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Issue No. 02

## Human Resource Management of Banks 2021

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## **Table of Contents**

1.	Introduction	01
2.	Trend of HR Operation Around the Globe	04
3.	Bangladesh Bank Initiatives in Streamlining HR Operations of Banks	07
4.	Implementation Status of the Issues Raised in 2019 HR Review	09
5.	Focus Group Discussion Findings on HR Operations of Banks	10
6.	Employee Perception Survey Findings	14
7.	Findings of the Review of HR Activities of Banks for 2020 and 2021	19
8.	Challenges and Recommendations	38
	References	41
	Appendices	42

## List of Figures

Figure 2.1 :	Trend of HR Operation around the globe	05
Figure 2.2 :	The Healthy Organization Framework	06
Figure 2.3 :	Why Power Skill becoming important?	06
Figure 4.1 :	Implementation Status of HR Issues raised in 2019	10
Figure 6.1 :	HR Department is fair and just in talent acquisition process	14
Figure 6.2 :	Ranked the HRD as just and fair	14
Figure 6.3 :	Necessary plans/steps to develop leadership-succession plan	17
Figure 6.4 :	Digitization of all banking activities	18
Figure 6.5 :	Written procedure to address employee grievances and complaints	18
Figure 7.1 :	Employee Age Graph in Sample Banks in 2019 and 2021	23
Figure 7.2 :	Trend of Newly Appointed Employees (%)	25
Figure 7.3 :	Period of Conducting Employee Ethical Survey	26
Figure 7.4 :	Settlement with the Employees while Leaving the Bank (within the bond period)	27
Figure 7.5 :	Number of Training Programs	27
Figure 7.6 :	Number of Training Programs, Participants and Average Trained Employees	28
Figure 7.7 :	Composition of Required Skills in Career Advancement	28
Figure 7.8 :	Training Programs Conducted by the Sample Banks in 2019	28
Figure 7.9 :	Training Programs Conducted by the Sample Banks in 2021	28
Figure 7.10 :	Internet Based Learning (e-learning)	30
Figure 7.11 :	No. of Internet Based Training (e-learning)	30
Figure 7.12 :	Revision of Compensation Package	32
Figure 7.13 :	Incentive bonus is based on	33
Figure 7.14 :	Core Benefits in Sample Banks	33
Figure 7.15 :	Special Benefits for Employees	34
Figure 7.16 :	Voluntary Benefits Issues	34
Figure 7.17 :	Method of Performance Appraisal in Sample Banks	35
Figure 7.18 :	Scope to Improve Performance Appraisal in Sample Banks	35
Figure 7.19 :	Reasons of Employee Grievance (Multiple Responses)	36

Figure 7.20 :	Time Taken by Bank to Resolve Employee Grievance	37
Figure 7.21 :	Shows that 11% Head of HR of Banks agreed that there is a lack of ethical Leader in Banks	38

### **List of Tables**

Table 3.1 :	Circulars from January 2019 to May 2022	08
Table 6.1 :	Talent Acquisition	15
Table 6.2 :	Talent Development	16
Table 6.3 :	Talent Motivation	17
Table 7.1 :	Human Resource Strength of All Banks	20
Table 7.2 :	Information about the Employees in Sample Banks	21
Table 7.3 :	Number of Employees Working in the HR Departments of Sample Banks	21
Table 7.4 :	Important Positions Held by the Employees (Number) in Branch / Head Office Level in Sample Banks	22
Table 7.5 :	Per Employee Average Financial Performance of Sample Banks (In Million Tk.)	24
Table 7.6 :	Use of HRIS in Talent Acquisition (%)	24
Table 7.7 :	Table: Newly Appointed Employees	25
Table 7.8 :	Employment Test and Employees' Onboarding (%)	26
Table 7.9 :	Status of Training Expense of Sample Banks	29
Table 7.10 :	Employee Training and Development Issues (%)	30
Table 7.11 :	Employee Career Counseling (%)	31
Table 7.12 :	Employee Motivation Survey (%)	31
Table 7.13 :	Range of Job Hierarchy/ Ladder (From Entry Level Position to Highest Position) in Sample Banks	32
Table 7.14 :	Employee Turnover Rate	35
Table 7.15 :	Employee Grievance and Compliant Management in 2021	36
Table 7.16 :	Leadership Development in 2021	37

# **Review of Human Resource Management of Banks – 2021**

## **1. Introduction**

### **1.1 Background**

Performance of an organization is directed by the effectiveness, efficiency, employee satisfaction, customer satisfaction, innovation in product, system and structure, quality of the market offers and management ability to retain the talent pools in the organization (Absar et al., 2010). Among the six core areas of management, ‘men management’ sometimes explained as ‘talent management’ is different and critical for an organization. The other areas of management include machine, money, market, methods and materials. Talent management (TM) is the application of strategic HRM to add ‘value’ to business in achieving organizational goals (Tyskbo, 2019). Talent managers have to ensure the sufficient human capital for their organization with strategic HRM goals. Mamun et al. (2020) stated that performance of an organization is the product of performance of an employee, resources and opportunities. Moreover, earlier studied evidenced (e.g. Rawashde and Al-Adwan, 2012), HR practices of an organization has significant positive impact of the financial outcome of an organization irrespective of its size and nature of an organization.

Although the core applications of the principles of HRM in the manufacturing companies and service companies are same, the customer centric application is very high in the service industry. Islam et al. (2018 & 2019); Mamun et al. (2020) stated that human resource (HR) are the soft assets in organization and the HR skills and knowledge inventory varies from the bank to bank. Further, the performance of a bank is greatly impact by the ‘talent management’ practices. The major talent management function includes their (talent) right acquisition, strategic development, motivation and maintenance. The core functions of talent management have been practicing by the organization following the traditional operational management principles, the modern talent management team following notch-up and cutting-edge technology define HR requirement, proper selection and their development, motivation and talent maintained. The use of information technology (IT) and emotional intelligence (EI) for the talent management operation is accepted around the globe to boost HR performance in organization. On the other hand, the uncertainties that arises from COVID-19 has brought a rapid shift in the working model which further may permanently change the way people

work<sup>1</sup>. Every HR professional prioritize employee health, work engagement and productivity<sup>2</sup>. Financial sector is not lag behind from the trends (Angelo et al., 2022). Transformation of the banking sector in past few years has redefined the role of HR. Organizations are adopting a suitable approach-the hybrid work model<sup>3</sup>, for the safety and welfare of employees to improve productivity<sup>4</sup>. As the system is not only for the existing employees, employers need to remain prepared with modern recruiting tools to provide best candidate experience and effective onboarding or off-boarding. Many organizations are trying to transit from human well-being to healthy organization and investing technology, with a focus on cloud-based HR systems that can be easily accessed anytime, from anywhere, with complete privacy of data<sup>5</sup>. The new data driven method of HR i.e. *People Analytics can provide good business insights and deal with 'people problem' as well*<sup>6</sup>. Besides, the need for DEI i.e. *Diversity, Equity and Inclusion has also increased with the evolving work models which organizations are finding acceptable*.

In a virtual work environment, institutions require more soft skills than just technical skills to maintain overall productivity. Therefore, employers are actively looking for power skills in their new hires to keep the human touch alive<sup>7</sup> and enrich employee experience<sup>8</sup>. Besides, organizations are carefully analyzing present skill gap of employees and investing in reskilling and upskilling as a part of their talent management strategies<sup>9</sup>. Multiple HR practices have benefited by integration of Artificial Intelligence in HR technology, right from recruitment to engagement to employee development<sup>10</sup>.

With a scattered workforce associated with the hybrid model, data breaches and security risks may also increase. Organizations are actively trying to improve security issues and incorporate efficient training programs to combat security threats for safeguarding data<sup>11</sup>.

*'Data Analytics,' 'Data Visualization,' and 'Big Data' have become quite popular in business operations especially in banking and finance due to its critical role in decision-making process.* Financial institutions are dynamically using the data

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<sup>1</sup> <https://www.mckinsey.com>, <https://www.sqli.com>

<sup>2</sup> <https://empxtrack.com>

<sup>3</sup> <https://empxtrack.com>

<sup>4</sup> <https://www.selecthub.com>

<sup>5</sup> <https://empxtrack.com>

<sup>6</sup> <https://empxtrack.com>

<sup>7</sup> <https://www.selecthub.com>

<sup>8</sup> <https://empxtrack.com>

<sup>9</sup> <https://www.mckinsey.com>

<sup>10</sup> <https://empxtrack.com>

<sup>11</sup> <https://www.selecthub.com>, <https://zoetalentsolutions.com>



within their reach to keep their customers happy by ensuring quality and standards of their services, surviving the competition from the market, improving risk management in operations<sup>12</sup>. *Banks are using Big Data Analytics to interpret customer lifestyle, spending patterns, preferences, segment customers, identify potentials for new investment and customizing the services*<sup>13</sup>. Besides, it is used in streamlining financial services everywhere in the world. In addition, it creates scope for continuously monitoring the transaction behavior in real-time and help to detect signs of fraud with the help of artificial intelligence and preventing any complications that may arise in the future<sup>14</sup>. Besides improving external operational efficiency, its application in HR is the most significant perquisites of Big Data. Leveraging big data with HR data analytics help to attract the ideal candidates. It can streamline hiring processes and make it easier to narrow down large pools of candidates to a smaller, more qualified pool. In addition, HRD have the chance to identify employee patterns, trends and develop suitable programs to improve knowledge, work engagement, loyalty and reduce turnover<sup>15</sup>. The data can be easily usable by tracking, analyzing and sharing metrics connected with employee performance<sup>16</sup>.

The talent management operation has been reengineered around the world which is beyond our expectation due to the Covid-19 pandemic. It is recognized that Covid-19 pandemic has significant impact on the human life which also have impacted on the employees' workplace. Further, it is also testified that Covid-19 disrupts some of the operational aspects of the organizations around the globe.

Most of the organization (88%) around the world encouraged their employees to work from home, 97% organizations controlled and cancelled their official travelling, 70% have taken cost-cutting approach, 50% organizations stop new hiring, 32% organizations started virtual meeting newly. Similarly, organizations (48%) allowed their employees to take sick leave, 20% increased paid time off (PTO) for their employees. Similarly, the human resource management operations in banks of Bangladesh have been reshaped due to the Covid-19. BB has taken several steps to restore and ensure smooth HR operation of banks in Bangladesh (for example circular No. DOS-19/2020; BRPD 5/22).

