an insight of what they can do in future and how they can compete with their existing competitors. The SWOT analysis is given below:

4.13.1 Strength

The strengths of a company are the most important building blocks required for growth to take place. Dhaka Bank is a company that has much strength. The following are a few of the most prevalent strengths that Dhaka Bank has at the present time.

- **Accountable Corporate Governance is very Important for the Bank:** Good Corporate Governance is an issue of vital importance to the Board and Management of Dhaka Bank. The Board of Directors, as the apex level of authority, is responsible and accountable for the overall direction and is ultimate answerable to regulatory authorities and shareholders for the activities, strategies and performance of the company. The board now has 13 members, which also includes at least two independent directors. Dhaka Bank board has a formal schedule of matters especially reserved for its decision including corporate strategy,

approval of budgets and balance sheet, annual financial results, Director Appointment, proposal for dividend, approval of major corporate transactions and credit proposals beyond the delegated business power of the management.

- **Experienced Senior Management has the Responsibility for Promoting Highest Level of Business Ethics:** The senior management of the bank is responsible for promoting the highest level of business ethics and integrity. Their aim is to create and foster a culture throughout the bank that emphasizes and demonstrates the importance of maintaining high business ethics and close relationship with customers. In Dhaka Bank, mostly the experienced officers are mostly responsible in promoting business as they have more experienced than the junior ones and they have all the knowledge about the business and about the market. Even though there is a lot of competition in the banking sector as well, but still the higher officials convince its clients on its terms and conditions. The senior officers convince their clients in such a way that there becomes a strong bonding of the officers with the clients, and as a result it eventually helps the bank to bring business as well.
- **Dhaka Bank Provides Quality Services to its Customers:** Customers are the focal point of all the banks activities. Dhaka Bank is committed to its customers for excellent, innovative and speedy solutions across all customer segments. The Bank provides a full range of banking services to small and medium size companies and also to private individuals and entrepreneurs. They have expertise corporate banking, retail banking and trade finance and inward remittance facilities as well such as Western Union, Placid Express and National Exchange etc.
- **The Bank Provides Compensation Package for all its Employees Irrespective of the Gender or Designation:** Dhaka Bank maintains an equal opportunity in recruitment, training and promotion of all employees regardless of gender or ethnic origin. The bank tries to pay all its employees the best compensation package. The bank treats all its employees equally without being biased towards anybody due to race, religion or gender. Dhaka Bank provides a good compensation package not only to the senior officers or executive but also to the other staffs at the lower level. The compensation package is though according to their designation. Accordingly, Dhaka Bank's salary structure is revised upward on a regular basis. The bank also keeps in employees informed about the progress of the business and their part in it for their constant commitment to the bank. They also encourage the development of the employee involvement in the bank through formal and informal meetings.
- **Dhaka Bank is Maintaining a Strong Position in the Share Market:** Shares of Dhaka Bank are one of the most actively traded stocks on the Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE). The continual improvement in the bank's underlying profitability is the reason for trust and confidence of investors on the bank. Its reputation and performance attract the clients towards the bank and make them to invest in its shares. Customer is in the core of everything a service-oriented company does. Accuracy, reliability, and timely delivery are the key elements of the Dhaka Bank's service. Dhaka Bank Limited is manned by well-qualified and experienced officials always prepared to

provide efficient, personalized and quality service. They also tailored solutions for business needs, global reach in trade and commerce and high yield on investments backed by state-of-the-art technology for both customers and for internal use have rendered Dhaka Bank a position in the top tier of the industry. The bank also performs according to the needs of its corporate clients and provides a comprehensive range of financial services to national and multinational companies.

