

Internship Report

on

Human Resource Practices of Sonali Bank Limited

This paper has been prepared for submission into the faculty of Business studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur, as a partial requirement for fulfillment of the degree of MBA(Evening)

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Faculty of Business Studies
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University, Dinajpur

October, 2016



Internship Report



Hajee Mohammad Danesh Science and Technology
University
Dinajpur-5200

Letter of Transmittal

Date: October 24, 2016

Dr.Md.ZahangirKabir
Professor
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Dinajpur.

Subject: Submission of the final report on " Human Resource Practices of Sonali Bank"

Dear Sir,

In the following pages, I have presented Internship Report, which you had authorized me to prepare as Internship Report. This internship at Sonali Bank Limited has given me an opportunity to get hands on experience about Banking system in Sonali Bank Limited and a general idea about the banking and financial sector in Bangladesh and also to apply my learning's of the theories in a corporate environment. I am thankful to you for giving me this opportunity.

I enjoyed preparing the report though it was challenging to finish within the given time. In preparing this report, I have tried my level best to include all the relevant information and tried to identify different practices of human resource activities of Sonali Bank Limited.

Thank you

Your Sincerely,

Ajmerry Jannat

ID # E-140503024

3rd Batch

Masters of Business Administration (Evening)

Hajee Mohammad Danesh Science and Technology University, Dinajpur

DECLARATION OF STUDENT

I do hereby declare this report entitled "Human Resource Practices of Sonali Bank Ltd. A Study on Rangpur Dhap Branch" Submitted by me to Hajee Mohammed Danesh Science and Technology University, Dinajpur for the degree of Masters of Business Administration (Evening) is an original work.

I also declare that the report has not been submitted earlier either partly or wholly to any other university or institution for any Degree, Diploma, Associate-ship, Studentship, Fellowship and other similar title or prizes.

.....

(AjmerryJannat)

MBA Program (Evening)

Major: Human Resource Management

ID: E-140503024

Hajee Mohammad Danesh Science and Technology
University. Dinajpur.

Certificate of the supervisor

This is to certify that the Internship report on “Human Resource Practices of Sonali Bank Limited” is done by Ajmerry Jannat, ID # E-140503024 as a partial fulfillment of requirement of “Masters of Business Administration (Evening)” degree from Hajee Mohammed Danesh Science and Technology University, Dinajpur.

This report has been carried out under my guidance and supervisions. This report is a record of the effective work carried out successfully.

Dr. Md. Zahangir Kabir

Professor

Department of Management

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Certificate of the Co- supervisor

This is to certify that the Internship report on "Human Resource Practices of Sonali Bank Limited" is done by Ajmerry Jannat, ID # E-140503024 as a partial fulfillment of requirement of "Masters of Business Administration (Evening)" degree from Hajee Mohammed Danesh Science and Technology University, Dinajpur.

This report has been carried out under my guidance and supervisions. This report is a record of the effective work carried out successfully.

Rafia Akhter

Associate Professor,

Department of Management

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Acknowledgements

At the very beginning, I would like to express my deepest gratitude to the Almighty Allah for giving me the ability and the strength to finish the task successfully within the scheduled time.

This report entitled "*Human Resource Practices of Sonali Bank Ltd.*" has been prepared to fulfill the requirement of MBA degree. I am very much fortunate that I have received sincere guidance, supervision and co-operation from various persons.

I would like to express my heartiest gratitude to my supervisor Dr. Md. Zahangir Kabir Professor, Department of Management, Hajee Mohammad Danesh Science and Technology University and Co-Supervisor Rafia Akhter, Associate Professor, Department of Management, Hajee Mohammad Danesh Science and Technology University for his and her continuous guidance, encouragement, and patience, and for giving me the opportunity to do this work. Her valuable suggestions and strict guidance made it possible to prepare a well-organized report. I am also indebted to the Members of Rangpur Dhap Branch, who kindly spared for me much of their precious time and giving me necessary support and information. During the internship, I was treated so cordially by the SBL, officials and staffs, that I feel the office like my second home. I am also indebted to my university teachers and, I was treated so cordially by the HSTU, teacher's officials and staffs.

Finally, my deepest gratitude and love to my parents for their support, encouragement, and endless love.

Ajmerry Jannat

Preface

This discussing report is terminal formalities of the internship program for the degree of Masters of Business Administration course of faculty of Business Studies at Hajee Mohammad Danesh Science and Technology University, Dinajpur Which is compact professional Progress rather than specialized. This report has prepared as per academic requirement of after successful completion of internship organized at Sonali Bank Limited, Dhap Branch, Rangpur with a view to familiarized the student with the practical implementations of the knowledge Provides the theoretical aspects of practical life. It is my pleasure and great privilege to submit my report titled "Human Resource Practices of Sonali Bank Limited "as the presenter of this report, I have tried my best level to get to gather as much information as possible to enrich the report while working at Human Resource Division of Sonali Bank Limited. I believe that it was a fascinating experience to work in the human resource management division and it has both my knowledge and experience.

However, after all this, as a human being, I believe everyone is not beyond limitation. There might have problems regarding lack and limitation in some aspects and also some minor mistakes such as syntax error or typing mistakes or lack of information. Please pardon me for that mistake and clarify these of my further information on those matters.

Ajmerry Jannat

ID: E:-140503024 MBA (Evening)

Faculty of Business Studies

Executive Summary

Sonali Bank Ltd. is the largest nationalized commercial Bank in Bangladesh. Location of its Head office is in Motijheel Commercial Area, Dhaka-1000. Sonali Bank was established in 1972 under presidential order no. 1972. The Bank is fully owned by the People Republic of Bangladesh. The Bank started its activity as a limited company from 15th November 2007.