## **1.2 Objectives and Methodology**

The HR review study is aimed to review the HR operations of banks in Bangladesh for the year 2020 and 2021. The specific objectives are to i) examine the employee perception of HR operation of banks in Bangladesh, ii) review the HR operations of banks for the year 2020 and 2021 compared to 2019.

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<sup>12</sup> <https://www.fintechnews.org>

<sup>13</sup> <https://www.jigsawacademy.com>

<sup>14</sup> <https://www.ksolves.com>

<sup>15</sup> <https://www.talend.com>

<sup>16</sup> <https://www.fintechnews.org>

The study uses both primary and secondary data for this review analysis. Primary data were mainly collected from the Human Resources Department (HRD) of banks through a semi-structured questionnaire<sup>17</sup> (Appendix 1). Sixty-One questionnaires have been sent to the head of HRD of which 31 questionnaires have been received for data analysis. This study includes 3 state-owned banks (SOBs), 2 specialized bank (SB), and 26 private commercial banks (PCBs) including 06 Islamic banks (Appendix 2).

The review team also conducted a focus group discussion (FGD) on the HR operation of banks in Bangladesh. Total 36 heads and deputy heads of HR Department (Annexure-5) were present in the discussion.

Moreover, to assess employee perception of the HR operation of banks in Bangladesh a semi-structured questionnaire has been designed and data have been collected using purposive sampling. Total 312 bankers have been surveyed from 41 banks (Annexure-6).

### **1.3 Organization of this Study**

The contents of this report are organized into eight sections. Section -1 is the background including objectives and methodology of this study. Section -2 includes the trend of HR operation around the globe and section-3 explains Bangladesh Bank initiatives in streamlining HR operations of banks. While Section-4 discusses the implementation status of the issues raised in 2019 HR Review, section-5 exhibits the summary finding of the FGD. Section-6 explains the summary findings of employees' perception survey and section-7 reviews the HR activities of banks in during 2020 - 2021. Finally, Section 8 highlights on challenges and recommendations.

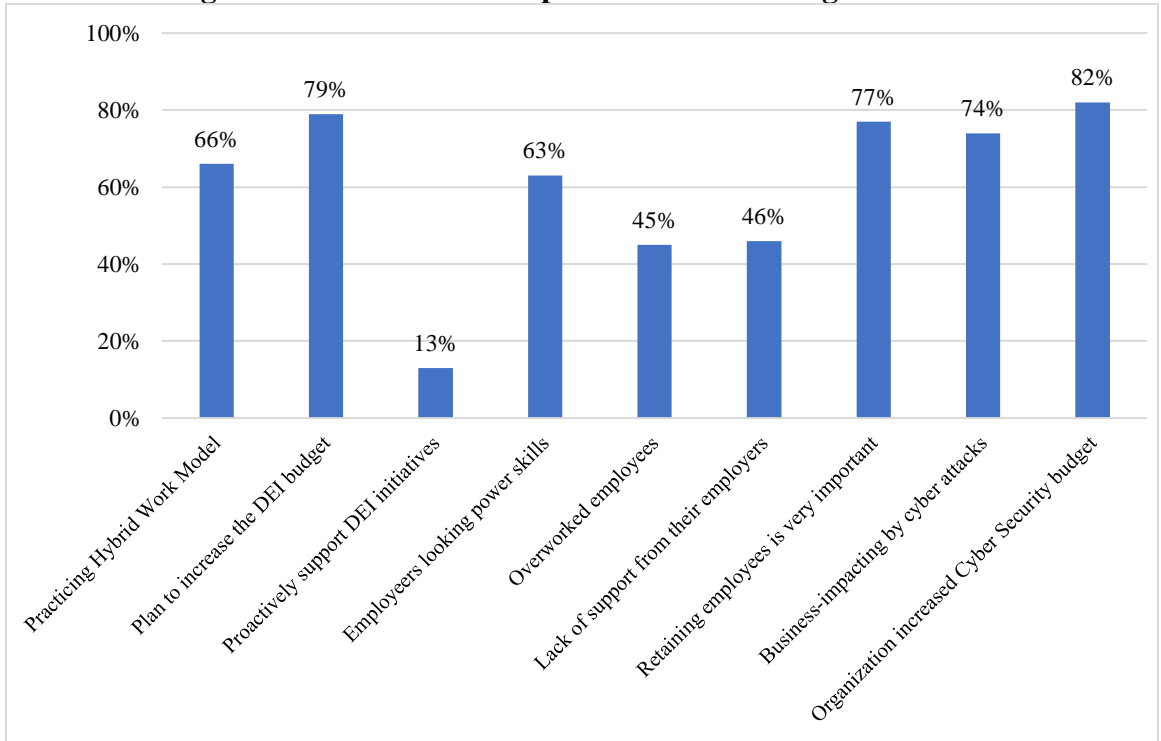
## **2. Trend of HR Operation around the Globe**

Covid-19 pandemic, technological makeover, changes in employee perception in work-life balance, employee health and safety in the workplace and fourth industrial revolution (4IR) forced the world HR leader to redesign and rethink their HR operation and model. The upcoming HR operational trend includes hybrid work model, transition from the employee well-being to healthy organization, cyber security threat, power skills, embracing the Gig Economy, DEI (Diversity, Equity and Inclusion), reskilling and upskilling, and keeping the human touch alive (Dexit, 2022). The major trends of the HR operations are depicted in figure 2.1.

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<sup>17</sup> A questionnaire that contains both open-ended and close-ended questions.

**Figure-2.1: Trend of HR Operation around the globe**



**Source:** Adopted from Dixit, 2022

*Hybrid work model:* Hybrid work model is an employee-centric flexible work model that combines in-office and remote-office workstation. Around 66 percent industry HR leaders are considering to redesign their workplace for hybrid work model for their organization.

*Transition from Employee Well-being to Healthy Organization:* Due to Covid-19 pandemic world HR leaders are redesigning their organization form employee well being to the healthy organization. The HR sentiment survey 2021 finds that over 68 percent HR leaders rated employee well-being and mental health as a top priority. Figure 2.2 explains the healthy organization framework.

**Figure-2.2: The Healthy Organization Framework**



*Source: Wellbeing and the Healthy Organization, Josh Bersin.*

**DEI (Diversity, Equity and Inclusion):** DEI explains the initiatives to address the bias, discrimination, harassment, unfair salary structure and other unfair issues in the work place. DEI is equally important both in virtual and hybrid environment. Around 79 percent HR leader has plans to increase the DEI budget while 13 percent proactively support DEI initiatives.

**Power Skills:** Employers around the world giving priority to the employees who have more power skills as they have to work in a hybrid work model. Power skills is defined as the skills having teamwork, work ethics, adaptability, people skills, problem-solving, time management, communication, leadership, stress management, etc. Figure-2.3 explains why power skills is becoming important. Sixty-three (63) percent employers are looking power skills among the prospective employees for their organization.

**Figure-2.3: Why Power Skill becoming important?**



*Source: Dexit, 2022.*

### **Box-2.1: Why Power Skill becoming important**

**Preservation:** Technology are run by human being and cannot replicate behavior; power skills therefore can protect jobs.

**Performance:** Employee engagement by leadership have impact on performance as delivering results and business intelligence.

**Communication:** connecting with colleagues and peers in a hybrid work model.

**Workplace environment:** Power skills create an employee friendly work environment.

**Customers:** They generally buy people attitude and behavior than process and products.

*Source: Dexit, 2022.*

**Gig Economy and Gig Workforce:** The Gig Economy first iterated in 2009 explains as the economy with a free market system with upcoming workforce that relied on the free-floating projects and consultancies and part-time or temporary positions in a fourth industrial revolution (4IR). Organization also hires independent employees for short-term commitments in the job assignment. Around 51 percent of the total workforce in the US will be Gig Workforce in 2027.

**Reskilling and Upskilling:** HR leaders emphasized to reskill and upskill their employees. Reskilling means developing new skills of the employees while upskilling means to specializing in a core skill. Core skill for a marketing officer is marketing the product offering effectively and efficiently.

## **3. Bangladesh Bank Initiatives in Streamlining HR Operations of Banks**

During the Covid-19 pandemic period (2019 to 2021) Bangladesh Bank was very much vibrant to issue different circulars<sup>18</sup> related to safeguarding the bank employees.

Bangladesh Bank also issued a circular (BRPD Circular Letter No. 05) on 01 February 2022 regarding the salary of entry level officials and employees of bank-company. The circular stated that each bank should pay minimum Tk. 28,000 to the entry level employees at the probationary period and after the probationary period the minimum payment be Tk. 39,000 which have been asked to implement by 01

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<sup>18</sup> These circulars include health and hygiene of the bank employees in the branches, employee's mental wellbeing at home, employee vaccination, Conveyance facility for bank employees working at the bank amidst Coronavirus (COVID-19) outbreak, Compensation for bank employees working at the bank amidst Coronavirus (COVID-19) outbreak. Bangladesh Bank (BB) also provided directives prevent outbreak of corona virus disease 2019 (COVID-19).

March 2022. Table-3.1 summarizes different circulars of Bangladesh Bank relating to the employee management of the banks in Bangladesh from January 2019 to May 2022.

**Table-3.1: Circulars from January 2019 to May 2022**

<b>Date</b>	<b>Particulars of the Circulars</b>
01/02/22	BRPD Circular Letter No. 05: Regarding salary of entry level officials and employees of bank-company.
25/01/22	BRPD Circular Letter No. 04: Regarding salary of entry level officials and employees of bank-company.
20/01/22	BRPD Circular No. 02: Regarding salary of entry level officials and employees of bank-company.
16/09/21	BRPD Circular No. 21: Arbitrary Termination of Bank Employees
25/11/21	BRPD Circular Letter No. 48: Regarding fixation of 25 March 2020 as cut-off date for the direct recruitment of candidates in the recruitment circulars publishable up to 31 December 2021
12/05/21	BRPD Circular Letter No. 27: Appointment of director, contractual advisor and consultant for Bank-Company.
22/04/21	BRPD Circular Letter No. 25: Conveyance facility for bank employees working at the bank amidst Coronavirus (COVID-19) outbreak.
19/04/21	BRPD Circular Letter No. 24: Compensation for bank employees working at the bank amidst Coronavirus (COVID-19) outbreak
31/03/21	BRPD Circular Letter No. 19: Directives to Prevent Outbreak of Corona Virus Disease 2019 (COVID-19)
23/02/21	BRPD Circular Letter No. 13: Directives to Prevent Outbreak of Corona Virus Disease 2019 (COVID-19)
11/02/21	BRPD Circular Letter No. 11: To Complete Registration for COVID-19 Vaccine.
31/01/21	BRPD Circular Letter No. 08: To Emphasize on 'No Mask-No Service' Slogan
21/01/21	BRPD Circular Letter No. 07: Providing the list of officials for the purpose of availing COVID-19 vaccine.