- **Dhaka Bank is Always there for Social Welfare:** Dhaka Bank has fully commitment towards serving the communities in which it operates. The bank believes that healthy economy and sound banking go together. A chunk of the bank's annual profit is being given to the Dhaka Bank Foundation for social welfare. The main objective of the foundation was to invest part of the bank's profit in poverty alleviation and community welfare. The Dhaka bank foundation and the employees of the bank take part in diverse charitable and voluntary programs. The foundation had made allocations in different areas of poverty alleviation and primary health care programs for the low-income group. Substantial fund had also been allocated for research works on various socio-economic issues confronting the nation. All these strongly reflected strong commitment of the bank to work closely through foundation with the community with which it co-exists.
- **Dhaka Bank Provides Online Banking Services:** Dhaka Bank is among the few banks in Bangladesh, which provides the online banking services to its customers. By using the modern banking services, a Dhaka Bank customer can withdraw or deposit an amount of cash under the Dhaka Bank account no matter in which branch the actual account exist. This service gives its customer huge flexibility. More and more urban customers are becoming attracted to this service day by day. The customer can not only make transactions through online services but also can check their balances. This online service provides great benefit for the customers, as they do not have to face the hassle of going into the bank and then doing their works, or knowing their balances from the bank, instead they can know it instantly through online service of Dhaka Bank.
- **Training and Development System of Dhaka Bank is a Prime Reason of their Success:** Dhaka Bank has a personnel-training institute with good resources. They give regular training to the officer of both middle and lower levels. Again, if there is any strategy or technology change, there will be special training program arranged based on individual needs. They arrange special training on their software also which they use in the bank to operate their system, which eventually becomes beneficial not only for the employee but also for the bank, because if they do not know the exact procedure of carrying out work in their system then that might affect them both the employee end into making mistake, and as a result the reputation of the bank also might get hamper ed.
- **Strong Financial Resources to Ensure the Growth of the Bank:** Dhaka Bank's total assets were TK.32, 361.62 million. Of its TK. 29137.28 million were interested earning assets and the rest TK. 322.34 million was non-interest earning assets. So, it seems that its terms of financial resources Dhaka Bank has no lacking. And the bank has adequate resources at its disposal considering the size of the bank and this was a good enough platform to ensure future growth of the bank.

4.13.2 Weakness

The fault of an organization is the most important internal problems that might hamper the growth rate to take place in a company. Though Dhaka Bank is a company that has many strengths but it also as well has some weakness of its own. The following are a few of the most common weakness that Dhaka Bank has at the present time.

- **Giving High Emphasize on Fixed Deposits:** Dhaka Bank gives high emphasize on fixed deposits every year, which means that they always end up paying high interest expense for their deposit mix. Certainly, this will decrease their dealing spread and keeps them always in pressure. So, their cost of goods sold is very high which is not very good for any company in this competitive market. Giving high emphasize on fixed deposit might which meant ending up by paying high interest expense for the deposit mix, because if the bank continues like this then there is a high chance for the clients to switch to other banks, so in this way the bank might lose its valuable clients.
- **No Feedback from Bottom Level Employees:** The bottom-level employees and even the mid-level managers at Dhaka Bank don't take part in the decision-making process. So, the information flows one way. The bank does not encourage or even ask the middle level officers to take part in their decision or invite them in the decision-making process, as a result there remains a gap between the high officials and the mid-level managers or officers. But when any kind of problem arises it is often the middle level managers who has to face the problems or complains from the customers. The higher officials should not also forget that because of these middle level officers their organization has been running so smoothly and successfully. Though Dhaka Bank do not involve its middle level officers in their decision-making process but still Dhaka Bank has some unofficial way to collect information from the bottom level employees, but it is not effective at all.
- **Less Emphasis on Advertising Through the Electronic Media:** Dhaka Bank does not promote their brand or products on regular basis. They seem to be over confident over their company's publicity. They sometimes see it as an extra expenditure. They also don't do much electronic media advertising, they do not even campaign for their bank for example they could take stalls in private universities and offer attractive packages for the student or for their education. On the other hand, competitors like Dutch-Bangla Bank, Standard Chartered Bank, Jamuna Bank and others do the opposite frequently come up with creative adds for their banks. For example, recently Dutch-Bangla Bank has set up an ATM booth inside private university, this way they have not only gained popularity but they have also attracted the customers, mostly the students to have an account in their bank. This is a big weakness for Dhaka Bank, which may prove to be very big mistake in the future. To company should concentrate more on its promotional activities.
- **The Bank has a Large Number of Employees Making the of Organization Ineffective:** Dhaka Bank currently has quite a large number of employees compared to its capabilities. Having a higher number of employees is good extent, but in some cases, it can also have a negative impact. This decreases the employee's individual efficiency as well as effectiveness. If there is too many employees working for the same thing then the

effectiveness of the employees' decreases, there remains no competition and the employees start depending on others, i.e., instead of doing the work by themselves they expect their fellow mates to do it for them. This kind of behavior makes them inefficient and as a result hampers the effectiveness of the organization. In addition to that, a few of the employees are not too sound and loyal as they are supposed to be. There is a tendency that middle level managers want to avoid their responsibilities and want it to be done by others.