In this report, the human resource management practices at SBL have been observed by the writer during the internship program. The writer has been divided the whole report into three chapters. Though all department and sections are covered in the internship program, it is not possible to go to strength of each activities of branch. Because of time spent in working in each department under the branch. So objectives of this internship program have not been fulfilled with complete satisfaction. However, high-test effort has been given to achieve the objectives of the internship program. The Introduction part of the report contains the information about the background, objectives, and Methodology. In the fourth chapter the writer discussed on human resource management activities and policies of the Bank. It has been tried to present human resource Management department

recruitment & selection process, duties, function of the bank etc. SBL has a name and fame in the banking sector. SBL not only pays an attractive salary to its employees but also provides adequate and necessary training and others benefit of this organization. Writer also present performance appraisal System (PAS) and weaknesses, threats, future opportunities and strengths of Sonali Bank Ltd. In the fifth chapter discussed about human resource management system and final chapter it has been terminated the report by conclusion & recommendation. The Human Resource Management department SBL bank has a very vital role in the bank's high success. Internal and external, all the situations and considerations related to human is monitored and operated by the HR department. The writer has been done the report on Human Resource activities of Sonali Bank Ltd. at RangpurDhap Branch.

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Chapter: 1

Introduction

1.1 Problem Statement

1.2 Organization Profile

1.1 Problem statement

Sonali Bank is our government commercial bank. Several Banking facilities we get from this bank like Investment, Industrial, Co-operative Facilities etc. banks are stands for the use of money as a medium of exchange. It emphasizes the need for maintaining liquidity. Banks provide and receive interest for deposit and advance. Sonali bank follows borrowing and lending mechanisms. Human Resource Management sector is one of the important sectors for banking. Now a day, Human Resource area is important element in the success of any organization. Human resource management involves all management decisions. It is known that HRM can positively affect organizational performance. This study arises from the need to manage the human resources of the firms more effectively. The rapid growth of Banking Organization, increase in environmental variability and degree of competition, acute shortage of efficient employees and the corresponding increase in labour turnover and costs of employee replacement have forced firms to aggressively compete for employees. These industrial issues and problems demand that firms continually assess its internal processes and capabilities if it is to remain competitive.

1.2 Organization Profile

Background of Sonali Bank Limited

Soon after independence of the country sonali bank emerged as the largest and leading nationalized commercial bank by proclamation of the banks nationalization order 1972(presidential order-26) liquidating the then national bank of Pakistan, premier bank and bank of Bhawalpur. As a fully state owned institution, the bank had been discharging its national building responsibilities by undertaking government entrusted different socio-economic schemes as well as money market activities of its own volition, covering all spheres of the economy.

The bank has been converted to a public limited company with 100% ownership of the government and started functioning as sonali bank limited from November 15 2007 taking over all assets, liabilities and business of sonali bank. After corporatization, the management of the bank has been given required autonomy to make the bank competitive and to run its business effectively.

Sonali bank limited is governed by a board of director's consisting of 13(thirteen) members. The bank is headed by the chief executive officer & managing director, who is a well known banker and a reputed professional. The corporate head quarter of the bank is located at Motijheel, Dhaka, Bangladesh, the main commercial center of the capital.

Branches of Sonali Bank Limited

Sonali Bank has a total of 1206 branches. Out of them, 242 are located in urban areas, 854 in rural areas, and 2 are located overseas. It also

operates the Sonali Exchange Company Inc. In USA and Sonali Bank (UK) Ltd. United Kingdom, to facilitate foreign exchange remittances. Sonali Bank UK remits up to 14 destinations across Bangladesh directly; these include Dhaka Chittagong, Sylhet, Maulivibazar, Beanibazar, Balagainj, Biswanat, Jagannathpur, Sunamganj, Golapaganj, Nabigonj, Habigonj, Kulaura or Tajpur. There are currently three branches in UK, one located in Brick Lane, London another in small heath, Birmingham and in Manchester.

Vision

Socially committed leading banking institution with global presence.

Mission

Dedicated to extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.

Slogan

Your trusted partner in innovating banking.

Sonali Bank at a glance

SBL is one of the largest public banks in Bangladesh. Recently it is going to introduce shares. It operates through One Head Office, 30 Main Divisional Offices, 6 General Manager's Office, 42 Principal Offices, 19 Regional Offices and 198 fully computerized branches, ensuring best possible and fastest services to its value clients and efficient management.

Functional Structure

Sonali Bank Limited is the largest commercial bank of Bangladesh. It has 1187 branches throughout the country. It has also overseas branches. The Head Office of the bank is located at the Motijheel Commercial Area, Dhaka. The Divisions are headed by the DGMs and the departments are by AGMs. There are also many sections under every department in the Head Office. A DGM is the chief of the Principal Office and an AGM usually runs a regional office. Principal Offices are the local points of the bank's administrative zone in the districts. The regional offices are under control and supervision of principal offices. The offices are situated at Thana level within the districts. The corporate are nearly equivalent to the GM office and usually headed by the DGMS. They provide all the banking services such as general banking, loans & advances etc.

Corporate Profile of Sonali Bank Ltd.

Name of the Company : Sonali Bank Ltd.