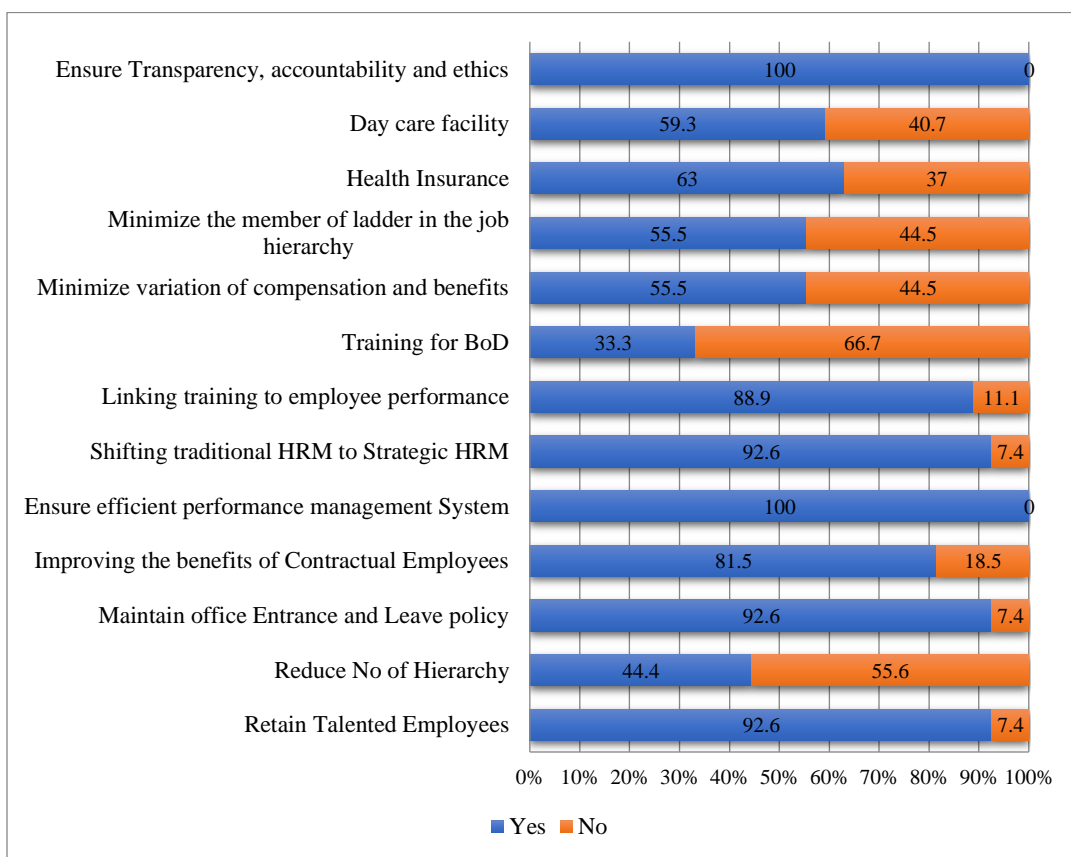
Date	Particulars of the Circulars
21/01/21	BRPD Circular No. 02: Submission of yearly statement to the Board of Directors by the Directors, Managing Directors and the officers immediate two tiers below the Managing Director regarding particulars of their own and of family business.
13/10/20	BRPD Circular No. 18: To Allocate a Particular Number for Banking Diploma Examination, Part-1 and Part-2 in the Promotion Policy of Bank Officers.
17/05/20	BRPD Circular Letter No. 27: Special Incentives for the Bankers' working at Bank premises during the General Holidays for COVID-19 Pandemic declared by the Government
05/05/20	BRPD Circular Letter No. 24: Special Incentives for the Bankers' working at Bank premises during the General Holidays for COVID-19 Pandemic declared by the Government.
09/01/20	BRPD Circular No. 01: Issuance of Maternity Leave Policy for Female Employees working in the Banks

#### **4. Implementation Status of the Issues Raised in 2019 HR Review**

Considering the recommendations of previous HR review in 2019, the implementation status of the issues raised in HR review 2019 is presented in Figure-4.1. It is evident that the implementation of the recommendations are going on and the results are mixed. The banks are yet to fully implement the issues those were raised in the HR review 2019.

From Figure-4.1, we can observe that transparency, accountability, and ethics in their banking operations have been ensured by all banks. Employee's entry and leave policy are maintained by 92.6% banks. Efficient employee performance management system have been introduced by all banks while in support to the female employees, 59.3% banks have implemented day care facility. Moreover, 92.6% banks have shifted from traditional HRM to strategic HRM. In addition to this, 81.5% banks have taken initiatives to improve the benefits of contractual employees. Furthermore, 92.6% banks have already taken measure to retain their talented employees and 88.9% of them have linked training to employee performance.

**Figure-4.1: Implementation Status of HR Issues raised in 2019**



Around, 44.5% banks have not taken initiatives to reduce the number of job hierarchy while 44.5% banks also have shown negligence to minimize the variation of compensation and other benefits in the same position. Besides, health benefits to their employees are not offered by 37% banks and 66.7% banks did not arrange any training programs for their BoD.

## 5. Focus Group Discussion Findings on HR Operations of Banks

A Focused Group Discussion (FGD) on HR Review-2022 was arranged by BIBM to get hand on experience from the actual practitioners. A number of Head of HR and representatives of different categories of banks were connected in the discussion through Zoom Platform. The team members of the research team were also present. The objectives of the FGD were to share knowledge and expertise; develop ideas; analyze current practices of different HR issues; and discuss about the future HR operations in banks. The bankers raised many issues, identified many problems they face in conducting HR operation and also highlighted some recommendations.



Regulatory body has been always instructing to maintain compliance in case of recruitment of bank employees. Sometimes banks face pressure from different influential authorities for hiring their candidates. So, banks have to face the dilemma in conducting their operation by being fully compliant.

**Box-5.1:** One Head of HR of a Private Commercial Bank stated that we are not taking initiative to develop leadership in senior posts such as MD, CEO, DMD etc. in banks. We are not providing any training to them. We are hiring them from other industry or another bank.

The discussants of the FGD stated that some Heads of HR are recruited from outside the banking industry. Sometimes these Heads of HR are unable to match with the working environment of the banking industry.

One of the Heads of HR of a bank has said that Covid-19 has brought some good for us also. During the pandemic period, most of the recruitment and selection process were remained stopped. However, some banks conducted the recruitment and selection via on-line platform. It not only reduces the cost of recruitment but also ensures how much the candidate is technically sound. Being technically sound is one of the very crucial requirements now-a-days.

State-Owned Commercial Banks (SCBs) requires more than one year to complete the employee recruitment process. The recruitment process for all post such as Cash Officer (CO), Officer and Senior Officer requires same time span for employee selection. A discussant from a SCBs stated that for the recruitment of lower level officers, the time span and method of evaluation can be shortened.

**Box-5.2:** A Head of HR of a Private Commercial bank added that they have an internal web portal which has been developed to provide training, learning to their employees periodically. Even the bank conducts promotion test of their employees through this platform.

Further, an issue is raised in the FGD that Bangladesh Bank has a plan to open a tech-driven branchless bank which may challenge the existing operating system of branch banking. The bank will conduct its operation from Head Office.

The following problems have been raised in the FGD of the HR operation of banks in Bangladesh.

- ✓ Banks are facing difficulties in the implementation of Labor Law in the HR activities of banks. Bangladesh Bank has its own rules, regulation and instructions for HR operation of banking sector. As the Labor Law is applicable for all entities

operating in Bangladesh, there may have conflict between the existing Labor Law and the BB regulations for HR operation.

✓ BB has instructed all commercial banks (BRPD circular no. 05; dated 01 February 2022) to implement minimum salary for the entry level employees. Many banks are facing difficulties to implement it for the employees who are working in the field level.

✓ Leakage of question paper is one of the challenges of recruitment process. It must be brought under a systemized process.

### **Cases in HR operation in Banks**

#### **Box-5.3(Case): Forced resignation and later joined the bank**

At early 2020, Covid-19 break out. There were lock-down everywhere. Human life daily activities are just stopped. But to serve the general people banks has to keep their operation running but in a very limited manner. The banking hour is also reduced. There is an overall impact on banks profit. So, to reduce cost banks started to take many cost cutting measures. One of the significant measures was to sack employees. A number of banks sacked a huge number of bankers which is very inhumane particularly at the time of pandemic. When Bangladesh Bank got the news regarding it, it published in a circular that banks can't do that. Banks have to bring back the sacked employees and provide them the same job with same respect and dignity. With the blessing of Bangladesh Bank, a lot of bankers got their job back. Mr. A. Rahman (Hypothesized Name) is an employee of ABC Bank Limited. He has been working as AVP of the bank. In 2020, the bank asked many employees to resign including Mr. Rahman. Finally, Mr. Rahman resign from the bank and looking for job during the Covid-19 period. After BB intervention, Mr. Rahman joined the bank and working there.

*Source: An interview with Mr. A. Rahman*

#### **Box-5.4 (Case): Forged certificated and peaked at the senior level post**

A Private Commercial Bank of Bangladesh spontaneously and secretly investigated on their own. They just wanted to see how their recruitment and selection process is fair and just. So, they checked the educational certificates, different documents, police verification report of the employees who are currently working for them. A very serious and unexpected matter came out after the investigation. Among all the employees they found almost 90 employees got the job with fake certificates and documents. Some of them joined the bank as MTO, some are serving the bank for more than 20 years and surprisingly they found some employees who are in top position of the bank (e.g. SVP, SEVP). It is a matter of irony that we are unable to detect the actual talent rather providing job to fake people and sometimes the banks are run by them.

*Source: An interview with a Head of HR*

**Box-5.5: Providing fake academic certificates during joining in the Bank:**

Ms. Salma Khatun (pseudonym) joined in the service of the Bank on March, 2021 in the rank of “Junior Foreign Remittance Officer”. As per terms and conditions of appointment letter, the educational qualifications were sent to verify from the concerned University. However, the Controller of Examinations of the concerned University reported that the Bachelor and Master’s Degree certificates of Ms. Salma Khatun are ‘Fake’.