- **Agency Problem Might be there among the Employees which Effects the Customer Service:** The front desk employees are often found not to be too keen on taking care of their customers. Though they have a long employee's line in every branch, their loyalty to the company and their ethics level are not very satisfactory. Most of the employees always think about their own interest, which proves that agency problem is there. Some of them create unofficial groups through which they solve each other's problem and support each other to achieve their personal goals, not too much concern about their personal interest.

4.13.3 Opportunities

An organization's opportunities are positive external environmental factors. An organization should explore all possible opportunities available to it. These opportunities are intended to improve the organization. By making improvements, the organization should be able to become more competitive in the market. The following are opportunities available to Dhaka bank in order for it to become more aggressive.

- **Dhaka Bank can use their Good Market Image to Gain Business and Valued Customers:** Dhaka Bank has quite a strong market image. Local people know Dhaka Bank as a centered of trust and professional where local expertise use to serve. If they expand their business and utilize this strength as more diversified business opportunities, they can create stronger image in the country. If Dhaka Bank continues to be productive then they will get more and more business as the customers will be attracted towards their service and towards their product. The chances of Dhaka bank will become much higher if they expand and diversify their business in an effective and creative way not only in the capital city but all over Bangladesh.
- **Dhaka Bank can Provide Mobile Telephone Bill Collection Service Through Internet Banking:** As telecommunication industry is expanding with an alarming rate recently, so Dhaka Bank could maintain good business relation with those telecommunication companies. They can look forward to make some mutual agreement of responsibility of bill collections. This will give them more liquid money, which will boost up their cash requirement.
- **Dhaka Bank can Provide Premium Service Banking so as to Satisfy their Customers:** Dhaka Bank can improve its customer service but tailoring the individual business needs. This service enhancement collectivity will allow a customer to manage their business finance and cash resources more efficiently and conveniently. The services like-
 - ✓ Courier.
 - ✓ Auto Fax Report.
 - ✓ Hotline (Your single point of contract)

- ✓ Inward remittance information services.
- ✓ Express payments.
- ✓ Foreign Exchange and Money market information.

If Dhaka Bank provides the above-mentioned services to its valuable clients then the chances of its 100% success will be confirm, as no other Banks is providing such services especially inward remittance, if Dhaka Bank provides such type of services then the customers will rush only for Dhaka Bank instead of going to other Banks.

- **Dhaka Bank can Expand their Business Area by Opening new Branches in Different Places:** Dhaka Bank could also boost the number of branches to take advantage of increase demand among the existing customer with better services and thus generate more net profit. In recent years the bank has opened a lot of new branches, which is a good sign of improvement and also a commendable strategy. If Dhaka Bank continues to be productive then they will get more and more business as the customers will be attracted towards their service and towards their product. The chances of Dhaka Bank will become much higher if they expand their business in an effective and creative way not only in the capital city but all over Bangladesh. The bank has not been effective in increasing the number of branches outside Dhaka and Chittagong. Most of Dhaka Bank's branches are targeted at the city people only; they have not concentrated of the rural people too much. That's why the company could not capture large portion of the market share. The authority of the bank needs to take this into consideration not only for them but also for the poor rural people. After all there is question of ethics come in every steps of business.
- **The Bank can Globalize the Business and can Gain Popularity all over the World:** As the Bank has a strong business brand image, it holds a great opportunity to globalize their business more extensively. They can arrange more foreign correspondent banks or by establishing more foreign branches as the foreign branches have better and big business opportunities. If Dhaka bank continues to be productive then they will get more and more business as the customers will be attracted towards their service and towards their product. The chances of Dhaka Bank will become their much higher if they expand and globalize their business in an effective and creative way not only in the capital city but all over world.
- **Dhaka Bank can Upgrade the Online Banking Service to that the Services can be Availed Smoothly:** Dhaka Bank's online banking service is not up the standard of the service the foreign banks provide. They usually serve the service based on the historical data, not real time basis. So, the bank should take initiative to add some additional services for their loyal clients. This will give them better opportunity to acquire more market share. The on-line services of Dhaka Bank are not very standard; they have network problems for which the latest updates are not known not only to the customers but also to their employees as well. The employees cannot login to their system due to the network problem and as a result their works get delayed. But if it continues to happen then the bank might lose its valued customers and business. If the system gets updated then the services, they provide through online banking will be very smooth and effective for both the employees and the clients.
- **Government's Changing Attitude Towards Private Sector Development can be Beneficial for the Bank:** The government is favoring private sector investment, which is good for the Dhaka Bank, as they can now expand their business with rules and regulations