Chairman: Mr. Fazle Kabir

CEO & Managing Director: Mr. Pradip Kumar Dutta

Company Secretary: Mr. A.K.A. Sajedur Rahman Khan

Legal Status: Public Limited Company

Date of Incorporation: 03rd June, 2007

Date of Vendor's Agreement: 15th November, 2007

Headquarters: 35-42, 44 Motijheel Commercial Areas,
Dhaka, Bangladesh

Authorized Capita: TK 66000.00 core

Paid-up Capital: TK3830.00 core

Employees: 22,446

Number of Branches: 1206

Phone-fax: 9550426-31, 33, 34, 9552924

Fax: 88-02-9561410, 9552007

SWIFT: BSONBDDH

Website: www.sonalibank.com.bd

E-mail: itd@sonalibank.com.bd



Chapter: 2

Objectives of The Report

Objectives: There are two objectives of the report; such as

2.1 Core Objectives

The primary objective of the study is to meet the partial requirements for the fulfillment of the MBA Program.

The core objectives of the report are to gain practical exposures in human resource department's activities conducted by banks.

2.2 Specific Objectives

2.2.1 To evaluate management and organization structure of Sonali Bank Limited

2.2.2 To identify major strengths and weaknesses of Sonali Bank Limited regarding Human Resource Management.

2.2.3 To evaluate Human Resource policy and practices of Sonali Bank Limited.

Significance of the Study:

It is very important to know how actually information of Sonali Bank in terms of human resource management. It is also important to know about employee's performance. Actually internship is situated for practical experience what we learn in our study. Internship is basic side or practical field of study. Sonali Bank will be benefited by comparing the required and taken (prevailing) initiative. Human Resource Management is important for banks because banking is a service industry.

Management of people and management of risk are two key challenges facing banks. How you manage the people and how you manage the risks determines your success in the banking business. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a "People Business". The findings of this study will be useful to top management and HRM managers and practitioners to design their HRM practices within a strategic condition at the micro or macro organizational level in order to improve firm performance. After analyzing this report, it will help to know Human Resource Management practice of banking sector.



Chapter 3

Methodology

METHODOLOGY OF THE REPORT

METHODOLOGY FOLLOWED:

In order to making a report, two sources of data and information have been used widely.

The “Primary Sources” is as follows:

Practical work experience.

Information from senior colleagues and the branch manager.

The “Secondary Sources” of data and information are:

Annual Report of SBL.

Various books, articles, compilations act. Regarding general banking functions.

Different ‘Procedure Manual’, Published by SBL.

Different circular sent by Head Office of SBL and Bangladesh Bank.

Internet was used as a theoretical source of information.

Some article has been used as a source of critics

Daily newspaper and the bank’s website is used for sourcing related information about the bank.



Chapter: 4

Human Resource

Management

Policies of SBL

4. 1 Introduction:

Human resource policies are continuing guidelines on the approach the organization intends to adopt in managing its people. It represents specific guidelines to HR managers various matters concerning employments. It states the intend of the organization about different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They define the conception and value of the organization on how people and things should be treated. Therefore, it serves as a reference point when human resources management practices are being developed or when decisions are being made about people. A good HR policy could provide generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employments. A procedure spells out precisely what action should be taken in line with the policy. The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees.

4.2 Recruitment Policies:

Sonali Bank Limited tries to select the best workforce from the labor market by using the recruitment options like internal job portals job, job websites, advertisements, employment, agencies etc. personal interviews, Aptitude test should be unbiased and very seriously performed, for getting the cream employee. The candidates should be unbiased well in advance about the profile of the job, required skills, attitude and the workload a candidate can experience so that they may come with a defined mindset and give their best to the job offered to them. Before moving ahead with recruitment, HR manager should ensure the adequacy of the funds to be invested on the recruitment procedure. Sonali Bank always maintains some recruitment policies and the way of recruitment.

Sonali Banks recruitment policies are:

- a) Recruitment policy of officer at entry level: Fresh university post- graduates will be requested for entry levels. For this Sonali Bank sometimes require extra qualification and experience.
- b) Age Limit: A candidate shall not be more than 30 years of age in case of direct recruitments as an officer. For this Sonali bank follow their required strategy of age limit of a candidate.
- c) Physical fitness: No person shall be appointed in the service of the bank unless he or she declared physically fit by a component medical actually by the bank on their behalf.
- d) Country wide human resource market: This is the Bank which has a wide range of human resource market. The recruitment process always happens in same time in all over the Bangladesh. By this Sonali bank assure that they have a wide range of human resource market in the country.
- e) Local Based human resources for overseas branches: Sonali Bank acquires human resources for overseas branches by local. Sonali Bank observes who are able to handle on the overseas branch.
- f) Recruitment by Merit: The Bank always recruits by their recruitment policy, but sometimes they recruit candidate by their merit level. Sonali Bank always appreciates these types of candidate recruitment.
- g) Quota System and other policies as per government rules: Sonali Bank maintains some policies to make quota which is coordinated by government of Bangladesh.

4.3 Recruitment and selection policy:

This policy should be used for any appointment requiring a selection procedure.

Sonali banks follow country council's recognized rules in recruitment & selection.

- a. The County Council recognizes and values the diversity of its workforce and communities and wants to ensure that all the attributes, talents and skills available throughout the community are recognized when employment opportunities arise. Its principle is that jobs should be filled by those best able to do them.
- b. The County Council takes every possible step to ensure that its staff, and potential staff, are all treated fairly and given equal opportunity and support appropriate to their needs. All employment decisions including those on recruitment, selection, promotion, training and career development, are based solely on job related objective criteria.
- c. The County Council opposes all forms of discrimination on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, gender reassignment, marital and civil partnership status.
- d. The County Council provides a Recruitment and Selection Toolkit which is available on the Intranet and has guidance notes on each stage of the recruitment process. Recruiting managers are required to have an understanding of their role and responsibilities in each stage.