Subsequently, Ms. Salma Khatun was suspended from service of the Bank. Also, as part of disciplinary action, she was charge sheeted for providing fake information and submitting fake certificates during appointment. In the reply of charge sheet, Ms. Salma Khatun confessed the charges brought against her and apologized for the misconduct.

However, as there is a good ground for proceeding against the accused for imposition a major penalty, the management appointed an inquiry officer to inquire into the allegation. After the inquiry, the inquiry officer submitted a report to Human Resources Division wherein the charges brought against Ms. Salma Khatun are established.

As per Employees’ Service Rules of the Bank, providing false information/ fake certificates during joining in the Bank is a gross misconduct which warrants major disciplinary action including Dismissal from Service of the Bank. As such, a show-cause notice was given to Ms. Salma Khatun as to why major penalty including dismissal from service of the Bank shall not be imposed upon her for committing the aforesaid misconduct.

Subsequently, Ms. Salma Khatun provided a reply letter of Show Cause notice where she requested not to impose major penalty including dismissal. The management reviewed the reply letter and found the request unacceptable. Finally, Ms. Salma Khatun has been dismissed from the service of the Bank for submitting fake academic certificates (Bachelor and Master) during joining in the Bank.

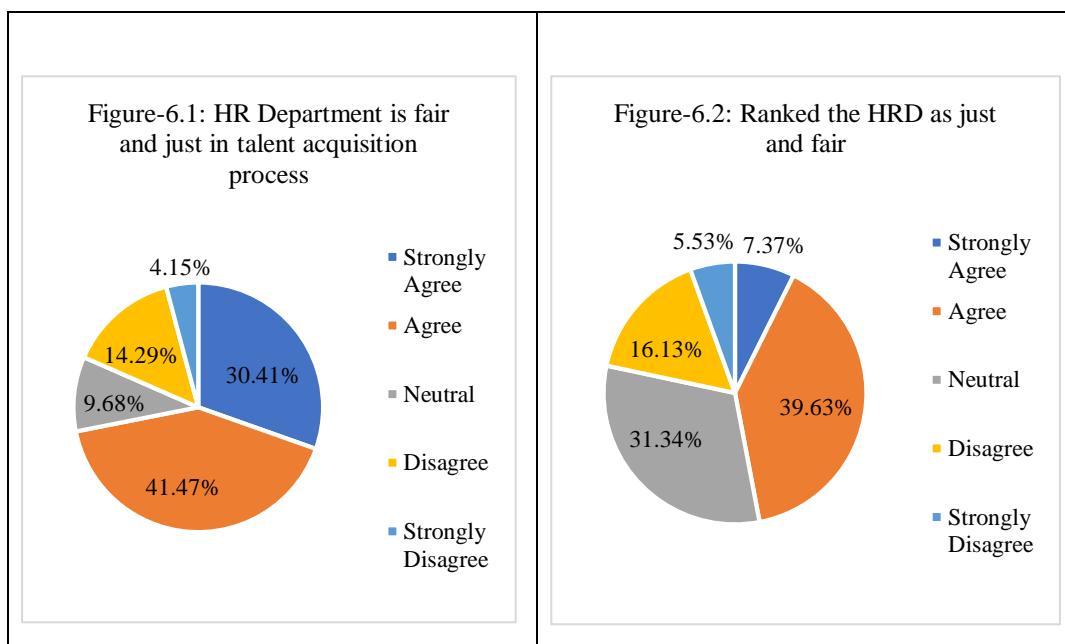
**Box-5.6: Employee Transfer (under pressure):**

Mr. X is an employee of our bank who is working in this bank for a considerable amount of time. He was posted in our Gazipur Branch. Recently, he used his relation to an ‘influential’ person for his own benefit. That influential person pursued for the transfer of Mr. X to Narshingdi Branch from his present position. We cannot help but had to transfer him to that branch.

Now, our bank always encourages employees to communicate with HRD for the transfer/posting and tries to accommodate valid request. Also, our bank always discourages outside influence and treats it as a violation of service rule. This information has been circulated several times by Human Resources Division (HRD). In this particular instance, HRD marked this influence for the transfer of Mr. X in their record. As a result, Mr. X was not considered for promotion to higher post in the next calendar year.

## 6. Employee Perception Survey Findings

The study conducted employee perception survey among the practicing bankers in Bangladesh. Total 312 respondents of 41 banks have been analyzed to assess employee perception about the human resources operations of the banks in Bangladesh. Figure-6.1 how HR department is fair and just in talent acquisition process. While around 41 percent bankers agreed that the banks HR department is fair and just in the talent acquisition process, around 14 percent disagree with this process. On the other hand, 31.34 percent bankers are neutral in giving their opinion to rank the HRD as just and fair although around 40 percent agreed with this statement (Figure-6.2).



### 6.1 Talent Acquisition

Talent acquisition of HR department includes talent recruitment and selection (Islam, 2014). Table-6.1 depicts employee perception about talent acquisition of the banks. It finds that around 11.06 percent of bankers disagreed that banks give advertisement for each new recruitment and selection. Further, around 29.17 percent respondents strongly agreed that taking original mark-sheet and certificates from the newly appointed employees is just and fair. Moreover, 37.96 percent bankers agreed that conducting personal and family's ethical background analysis is necessary before appointing as an employee in the bank (Table-6.1).

**Table-6.1: Talent Acquisition**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Bank give advertisement for each new recruitment and selection	6.45	11.06	12.90	29.49	40.09
Taking original marksheet and certificates from the newly appointed employees is just and fair.	17.59	14.35	14.35	24.54	29.17
Conducting personal and family's ethical background analysis is necessary before appointing as an employee	5.09	6.94	12.50	37.96	37.50

*Note: Figures indicate percentage*

## 6.2 Talent Development

Talent development of HR includes employees training and development, proper job placement and employee career growth (Islam and Islam, 2011). Table-6.2 explains employee perception on the talent development of banks in Bangladesh. It finds that 11.98 percent bankers strongly agree that the number of training and development programs conducted by the banks are sufficient for the employee development in the bank. While 23.61 percent bankers disagree that banks give necessary transfer and assignment after getting training. Further, 24.06 percent bankers remain neutral that the number of job hierarchy (positions) in the bank is fair and just. Again, 35.65 percent bankers strongly agree that the number of job hierarchy (positions) among the banks should be similar irrespective to the government banks and private commercial banks (Table-6.2).

Table-6.2: Talent Development					
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Bank conducts sufficient number of training and development program	8.29	27.19	21.66	30.88	11.98
Banks give necessary transfer and assignment after getting training	7.87	23.61	29.17	32.87	6.48
Number of job hierarchy in the bank is fair and just	9.91	19.81	24.06	36.79	9.43
Job hierarchy should be similar among the banks irrespective of the nature of the banks.	10.19	11.11	12.04	31.02	35.65

**Note:** Figures indicate percentage.

### 6.3 Talent Motivation

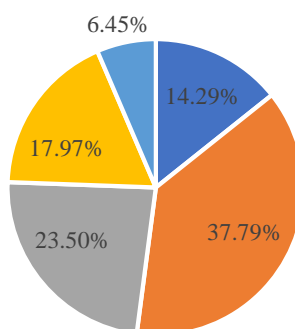
Talent motivation is possible through financial and non-financial reward. While financial reward includes employee compensation and benefits, non-financial reward includes work-family life balance, praise/appreciation etc. Table-6.3 depicts the employees' perception on the HRD talent motivation practices in banks. It finds that 25.35 percent bankers agreed that the salary and compensation package of the bank is up-to the mark i.e. as per the market rate. While nearly 8.80 percent bankers strongly agreed that they are happy with the bank's policy on the employee retention plan. Moreover, 47.00 percent bankers agreed that the Annual Confidential Report (ACR) should be replaced with the Performance Review Management (PRM) in the bank. Again, around 12 percent of the respondents strongly agreed that the HRD of the bank has plan on the work and family life balance.

**Table-6.3: Talent Motivation**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary and Compensation package of the bank is as per the market rate.	20.74	25.35	22.12	25.35	6.45
I am happy with the bank's policy on the employee retention plan.	7.87	18.52	33.33	31.48	8.80
Annual Confidential Report (ACR) should be placed with the Performance Review Management (PRM).	4.15	8.29	18.43	47.00	22.12
Bank has plan on the work and family life balance.	18.14	22.33	21.40	26.05	12.09

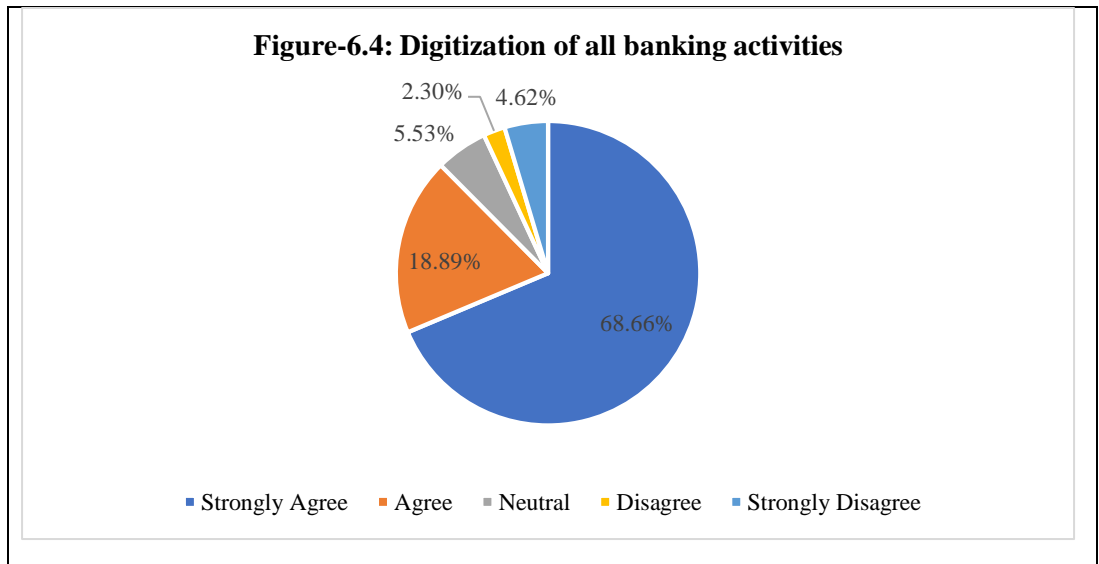
*Note: Figures indicate percentage*

Figure-6.3 depicts the employees' perception on whether HRD has taken necessary plans/steps to develop leadership-succession plan in the banks. It finds that 37.79 percent bankers agreed that the bank has taken necessary plans/steps to develop leadership – succession plan in the bank (Figure-6.3).