of government of Bangladesh. This kind of government support will lessen their problems. The Government's changing attitude can be very beneficial for Dhaka Bank as the government is favoring the private banks, the local public will rush towards the private bank such as Dhaka Bank, and by this the bank will gain more and more customers and will have more business.

- **Dhaka Bank has the Opportunity to take Market Share Away from Rival Firms:** The private local commercial banks of Bangladesh are very similar in the way they operate. This is especially true for the banks same strategic group. So, if Dhaka Bank somehow manages to differentiate their financial products and services from the other then there is good chance that it will gain more market share. The bank can serve more customers groups if they expand their expanding geographic coverage and service segments. Also, Dhaka Bank can portray itself as different by exploiting emerging new technologies and improving services like credit card, telephone banking etc.

4.13.4 Threats

An organization's threats are negative external factors. An organization should explore all possible threats available to it. These threats are intended to diminish the organization. By making improvements and proper monitoring of the threats, the organization should be able to turn more competitive in the market. The following are threats are available to Dhaka Bank in order to threaten its existence.

- **There is a Fierce Competition Among the Banks all Over the City to Have More Valued Customers and Business:** As the Banking industry of Bangladesh has promising in, Dhaka Bank is facing strong competition the entrance of new potential competitors. The second-generation banks like –
 - ✓ Dhaka Bank Limited.
 - ✓ Dutch Bangla Bank Limited.
 - ✓ South East Bank Limited.

These Banks are the main competitors for Dhaka Bank. There is a tough competition among all the banks for business, if one bank provides better services or more rate of return then the customers switch to that bank wherever they will get better facilities. Also, foreign banks operations in Bangladesh are also taking a big portion of market share. These foreign banks have successfully created better market image than those of local banks in Bangladesh. The competition among all the banks for business is very tough, to compete with one another is very hard in case of business if one bank provides better services or more rate of return then the customers switch to that bank wherever they will get better services.

- **Political Interference and Government Regulations Creates Problem for Banks:** Dhaka Bank facing political interference in big loan sanctioning and also there is to some extent unethical recruitment of employees. Though the government is favoring private sector investment, which is good for the Dhaka Bank, as they can now expand their business with the favoring rules and regulations of government of Bangladesh but still due to political interferences and tight government regulation is creating problems in sanctioning big amount of loan. Also, there is 45% tax rate for all financial institutions, which is very high and also a real threat for growth of the company.

- **Highly Capital Reserve Requirement Imposed by the Central Bank:** If there is liquid money crisis the market, Dhaka Bank will find it has to manage its capital reserve requirement. As banking law act 1991, Bangladesh Bank is regulated the capital requirement not less than 9%. And if for some reason the bank fails to meet the reserve requirements then the consequences and sanctions will be serving. Now a day's banking businesses are being narrowing down and its services and products are also diversifying in other sector of the financial market. Few banking services are being also done by insurance companies, leasing firms, house building loan companies and so on. So, banks are now surviving by doing general banking, which is already threat and can bigger in future. Dhaka Bank management should start to think about this issue more closely and have to take necessary steps.
- **The Central Bank Changing the Interest Rates for Which the Banks Have to Maintain their Rates:** In Bangladesh the Central Bank decides the interest rates. They give a arrange and within that range the banks have to maintain the interest rates they offer. So, the result is that all the banks end up having very similar interest rates. Also, it is the central government who changes the interest rates. They either increase or decrease it depending on the economy according to the policies they want to implement. And whatever changes the government makes the banks of Bangladesh have to abide by it.