4.4 Promotion and Compensation Policies:

Sonali Bank changes their policies of employee evaluation very frequently and now they a policy for performance appraisal of employee promotion and compensation system. These are quoted below:

01. According to Sonali Bank Karmacharichakuri probidhanmala 1995 subject of promotion should be consider.

02. Every year 31st shall be the cut of date for promotion and other performance activities.
03. Charge sheeted and suspended employees shall not be considered for promotion and other reward.
04. For punished officers following rules have to be followed:
- a) If promotion and increment is stayed for a particular period then promotion shall not be considered shall not be consider before completion of punishment period.
 - b) At time of capital punishment date of issuing letter regarding punishment to until the ending of period promotion shall not be considered.
05. If more than one punished in the existing post of highest punishment will be considered.
06. For senior officer and above or equivalent posts merit based and for the staff seniority based on the basis of satisfactory service record for both a list would be prepare for promotion activity should be completed within 30th June. The list will be valid up to 31st December of the concerning year.
07. Promotion for the post of deputy general Manager and assistant General Manager Selection committee will mark the evaluation number by taking interview of the eligible candidates.
08. For the promotion of officers to senior principle officer of equivalent post selection committee will mark the evaluation number by reviewing concern personal file.
09. For officer to deputy General Manager in all post same number distribution will be followed to specify the merit.

10. For the promotion to senior officer or above who get 83 (qualifying marks) out of 90 marks their list will be submitted to concern selection committee for the evaluation of personal file and calling interview.
11. Selection committee will consider the candidate from the criteria of some specific subjects at the interview.
12. The selection committee will finalize the promotion list by scrutinize the concern numbers.
13. If any employee attend at banking diploma examination before cut of date but the result is published after cut of date but before final list then the result along with certificate will be considered.



Chapter: 5

Human Resource Management Practices of SBL

5.1 Introduction:

Human Resource Management System (HRMS) applications consist of a broad set of business process and analytical capabilities spanning the employee life cycle, from hiring and on boarding, personnel and benefits administration, compensation, payroll, compliance, performance management, succession planning, and career development.



Figure 1: HRM Process

5.2 Human Resource Activities:

Contribution to the success of the business is prime focus for every business function, Human Resource is no exception, but sometimes it has to do a bit more as it primarily deals with the people who are responsible for the failure and success of the firm. The figure depicts that to enhance the organizational performance HR must support business efforts that

focus on ultimate business goals of productivity, service, *and* quality.

5.3 Human Resource Planning:

Human resource planning is one of the most important elements in a successful HRM program. Specifically, human resource planning is the process, by which an organization ensures that it has the right number and kinds of people, at the right places, at the right time, capable of effectively and completing those tasks that will help the organization achieve its overall objectives. Human resource planning then translates the organization's objectives and plans into the number of workers needed to meet those objectives. Without clear cut planning, estimation of an organization human resource need is reduced to mere guesswork.

Have collected Human resource planning is concerned with the flow of people into, through, and out of an organization. HR planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed.

HRM planning shows the logical relationships between various elements of human resource management and underscore the importance of integrating them with the overall framework of the organization.

5.4 Job analysis:

Job analysis is the process of describing the nature of a job and specifying the human requirements, such as skills and experience needed to perform it. The end product of the job analysis process is the job description. A job description spells out work duties and activities of employees. Job description are vital source of information to employees, manages and personnel people because job content has a great influence on personnel programs and practices.

5.5 Recruitment and Selection:

An effective approach to recruitment and selection can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently (Kleiman, 2005). But successful recruitment and selection can be costly and time-consuming. Still, recruitment and selection is crucial for a business, because unsuccessful recruitment and selection can be responsible for the failure of the business. Thus the goal of a recruitment and selection program is to attract highly qualified candidates and ensure person-job fit (Fisher, Schoenfeldt & Shaw, 2004; Kleiman, 2005; Mathis & Jackson, 2005). The Recruitment and selection is a long process for any company and expensive. However a wrong recruitment and selection may cause the company to death. The world is changing every moment, so as the process of recruitment and selection criteria of Sonali Bank. There is quite a change between the recruitment processes of the Bank since 1972 till now. From 1972 to 1990, the only media that the Bank used to circulate its vacancy advertisement is to print the circulation through local newspaper. Between 1991 and 2010, the bank added some more media to advertise its job vacancies. The best media that the bank uses for their recruitment process is Internet. The bank has its own website career portal site, where they publish their new job openings to let people around the country knows about the positions they are looking for and the qualifications that the applicants must possess. The Bank is also using third party career website from the late 20's to reach the job seekers very quickly. There were no internet services available in Bangladesh and the Sonali Bank was not computerized before 1991. So, it was difficult for them to provide this privilege to the job seekers to drop their CV online. Until 1991, There was no proper way of recruiting the employees for the Sonali Bank. Banker's Recruitment Center used to collect the CVs for the recruitment of the applicants and the selection used to be done by the association. The Sonali Bank Limited changed the

process from 2006, when the bank recruited employees for their IT and technical department with the help of BUET.

Recruitment in Sonali Bank Ltd.

Recruiting is important because the best-qualified applicants must be found to fill vacancies. Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies. The methods and procedures used to acquire an understanding about jobs are called job analysis. There are mainly two sources of recruitment: internal and external. On the other hand selection is a process of hiring suitable people for job. Right man for right job is the main goal of selection. The selection process involves many steps such as preliminary reception of application, interviewing, test, medical test, references and final decision of hiring. Based on these two definitions of recruitment and selection SBL also practices a formal established recruitment and selection procedures.