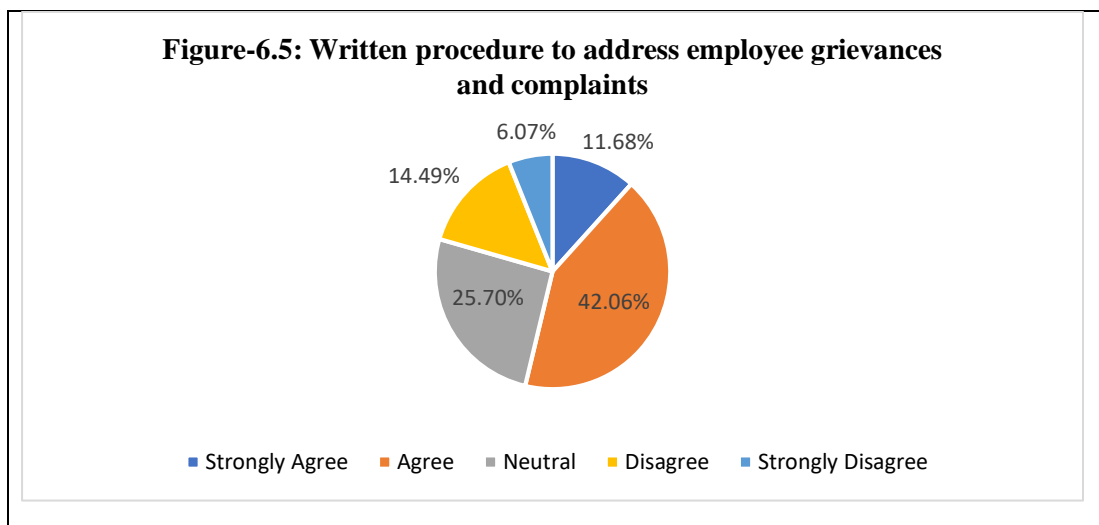
**Figure-6.3: Necessary plans/steps to develop leadership-succession plan**

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

Moreover, Bangladesh Bank’s recent initiatives to digitize all banking activities or license a bank will full digitization is a think-way reengineering. Figure-6.4 depicts the employee perception on whether it is the time to digitize all banking activities. It finds that 68.66 percent bankers strongly agreed that it is the high time to digitize all of the banking activities in Bangladesh (Figure-6.4).



Employee grievance management is a parts of employee maintenance and motivation. Figure-6.5 explains bankers’ perceptions on whether the bank has written and definite procedure to address employee grievance and complains. It finds that 42.06 percent bankers agreed that the bank has written and definite procedure to address employee grievances and complaints (Figure-6.5).





## **7. Findings of the Review of HR Activities of Banks for 2020 and 2021**

This chapter presents the core activities of Human Resources Management (HRM) departments of the sample banks in 2020 and 2021 that compares the HR information with 2019. The review team have summarized and analyzed different HR issues that banks are providing to the employees and planning to provide in the future. The analysis and interpretation have been divided into six broad areas:

- 7.1 Different HRM Issues in Banks
- 7.2 Talent Acquisition in Banks
- 7.3 Talent Development in Banks
- 7.4 Talent Motivation in Banks
- 7.5 Talent Maintenance in Banks
- 7.6 Leading the Talent in Banks

### **7.1 Different HRM Issues in Banks**

This section analyzes the general information about different HRM issues in banks in terms of human resource strengths of sample banks, employee age composition in sample banks, and employee financial performance. The discussion are as follows.

#### **7.1.1 Human Resource Strengths of All Banks**

The study observes that in 2021 on an average, each bank has 3082 employees (Table-7.1) which is 1.92% higher than the year 2019. Average employee per branch remains same in over the years since 2019. Further, number of employees are increased by 5.37 percent to 188019 for the year 2021 as compared to 2019. Female employees also have been increased by 5.83 percent in 2021 to 30141 compared to 2019. Per employee deposit was increased by 18.06 percent while per employee advances and investment was increased by 14.59 percent.

**Table-7.1: Human Resource Strength of All Banks**

Particulars	2019	2020	2021	Change % as compared to 2019
Total Number of Employees	178430	183206	188019	5.37%
Male	149950	154828	157878	5.29%
Female	28480	28378	30141	5.83%
Total Number of Banks	59	61	61	3.39%
Total number of Branches	10578	10752	10937	3.39%
Total Deposits (Crore)	1214455	1379150	1512472	24.54%
Total Advances (Crore)	1003548	1096308	1210589	20.63%
Employees each bank	3024	3003	3082	1.92%
Employees per branch	17	17	17	0.00%
Deposit per employee (Crore)	6.81	7.53	8.04	18.06%
Advances per employee (Crore)	5.62	5.98	6.44	14.59%

Table - 7.2 shows information about the employees in sample banks, and it is evident that in 2021 there is an increase in number of employees both male and female, number of employees who joined the banks as well as left the banks compared to 2019.

**Table-7.2: Information about the Employees in Sample Banks**

Particulars	Total 2019	Total 2020	Total 2021	Change %
<b>Number of employees in Sample Banks</b>	109097	135044	143557	31.59%
Number of Employees Who Joined the Bank	10553 (10%)	7777 (6%)	12252 (9%)	16.10%
Number of Employees Who Left the Bank	5365 (5%)	4417 (3%)	6183 (4%)	15.25%

This study also shows that the employees engaged in the HR departments increased over the years since 2019 (Table-7.3).

**Table-7.3: Number of Employees Working in the HR Departments of Sample Banks**

Particulars	Total 2019	Total 2020	Total 2021	Change %
Total Employees	573 (100%)	599 (100%)	677 (100%)	18.15%
Male	481 (84%)	475 (79.3%)	516 (76.22%)	7.28%
Female	92 (16%)	124 (20.7%)	151 (23.78%)	64.13%
Employees who joined the HR Department	56 (10%)	92 (15.36%)	116 (17.13%)	107%

Table-7.4 shows that sample banks had 9123 executives in the year 2021, in the rank of AGM/AVP, out of them only 1139 are female and this is only 12% of total executives. Moreover, 81 (11%) female executives are working as head of the department at head office level. In addition, 207 (3%) female executives are working as branch managers and 420 (12%) female executives are working as operations/sub managers.

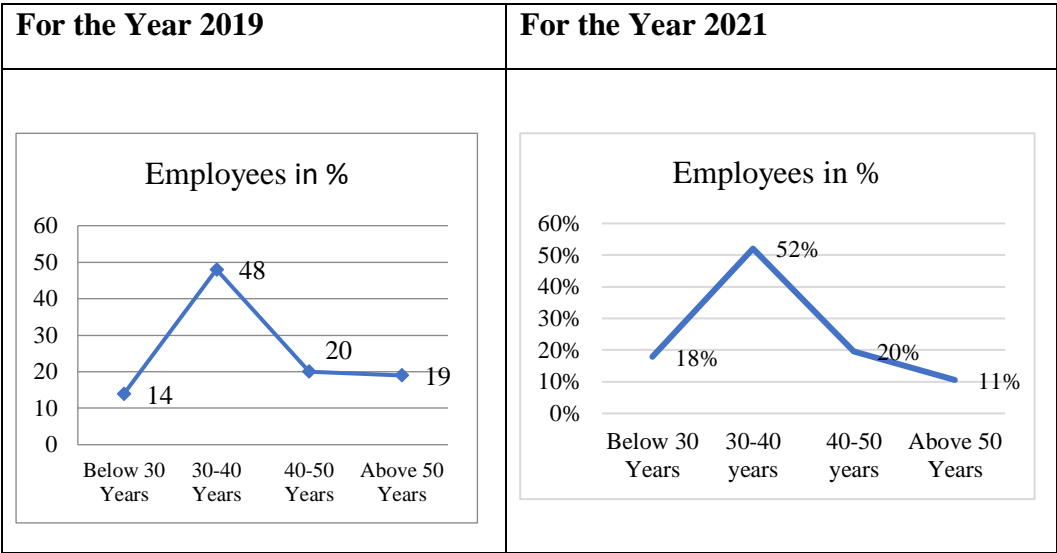
**Table-7.4: Important Positions Held by the Employees (Number) in Branch / Head Office Level in Sample Banks**

Particulars	2019		2020		2021			
Category of Positions	Male	Female	Male	Female	Total	Male	Female	Total
In the Rank of Executives i.e. AGM/AVP or above	6621 (91%)	660 (9%)	6667 (90%)	753 (10%)	7420	7984 (88%)	1139 (12%)	9123
As Head of the Department in Head Office Level	615 (89%)	73 (11%)	657 (89%)	82 (11%)	739	687 (89%)	81 (11%)	768
As Branch Manger	6142 (97%)	165 (3%)	6456 (97%)	199 (3%)	6655	6646 (97%)	207 (3%)	6853
As Operations Manager / Sub Manger	5372 (93%)	383 (7%)	2768 (87%)	425 (13%)	3193	3037 (88%)	420 (12%)	3457

7.1.2 Employee Age Composition in Sample Banks

Organization needs to maintain a balance among different age groups. This study finds (Figure-7.1) that, in 2021, 18 % employees are in the age group below 30 years. It was 14% in the year 2019. A majority portion (52%) of the bank employees are in the age group of 30-40 years. It was 48% in 2019. Employee age group of 40-50 years in 2021 was 20%, however, employees in the age group of ‘above 50 years’ decreased to 11% in 2021 by 7.27% (Figure-7.1).

Figure-7.1: Employee Age Graph in Sample Banks in 2019 and 2021



7.1.3 Employee Financial Performance

Table-7.6 shows that per employee operating income, per employee operating expense and per employee salary and allowance in 2019 decreases compared to 2018 ranging from 23.6 % to 42.5%. The average salary and allowances compared to total operating expense, and Managing Directors’ average annual salary increases in 2019 than 2018.