Chapter: 05

Findings

5.1 Findings

As the objective of my report is to make a comment on the Human Resource Management of Dhaka Bank Ltd, I tried my best to collect data for the report and find out the reality. Based on the data generated during my thesis report I have summed up my findings here and I think this will help me to achieve my objectives.

The middle in of twenty first century here we are facing a heavy competition with each other. Here everyone is competing with each and every single point. If anyone has a week point than the rival party will take the opportunity and make a problem for the week intuition. After complete my thesis, I realized that there are many problems and this may be a cause of huge loss or create a barrier for the future prospect. So, the bank should take care of it very seriously.

Bank faced with higher operating cost in recent year, because Dhaka Bank has increasingly turned toward automation and electric equipment to replace labor-based production systems. Bangladesh is a Developing country. If Bank service replaced by Electronic Communication and Automated as a result further loss of jobs as Capital Equipment's is substituted for labor. So, Bank Employment will become declined.

All Commercial Banks in Bangladesh are almost same in their nature, functions, programs, employing human resources. Nonetheless, the major findings of the study were:

- ✓ Dhaka Bank has its own training center. There are on the job and off the job training techniques in which the bank follows some of that technique, but the bank cannot arrange off the job techniques which include video and films show.
- ✓ The Bank cannot practice proper Dhaka Bank guideline. The Dhaka Bank has some objectives but the bank cannot all those objectives.
- ✓ To evaluate employee's performance Dhaka Bank cannot evaluate their employee's performance properly.
- ✓ Dhaka Bank is a truly online Bank. Only the case section of the branch is computerized. Hopefully the management decided to provide computers for departments, which will bolster services of the bank.
- ✓ When a join stock comes to open an account, if the company happens to be annexation, the banker should demand copies of the balance sheet and profit and loss account, which will reflect the financial growth of the company and its soundness.
- ✓ Officers of the bank are competent even though many of them simply know the working procedure of what they are doing but don't know the philosophy behind doing those.
- ✓ Project loan requires testing the feasibility of the project and judging the marketability of the product. It requires infusion of knowledge of both the fields marketing and banking. But the bank has hardly any officer with this kind of ability.

- ✓ There were a good number of professional and qualified human resources in each of the surveyed bank. On an average, 75% of staffs were professionals, 18% were semi-professionals and the remaining 7% percent were non-professionals. Among the professionals most of them were MBA or BBA holders.
- ✓ There was a great shortage of ICT-literate manpower in the banks. Only 4% staff had professional IT background with short term certificate course(s), while 70% had minimum knowledge on IT, and the rest of the staff (26%) had no IT knowledge.
- ✓ All banks followed same procedural steps for selection and employment of qualified employees: completion of application form, employment test (Cv scrutinize, written, viva-voce), comprehensive interview (simulation test, presentation, case analysis), and final employee selection.
- ✓ There was a regular practice among the surveyed banks with regard to promotion of human resources from junior grade to upper grade considering their performance, time scale, salary grade, service experience, satisfactory ACR, and other conditions and qualifications imposed by the Bangladesh Bank under the promotion or up-gradation of the rules.
- ✓ The study reveals that two (40%) Banks applied observation, individual interviews, and group interviews as a technique of employees' job analysis. Four (80%) banks applied functional job analysis and Position Analysis Questionnaire and three banks (60%) applied technical conference.
- ✓ Compared to the public bank, human resources employed in private bank in Bangladesh were getting more privileges. They were more satisfied with salary scale, present job position and compensation. But employees are not satisfied with working hour, leave policy and HR policy. Employees strongly argued that they are not satisfied with the recent HR policies and practices exercised in the bank. The most significant consideration of the study was that the mean scores of six variables were minimum 4. That means except leave policy and working hour all indicators are satisfactory to employees. Finally, banks have ample opportunities for career growth.