Way of Recruitment:

Recruitment through Bankers Recruitment committee: Sonali Bank has a committee, who are organized for recruiting activities. They select the best candidate for the bank.

Recruitment through BUET or other technical institution: BUET has a link with Sonali Bank. Sometimes recruiting of a candidate also happens by the authorization of BUET and some other reputed institution of Bangladesh.

Recruitment through Human Recourse Division of Sonali Bank:
The most recruitment occurred by the Human Recourse Division of Sonali Bank. Most of time they organizes all sort of recruiting and selecting activities.

Recruitment through promotion or internal sources: If an employee can show his or her performance better than he or she will recruit for promotion.

Recruitment Flow-chart of Sonali Bank Ltd:

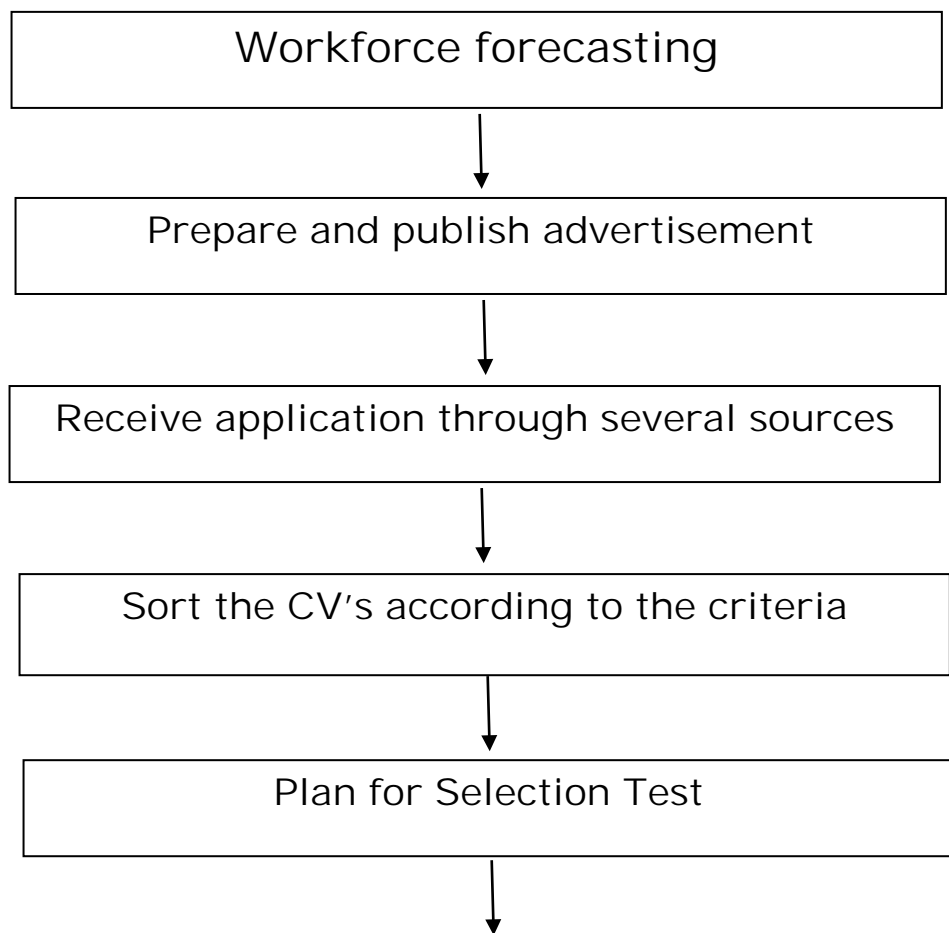


Figure:3

Selection Process in Sonali Bank Ltd.

Selection is a decision making process. A process is a number of interrelated activities. The selection process is a series of steps through which applicants' pass. For example, a candidate who fails to qualify for a particular step is not eligible for appearing for the subsequent step. Result of each step is crucial. Failure of any step disqualifies the candidate from attempting the next step.

Generally selection is the process of choosing right person in the right job. For selecting new employees Sonali Bank is using following selection steps:

- + Initial screening test
- + Written employment test
- + Preliminary interview
- + Interview by the board of directors
- + Background investigations and reference check
- + Finally, selection and placement.

For the purpose of selecting new employees Sonali Bank examine-

- + The cognitive ability
- + Physical ability
- + Measure personally and interests
- + Finally, work samples test

The Sonali Bank normally appoints some consultants for interviewing the job applicants, but the managing director and the board of directors take the final decision of selection. In the process of selecting new employees, SBL faces some problems.

The most important problems are:-

- + A large number of applicants
- + Lack of specialized personnel
- + Political pressure

✚ Union pressure

✚ Nepotism

Process of Selection at Human Resource in SBL:

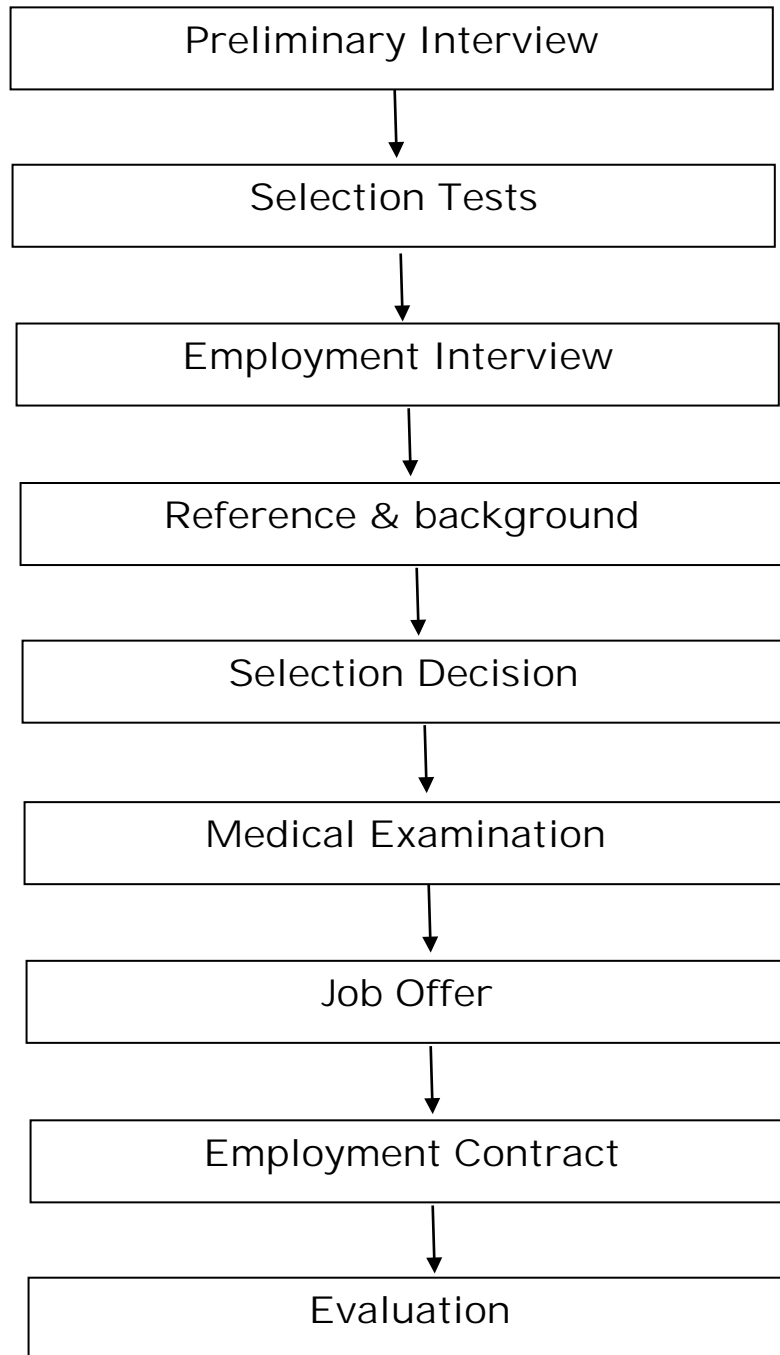


Figure: 3

5.6 Agreements:

An employee entering the service of the bank shall, at the time of his appointment, sign agreements in the form specified by the bank.

5.7 Assignment of duty:

An employee may be assigned such duties as may be determined in each cases or class of cases from time to time. An employee may be required to serve at any time and in any place in or outside Bangladesh.

5.8 Confirmation:

In the case of direct recruitment to any post, the period of probation shall be two years in case of an officer and one year in case of other employees. Confirmation of a direct recruit to any post shall be made by the board and based on the results of such departmental examinations as the board may decide annual confidential reports and other service records. A direct recruit shall be confirmed in his post from the date of appointment if has successfully completed the period of probation within two years or one years, as they may be, and form such other date as the board or the managing director, as the case may be, may deem proper, if the period of probation is extended beyond two years and on year, s the case may be. The confirmation of a direct recruit shall take effect from the date as specified in the order of confirmation.

5.9 Placement:

- a) In General rule employees who are working 3 years more as a stress will be eligible for transfer. But for the better interest of the bank or a specific reason someone may be transferred before 3 years.

- b) Senior principal officer and above officers should be posted out of their home district as much as possible.
- c) Senior principal officer and above officers should be recruited or posted by head office. For emergency necessary principal office or general manager's office head may transfer those officers or send proposal for transfer posting. In such cases after action they have to seek prior approval from head office.
- d) Any persuasion of the transfer order for exchange, Cancellation or stay will be recorded to the concern personal file. This will be negatively at the time of next promotion and a fixed number will be deducted. Any time authority can take necessary action against such activity.
- e) Branch Manager and joint- custodians will not be transfer in same branch twice in their service life.
- f) Before one L.P.R an employee shall be posted for supervising work. If possible they will be posted as their choice-able places.
- g) Who are working in city areas for a long time as a stress shall be transferred to town and rural areas who are working in town and rural areas for a long time shall be transferred to city areas on priority basis.
- h) Desk of every staff and officer should be changed regularly. For the opportunity of unchanging the desk if any employee commits or helps others to commit any fraud than the branch manager along with the concern employees must be accused and punished.

5.10 Training and Development:

Human resource is the most valuable asset of an organization. Human resources are critical for effective organizational functioning (Griffin, 2006). Training and development enable employees to perform their present job effectively and to prepare for future jobs. The current business environment is constantly changing, so it is crucial that

organizations train and develop their employees to stay ahead of the competition.

Training can have a major influence on organizational behavior in two aspects.

The first aspect is that training and development allows the employee to effectively perform his or her job. As an employee's abilities increase there is a high potential that the organization's performance will increase. Therefore, training and development does have a positive relationship with organizational success. And what is even better is the fact that better trained and developed employees are more motivated. The second aspect of how training and development can influence the behavior of organizational members is that it increases the employee's ability to make more effective decisions. Employees are more willing to accept responsibility for their decisions and have strong desire to place the organizational objectives above their own. Both training and development are forms of learning that applies to any business. Training, on the other hand, is teaching people skills that they lack. Together they can help develop an organizational culture that fosters employee commitment.