**Table-7.5: Per Employee Average Financial Performance of Sample Banks  
(In Million Tk.)**

Particulars	2019	2020	2021	Change %
Per Employee Average Operating Income	1.15	2.82	3.10	169.6
Per Employee Average Operating Expense	0.71	1.97	2.09	194.4
Per Employee Average Salary and Allowances	0.42	0.92	0.95	126.2
Average Salary and Allowances Compared to Total Operating Expense	58%	47%	46%	-20.7
Managing Directors' Average Annual Salary	12.6	11.83	12.77	1.35

## 7.2 Talent Acquisition

Talent acquisition includes forecasting human resources requirement, employment test, and employees' onboarding or socializing. Human resources information system (HRIS) is used to forecast the requirement of HR in Banks. This study finds that 71.4% banks do not use the HR software to forecast the HR demand while 89.3% banks use HR software for HR management in banks for the year 2021 (Table-7.7).

**Table-7.6: Use of HRIS in Talent Acquisition (%)**

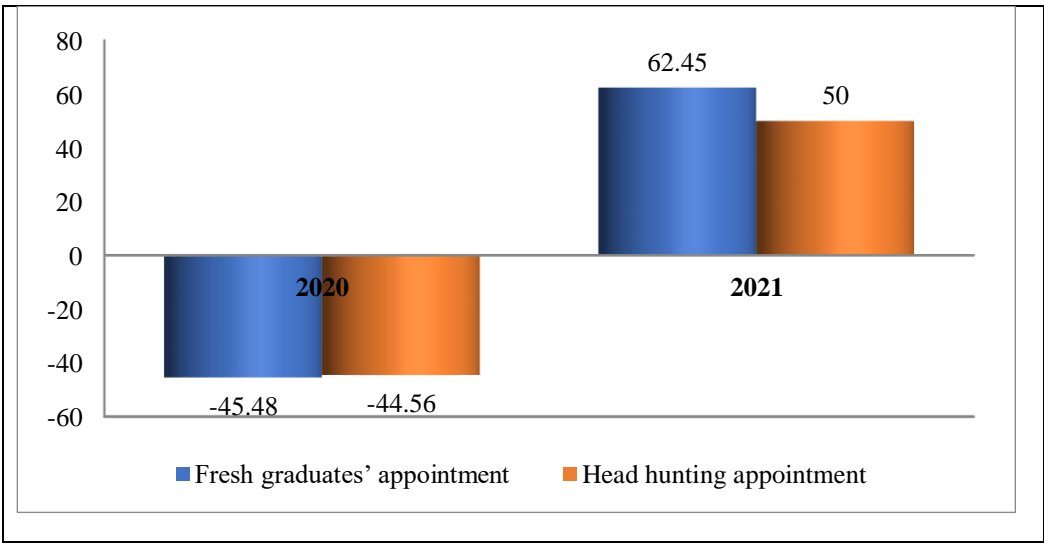
	2019		2021	
Particulars	Yes	No	Yes	No
Using HR software for forecasting HR requirement	11	89	28.6	71.4
Software for HR management	100	0	89.3	10.7

7.2.1: Employee Acquisition Trend

Table-7.8 shows the trend of fresh graduates’ appointment, and officials appointed through head hunting.

7.7 Table: Newly Appointed Employees			
	2019	2020	2021
Fresh graduates’ appointment	9735	5308	8623
Head hunting appointment	992	550	825
Total	10727	5858	9448

Figure-7.2: Trend of Newly Appointed Employees (%)

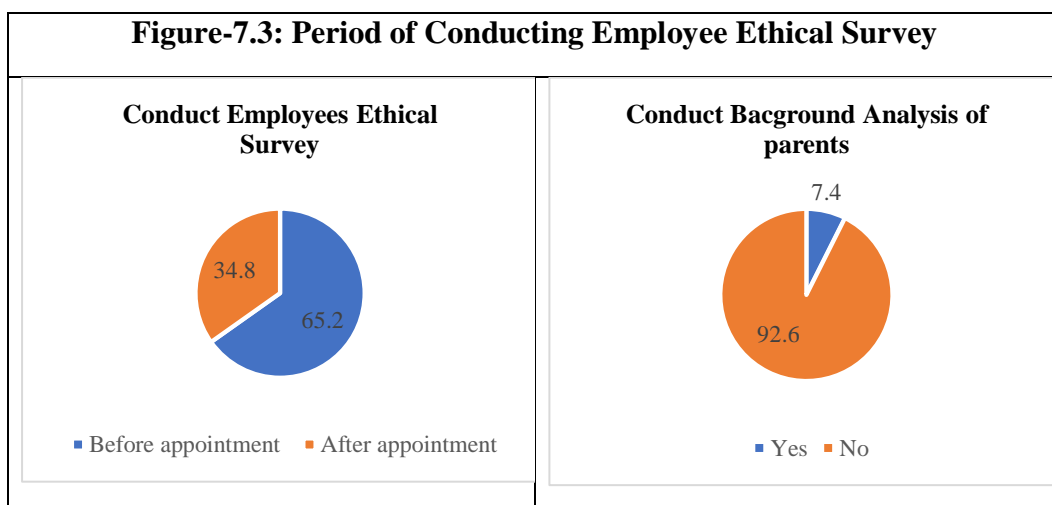


Conducting psychological test during a selection process is a powerful means for identifying insights of a candidate to determine the best match for a key role. In addition, background analysis is also very important to know the ethical conduct of employees. It also finds that around 77.8% banks conduct background analysis on employee’s ethical conduct (Table-7.9).

**Table- 7.8: Employment Test and Employees' Onboarding (%)**

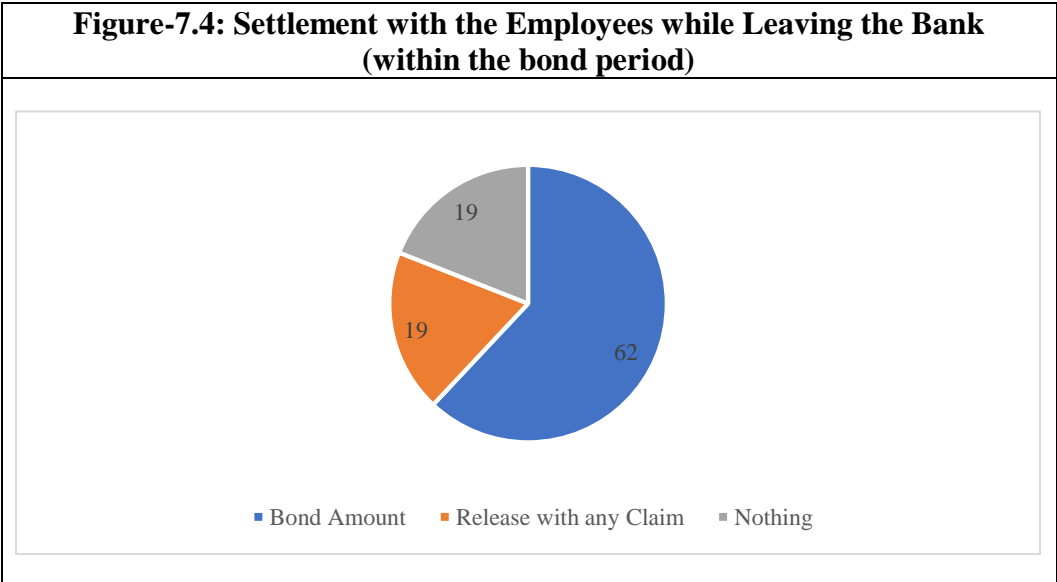
Particulars	2019		2021		Change (%)	
	Yes	No	Yes	No	Yes	No
Advertisement for new recruitment	100	0	96.4	3.6	-3.6	-
Taking bond from newly recruited employees	89	11	87	13	-2.25	18.18
Conducting psychological test during selection process	22	78	29	71	31.82	-8.97
Conducting background analysis on the Employees' ethical conduct	67	33	77.8	22.2	16.12	32.73

The study finds that there is a provision to conduct police verification of the certificates which is confined as 'ethical survey' of the employees. However, 65.2% banks conduct ethical survey before appointment while 34.8% banks conduct it after appointment. Only 7.4% banks conduct background analysis of employees' parents for understanding employees' ethics (Figure-7.3).



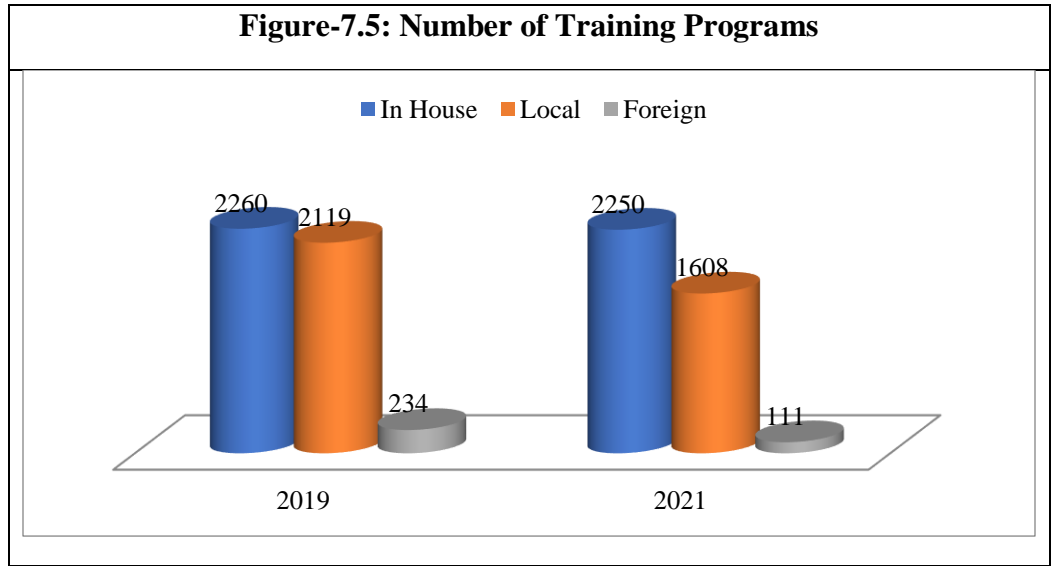


Further, 87% commercial banks take bond from the newly appointed employees in banks in 2021. When an employee leave the organization, the settlement of benefits is done either by recovering the bond amount from the employee or by releasing the employee with any other claim if remains. While 62% banks explained that they recover bond amount from the employee, 19% banks release the employee with settling any other claims if remains (Figure-7.4).