Chapter: 06

Recommendations & Conclusion

6.1 Recommendations

On the basis of the findings of the study the Following recommendations are made for better HRM practice in the Banks of Bangladesh:

- ✓ The Bank should practice proper Dhaka bank guideline. The purpose of Human Resource Management is to improve the productive contribution of people.
- ✓ To get effective and efficient employee, the bank should arrange proper training and development programs.
- ✓ The entire HR department should be will informed regarding the employment personal.
- ✓ Employee's development is needed for the own interest of the bank.
- ✓ The bank should provide well direct compensation as well as direct to its staffs. The bank should have job evaluated salary structure, which is most competitive than other banks in the country.
- ✓ To evaluate employee's performance the bank should follow promotion policy properly.
- ✓ In order to get competitive advantage and to deliver quality service, top management should try to modify the services.
- ✓ Dhaka Bank Limited (DBL) needs to advertise through various Media about-
 - Credit Cards.
 - ATM Cards.
 - Tele Banking.
 - Other Product & Services.
- ✓ Letter of Credit opening procedure and Margin requirement may be relaxed to the qualified employees to keep motivating.
- ✓ Periodical performance appraisal and giving recognition and rewards to the qualified employees to keep motivating them.
- ✓ Proper training needed for ensuring efficient performance of the employees.
- ✓ Provision should be created to employ professional staffs having graduate and/or postgraduate degrees in Information technology at IT department of banks. Educational qualifications, Experiences, skills, competencies, and ICT-literacy of the potential candidates are given emphasis in the selection and recruitment process of employees.
- ✓ The salary package and administrative status of private banks are truly attractive. But in public banks salary restructuring is needed to motivate employees.
- ✓ To develop human resources, the bank should undertake different HRD programs including continuing education and training, IT-orientation, career development, etc. Banks" have good number of bright employees and it should create opportunities for employee's higher studies with fellowship/scholarship at home and abroad.
- ✓ Banks should organize seminars, workshops, conferences, different short courses, and training program meson financial matters, current issues, software up gradation on regular basis that would definitely help to develop knowledgeable manpower, create awareness and change mental attitudes among the professionals.
- ✓ All banks and supporting bodies should allocate sufficient budget and sends competent employees to international conferences and seminars to prepare them for the competitive knowledge market of 21st century.

- ✓ The banks should apply standard techniques for employee's job evaluation, performance measurement and audit as a routine work. On the basis of the result, their duties and responsibilities should be redesigned and restructured. Because it will reduce the repetitive work and reduce monotonous environment.
- ✓ Banks have a separate human resources department. But it is essential to empower the department or divisions for handling different issues in HRM in banks. The divisions should be incorporated with well-organized HRIS (human resource information systems) and modern IT facilities.

6.2 Conclusion

Dhaka Bank has converted all of their system and policy of traditional banking to Islamic banking. I think which a very practical and bold decision is. There are lots of local and foreign banks in Bangladesh. In this competitive market Dhaka Bank Limited has compete not only the other commercial banks but also with public bank. Dhaka Bank is more capable of contributing towards economic development as compared with another bank. Dhaka Bank ltd. Invested more funds in export and import business. It obvious that the right thinking of this bank including establishing a successful network over the country and increasing resources will be able to play a considerable role in the portfolio of development. Success in the banking business largely depends on effective leading. Less the amount of loan losses, the more the income will be form credit operations the more will be profit of the Dhaka Bank limited and here lays the success of credit financing.

Dhaka Bank Limited is a very recent bank in the Banking Business area. So, within this short time the bank already gets the popularity in the people. When this bank starts its operation, their first target customer was the Bangladeshi Clients, but with the demand of General People the bank is also doing business with the general people.

Authority and responsibility should be properly distributed to all HR managers. Bank should give some significant power and role to HR director in order to empower the HR departments. HR department in banking sector of Bangladesh is comparatively ineffective than India, Pakistan and Sri-Lanka because of their lack of empowerment facilities. The proper empowerment of HR department means their participation in preparing management policies, plan and program, forecasting demand and supply of human resources and in policy formulation and implementation. This will help to recruit and maintain skilled, knowledgeable and well performed workforce to meet current and future organizational as well as individual needs.

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