Through training this human resource can be turned into a desired workforce to cope with any changes in the organization. In order to perform their job effectively the employees require updating their knowledge, skills and attitude and being conversant with contemporary development. After recruiting a potential candidate, the HRD's first job is to orient the new entrant about the organization and providing him/her with all the necessary knowledge about their duties and responsibilities. This has been done to ensure providing effective input about the organization to the employees and to enhance the level of performance. The training program also includes courses to ensure employee retention. In Sonali Bank Ltd. spending in training programs for employees is not an expense, but an investment. Each and every permanent employee must have 30 days of training.

There are many different training and development methods. On-the-job training, informal training, classroom training, internal training courses, external training courses, on-the-job coaching, life-coaching, mentoring, training assignments and tasks, skills training, product training, technical training, behavioral development training, role-playing and role-play games and exercises.

Development is more educational than skill oriented. All development is really self development and it is a continuing progress. Without a personal commitment, self development cannot occur.

Training and Development Issues: The training program includes the following things:-

Orientation Training: Orientation program consist a five days' workshop which includes brief ideas about the whole organization and it's Human Resource Division in the first two days; Anti-money laundering, Negotiable Act and Financial article are discussion topics of last three days. Sometimes seven days training are provided to the contractual employees with their respective department.

In-house training: This training is conducted by their own trainer when it is necessary for the new or existing employees. Here the trainers are paid five Hundred taka in weekdays and seven hundred taka in weekend. This training includes both job specific and need base training. Orientation training is also a part of in-house training.

Job specific training: "Mock Branch" training is an example of job specific training which is applicable for all branch employees. This training improves employee's knowledge, service quality, and risk and compliance issues about specific job.

Need based local/foreign training: These trainings are conducted by hiring external trainers or sending the employee in the external training houses by seeing advertisements of training offers in newspapers or via email. As these are expensive trainings so every single

employee cannot participate. Nominations are given from each department and then approval is taken from division head and only the nominated employees take part

Peer or Supervisor's coaching: This training is conducted under the direction of supervisors or fellow colleagues.

E-learning: Online training and evaluation. It is a mandatory part of training.

Sonali Bank has a tremendous organized structure for training programs. Sonali Bank has a staff college in Rajarbagh of Dhaka. Sonali Bank has three training center institutes in Chittagong, Mymenshingh and Bogra. The training courses are given by the coordinator of training center. For this they offer some courses like:

- 1) Officer Foundation Course: Officer Foundation course are given by Staff College of Sonali Bank. Sonali Bank has a wide range of training center from where only officers get their required foundation courses.
- 2) Different Computer Courses: Different computer courses like data entry, Management information system, Networking, General computer foundation courses are given by staff college of Sonali bank ltd.
- 3) Credit Management and Documentation of Credit: Bank activities like credit management and documentation of credit training also given by Sonali Bank Staff College. This training is for all the staffs of Sonali Bank who are handler of credit management and credit documentation.
- 4) Government Transaction and other services: All sort of transaction in their govt. transaction and other services training are given by Sonali Bank Staff College.
- 5) Fraud counting courses: Sonali Bank always wants to be transparent in all the activities they commit. For that they give training for fraud counting course in the staff college.

- 6) Foreign Exchange and International Trade Financing: One of the major training is foreign exchange and trade financing. Only Staff colleges can give such Kind of training.
- 7) Management Development Courses: Manager of Sonali Bank gets management Development courses from the staff college of Sonali Bank.
- 8) Rural and Micro credit courses: Credit courses like rural and micro credit courses also given to the managers and other officers.
- 9) Cash Management: Because of Sonali Bank is a cash handler it has decide to several activities in cash management so for this staff college has decide to make a course of cash management and its now successfully running the entire training center.

5.11 Socialization or Orientation in Sonali Bank Ltd.

HR is much more than just recruiting people. Once employee selection is completed, a proactive HR department helps the new hire become a productive and satisfied employee. The process of becoming a productive and satisfied employee is important to the organization and to the employee. This initial turnover is common. The new comer often wants to know, "Will I be able to do the job? Will I fit in around here? Will the boss like me? Employees are likely to quit during their first few months than any other time in their employment. Orientation program familiarizes new employees with their roles, the organization, its policies, and other employees. It is a process of helping new employees adapt to their new organizations and work responsibilities. It is a process of adaptation. New employees suffer from anxiety. Anxiety is high at entry and new employees want to reduce that anxiety very quickly. Stress is high because the new member feels a lack of identification. Loneliness and a feeling of isolation are not unusual response. New employees need special attention to put them at ease. This means providing an adequate amount of information to reduce uncertainties and ambiguities. Through this program, personnel department can reduce employee turnover. It

can reduce turnover by meeting personal objectives of employees. Cost of turnover is very high. Costs are associated with recruiting, training and developing new employees. When employees quit, the loss may be high because of training, skills that they take with them. The orientation of the new employees can be done either by the new employee's supervisor or by the people in the personnel department. Formal orientation programs usually depend on the personnel department and the supervisor. In many medium and large organizations, the personnel department takes charge of explaining such matters as overall organizational policies and employee benefits.

5.12 Performance Appraisal and Compensation in Sonali Bank Ltd.

Although helping others improve their performance is one of the manager's most important tasks, most managers freely admit performance appraisal and improvement coaching gives them difficulty. Judging an employee's performance accurately is not always easy. Often it is even harder to convey that judgment to the employee in a constructive and painless manner and to translate feedback on past performance into future improvement. Determining appropriate compensation is a related task of great importance.