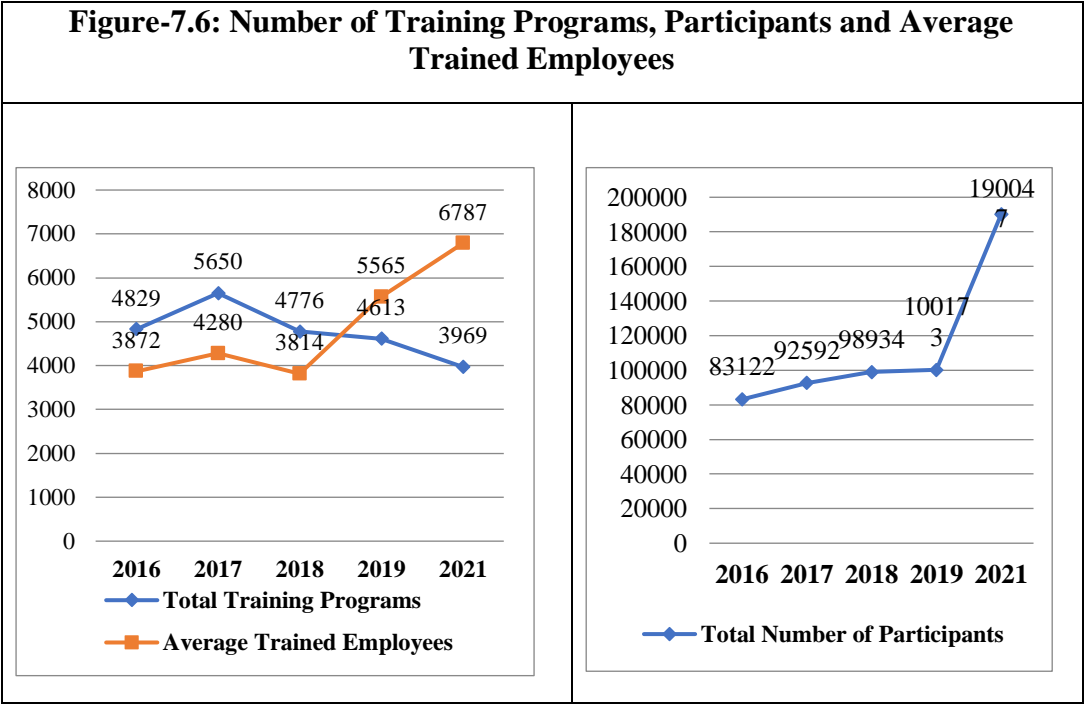


**7.3 Talent Development**

Figure-7.5 portrays employee training statistics of the sample banks. It finds that the number of in-house, local and foreign training programs has been decreased in 2021 compared to 2019.



Moreover, Figure-7.6 depicts the trend of number of training programs, participants and average trained employees of sample banks.



### 7.3.1 Employee Soft-skill (Power Skills) and Hard-skill Development

Employees soft-skills are also explained as employee power skills. Survey of Stanford Research Institute and the Carnegie Mellon Foundation among Fortune 500 CEOs finds that, 75% job success depends on soft skills while only 25% on hard skills (Sinha, 2008). Further, Harvard University (2008) study explains that 80% career success in relies on soft skills and 20% on hard skills (Figure-7.7). The present study finds that around 11.5% soft skills training and 88.5% hard skills training programs has been arranged. This finding is opposite to the Harvard University study (Figure -7.9).

Figure- 7.7: Composition of Required Skills in Career Advancement	Figure-7.8: Training Programs Conducted by the Sample Banks in 2019	Figure-7.9: Training Programs Conducted by the Sample Banks in 2021
<p>A pie chart illustrating the composition of required skills for career advancement. The chart is divided into two segments: a large blue segment representing 80% for Soft Skills and a smaller orange segment representing 20% for Hard Skills.</p>	<p>A pie chart showing the distribution of training programs conducted in 2019. The chart features a large orange segment for Hard Skill at 89% and a smaller blue segment for Soft Skill at 11%. A legend to the right identifies the colors: blue for Soft Skill and orange for Hard Skill.</p>	<p>A pie chart depicting the training programs conducted in 2021. The chart shows a large blue segment for Hard Skills at 88.5% and a small orange segment for Soft Skills at 11.5%. A legend below the chart identifies the colors: blue for Hard Skills and orange for Soft Skills.</p>
<b>Source:</b> Harvard Business Study (in Thomas et al., 1999)	<b>Source:</b> Survey data, 2020	<b>Source:</b> Survey data, 2022

### 7.3.2 Training Expenses in Banks

Almost all of sample banks have their own training institutes for imparting training to their employees and they prepare a yearly budget for smooth functioning of training activities. It is revealed from the data that the budget allocation of banks for training activities has been decreased enormously in 2021 than 2019 (Table-7.10).

**Table-7.9: Status of Training Expense of Sample Banks**

Particulars	2019	2020	2021	Change %
Training Budget (Tk. million)	487.13	501.13	413.11	-15.20%
Actual Expense (Tk. million)	348.87	201.36	192.37	-44.86%
Utilization of Training Budget (%)	71.62%	40.18%	46.57%	-34.98%
Average training expense per employee (Tk.)	3483	2692.03	1012.23	-70.94%
Average training expense of Banks (Million Tk.)	24.92	8.39	7.69	-69.14%
Training expense as percentage of total operating expense	0.45	0.10	0.09	-80.00%

The utilization of training budget decreases by 34.98% in 2021 compared to 2019. Further, average training expense per employee is Tk. 1012 (App.) in 2021, which is around 71% lower than 2019. But why this happened? Need to give some insights or indications. Besides, the share of training expense to operating expense decreases by 80% in 2021 than 2019 (Table-7.8).

### 7.3.3 Post Training Evaluation (PTE)

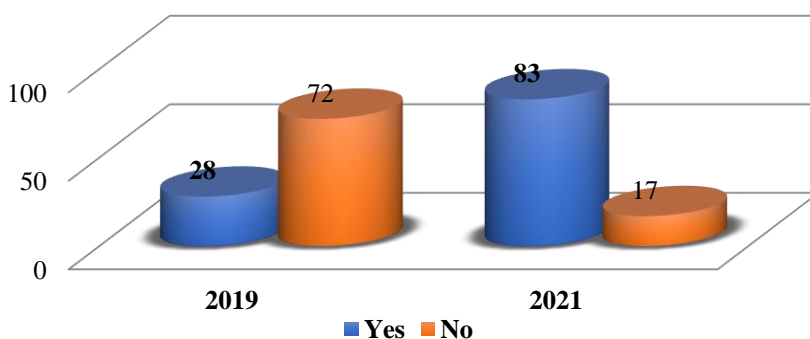
Banks conduct post training evaluation to see whether the employee is showing desired level of progress in work situation. Banks generally measure employee performance by collecting feedback from respective branches, monitoring on-the-job performance, transferring to related desk or department etc. This study shows that, around 75% banks conducts post training evaluation in 2021 which is 9.64% lower than the year 2019 (Table-7.11).

**Table- 7.10: Employee Training and Development Issues (%)**

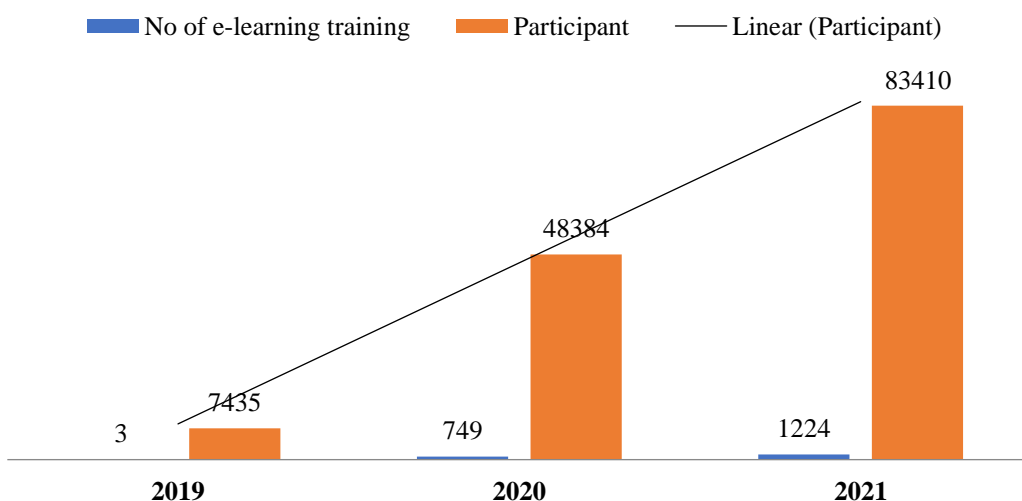
Particulars	2019		2021		Change	
	Yes	No	Yes	No	Yes	No
Conduct post training evaluation	83	17	75	25	-9.64	47.06

Besides conventional training, banks also use internet-based training programs. The study finds that 83% banks conduct internet-based training programs which was around 3 (three) times higher than the year 2019 (Figure-7.10). Further, Figure-7.11 shows the number of internet-based training program and growth of the participants participated in the training programs (e-based) over the years since 2019.

**Figure 7.10: Internet Based Learning (e-learning) (%)**



**Figure-7.11: No. of Internet Based Training (e-learning)**



### 7.3.4 Employee Career Counseling

The aim of employee career counseling is to assist both the employer and employee by intervening with a problem-solving approach to solve the problem at hand. The study finds that only 44% banks had career counseling system in 2021 which is increased remarkable from the year 2019. However, only 20% banks have a career counsellor in the banks for the year 2021 (Table-7.12).

**Table-7.11: Employee Career Counseling (%)**

	2019		2021		Change	
	Yes	No	Yes	No	Yes	No
Career counseling system	17	83	44	56	158.82	-32.53
Career counselor	11	89	20	80	81.82	10.11
Career counseling section/wing	0	100	4	96	40	-4

### 7.4 Talent Motivation

Motivation is one of the core elements of human resource management. Organization may motivate their employees by different means, i.e. payment of good salary, congenial working condition, potential for career growth, employee training and so on.

**Table-7.12: Employee Motivation Survey (%)**

	2019		2021		Change	
	Yes	No	Yes	No	Yes	No
Conduct employee motivation survey	17	83	15	85	-11.76	2.41
Salary varies in same position	61	39	58	42	-4.92	7.69

This study finds that only 15% banks conduct employee motivation survey in 2021, which is lower than the year 2019. Again, 58% banks offer different salary structure for the same position. The percentage though is slightly lower in 2021 than 2019 but it shows the severity of the issue (Table-7.13). If salary deviates in the same position it is disrespectful for the bankers and at the same time demotivate them. However, extra bonus, foreign training and good placement etc. can be given to good performer.