5.13 Industrial Relation

The relationship between employer and employee or trade unions is called Industrial Relation (IR). Industrial relationship is necessary for both employers and employees. Industrial Relation peace and higher productivity for trade unions. In order to maintain good relationship and good trade unions with the employees. Industrial employer's organization, trade unions, communication, good relation of course positive sit for us.

Industrial Relation is also concerned with determination of wages and conditions of employment. IR and human relations are distinctly two indispensable factors in industry, one depending on the other. We can

have good industrial relations in an industry, but bad human relations in the same establishment and vice versa.

Employees of the Sonali Bank have given the right to join the labor union according to the banking and labor law. This union work to ensure the fair treatment to all the employees. They work for the right of the employees. In the Bank, there must not have more than 2 unions. The Human Resources and the banking operation is highly influenced by the labor unions. Banks labor unions are very strong.



Chapter 6

Conclusion and Recommendations

6.1 Conclusion:

Sonali Bank Ltd is the largest nationalized commercial Bank in Bangladesh. Location of its Head office is in Motijheel Commercial Area, Dhaka-1000. Sonali Bank was established in 1972 under presidential order no. 1972. The Bank is fully owned by the People Republic of Bangladesh. The Bank started its activity as a limited company from 15th November 2007.

SBL is the employer of one of the most efficient group of employees. The human capital of SBL thrives to perform better and contribute more to the Bank. They work efficiently and sincerely to achieve their goals. The Bank has highly qualified people involved in all stages of its functional activities therefore; SBL is at the pick of attaining self- sufficiency in the area of providing high quality banking services.

Human Resource management of SBL is undoubtedly very well. The fully government Bank SBL is being managed and operated by a group of

highly educated and professional team with diversified experience in finance and banking. Efficient human resources of the Bank are the main tools of its success. They are recruited in the Bank through a rigid but transparent process and the best are sieved out from out of the bulk aspirants. They are trained through an arduous process and acclimatized to be suited with corporate culture of Sonali Bank Limited. Integrity, impartiality, fairness, efficiency and deep commitment characterize their people. Recruitment and Selection policy, Human Resource audits summarize each employee's skill and ability. It is used for career planning of the employees.

Very competitive compensation package and liberal bonus policy are in practice for the purpose. In implementation of the Human Resource development strategy, SBL established its own training institute. They are utilizing their dynamic human resource to maintain good liaison, correspondent relationship with the foreign and international banks, Central Bank of Bangladesh, other Banks in Bangladesh, Private Agencies etc. For the best performance of the human resources SBL has also keeping good contribution for earning foreign currency reservation and generate more revenue for the country.

We hope that the bank will continue to successfully deliver excellent results, meeting their financial and operations objectives-as well the needs of their customers and their people. May the Almighty Allah give them dedication, patience and fortitude to serve the cause of Islam and to go ahead with their mission to run the Bank as per the mission and vision.

6.2 Recommendations:

In recommendations we would like to cite some suggestions there against in achieving its goal as well as the prospects of the bank.

From our above all the analysis, we can stand at a fact that SBL have showed a good progress since its inception. Although it started slowly

but due to sound management and better efficiency in the operation have result its performances to upfront in the coming years.

After analyzing all the selected variables under study, it seems to deliver somewhat the similar result i.e. in the recent years the performance of HR department of the bank was up to the mark and it represents the dynamic efficiency of SBL.

In addition, we believe that SBL could progress further if they better utilize their reserve funds and go for some calculated risky projects. Moreover, the better management and efficient operation would undoubtedly lead the bank to reach at the highest peak of success and to stand at a better place compare to the other Government and private commercial banks.

Human resource department is an important part of an organization; it has connections with all departments and employees. It is important to increase its effectiveness. To improve the effectiveness of HRM practices in Sonali Bank Limited (SBL)

So, specific suggestions in this regard are:

- HRM Practices should be democratic, open and liberal. In a system like this people can contribute the most because in this system they can participate in decision-making or express their feeling and gain confidence in the system.
- Managers should convince the union leaders that along with some traditionally perceived HRM practices such as employee pension plan, health and safety plan some other HRM practices such as performance appraisal; training, rewarding good employee may also bring benefits to the employee as well as to the enterprise in the long run.
- Interpreting the bank's policies and procedures properly to make it understandable to all employees.

- HRD of SBL should try to establish new MIS and use it in various manpower reporting.
- Honesty, morality, responsibility and patriotism of employees should be enhanced.
- The process of recruitment, selection and promotion should be fair in SBL.
- All persons are not equally qualified for the entire job, so SBL should try to place right person on right job.
- Build on an overall effective training and development program to handle the change management.
- They should also provide high concern for hiring external trainer, as it is very rare in SBL.
- The employees should be trained or morality so that they don't abuse the power.
- Improving the job performance by given proper guideline and mental support to the employees.
- The organization should adopt 360-degree appraising method with not only involve their immediate supervisor but also peers, colleagues, subordinate and others around.
- As employees are important resources for an organization, SBL should emphasis more on motivating the employees by providing compensation equal to their work pressure.
- The employees should be supervised properly so that it can be observed whether empowering them have increased their performance.
- A need assessment should be conducted to reduce the grievances level as minimum as possible.

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6.4 Acronyms:

SBL :- Sonali Bank Limited

SBTI :- Sonali Bank Training Institute

H.R.M. :- Human Resource Management

H.R.D. :- Human Resource Division

IR :- Industrial Relation

H.R.P :- Human Resource Planning

T&D :- Training and Development

H.R.A. :- Human Resource Activity

R&S :- Recruitment and Selection