### 7.4.1 Job Hierarchy of Sample Banks

In the banking sector of Bangladesh there is a lack of uniformity in the organizational hierarchy. Different banks have different job hierarchy that may create complexity among bank employees. Table 7.14 shows the number of hierarchies of sample banks.

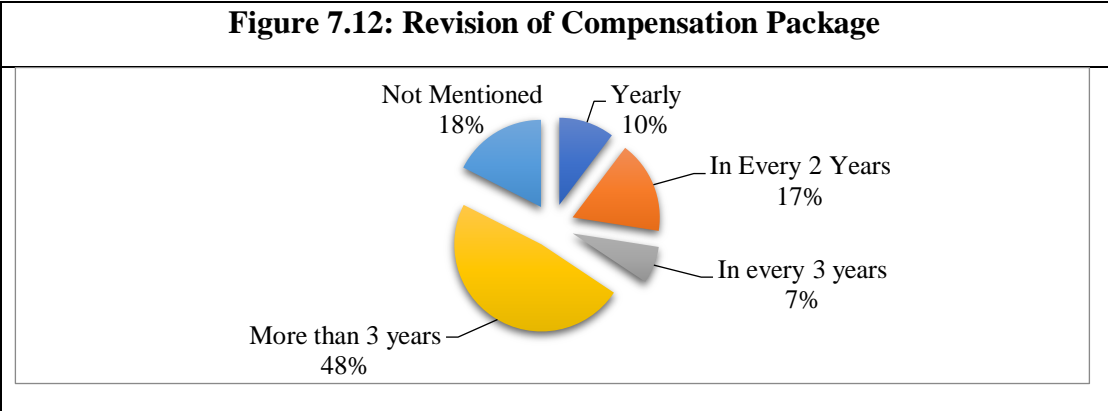
**Table-7.13: Range of Job Hierarchy/ Ladder  
(From Entry Level Position to Highest Position) in Sample Banks**

Category of Banks	2019		2021		Change	
	Min	Max	Min	Max	Min	Max
SOBs and SBs	9	9	9	9	-	-
PCBs (Excluding Islamic Banks)	11	19	11	19	-	-
Islamic Banks	14	19	16	19	7.14%	-

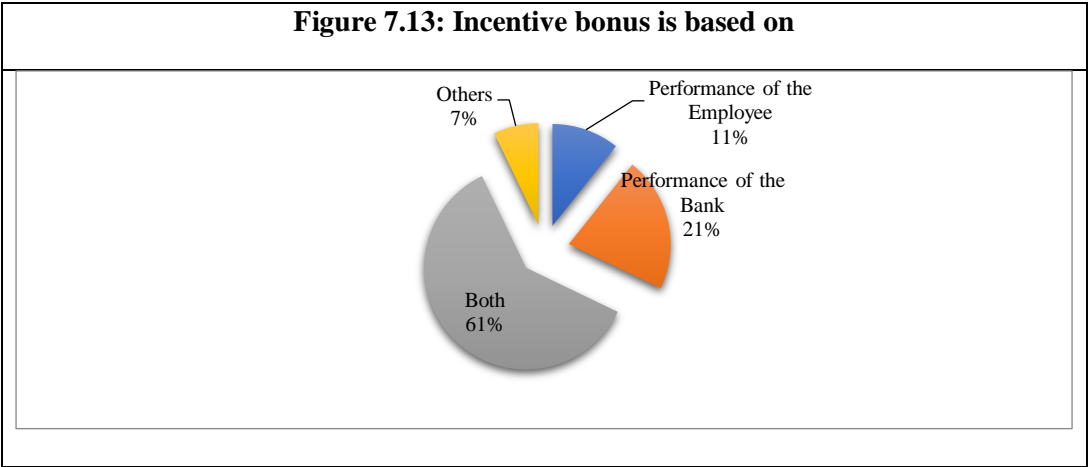
The study finds that in SOBs and SBs, minimum (?) and maximum (?) number of hierarchies was 9 in 2021. PCBs (excluding Islamic banks) are having more ladders in their job hierarchy which is minimum 11 and maximum 19. The minimum number of ladders for Islamic Banks was 16 and maximum was 19 in 2021. It is expected that all banks should have a uniform hierarchy practice.

### 7.4.2 Revision of Employee Compensation Package

This study finds (Figure-7.12) that only 10% banks revise their salary on yearly basis and 17% banks revise their employee compensation package in every two years. Seven percent (7%) banks revise it in every three, while 48% banks revise it in more than 3 years. However, 18% banks refuse to mention the revision of compensation package of their banks.



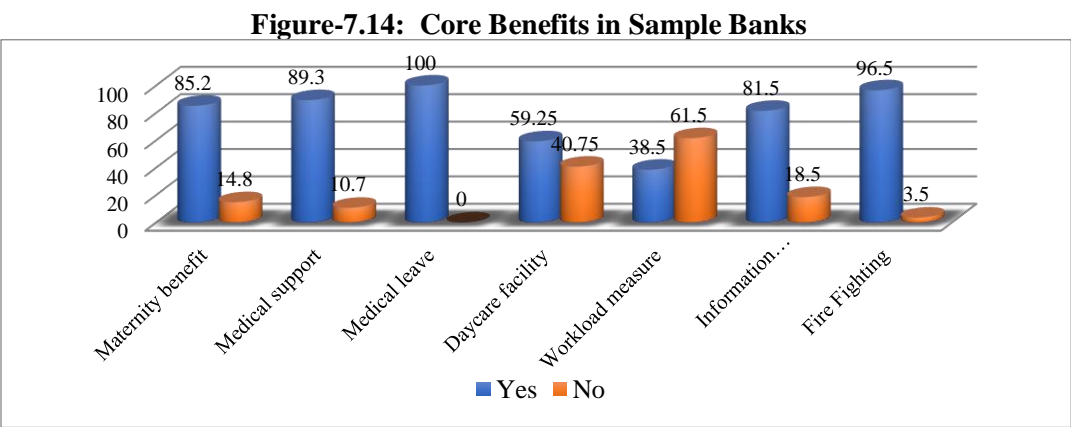
The study also finds that the commercial banks provide incentive bonus to their employees based on either performance of the banks or performance of the employees. While 11% banks provide incentive bonus to their employees based on performance of the employees, 21% banks provide based on performance of the banks and 61% banks follows both (Figure-7.13).



### 7.4.3 Status of Compensation and Employee Benefits

This study tries to show the employee benefits under four captions – core benefits, retirement benefits, special benefits and voluntary benefits, which are as follows.

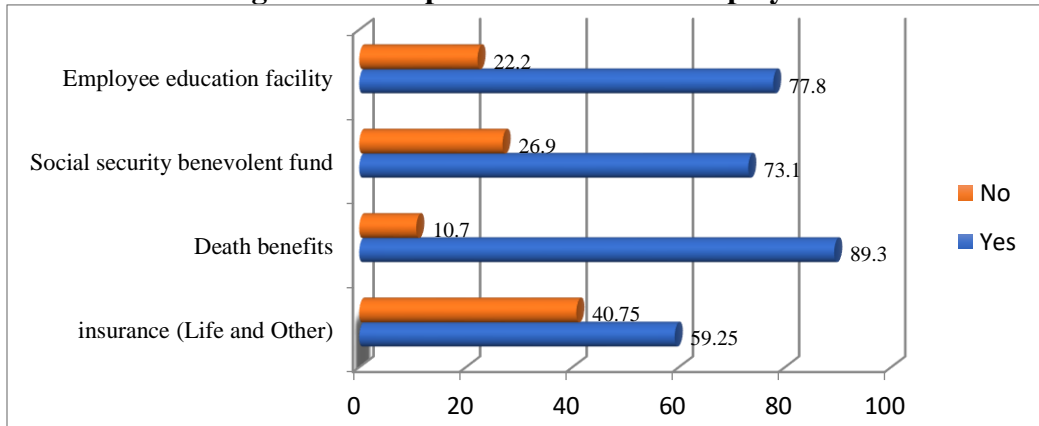
**Employee Core Benefits:** Core benefits are the benefits which are given to employees for rendering their services to banks. This study finds all of the sample banks gave maternity benefits to their female employees for the year 2021. It is appreciable that around 59% banks provide day care facility for their employees (Figure-7.14). Again, it is praiseworthy that 89% sample banks provide medical leave in case of sickness or emergency to the employees and supports their employees on medical ground as well.



**Retirement Benefit:** An important element in designing total compensation packages for banks is retirement benefits. Only 34.60% percent banks particularly SOBs and SBs have pension scheme for their employees. Again, 65.40% banks i.e. PCBs do not have any pension scheme to their employees.

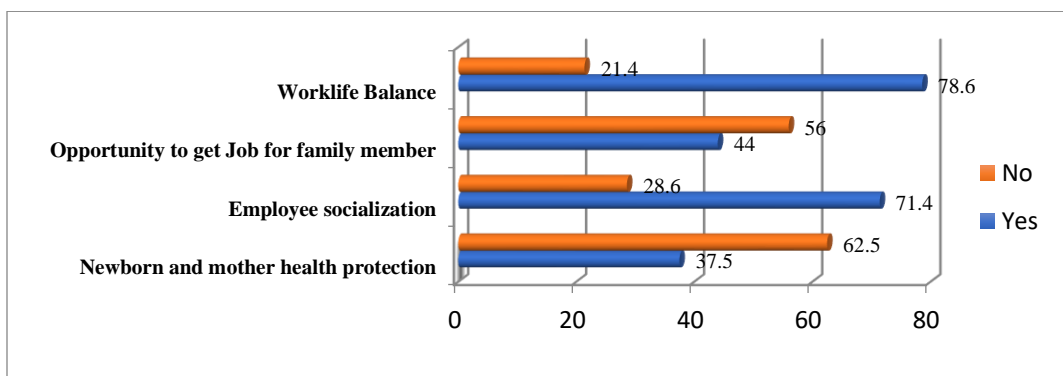
**Special Benefits for Employees:** The sample banks provide some special benefits such as employee education facility, social security benevolent fund, death benefits, life and other insurance benefits as shown in Figure 7.15.

**Figure- 7.15: Special Benefits for Employees**



**Voluntary Benefits in Banks:** There are some voluntary benefits that banks usually provide to their employees to give comfort and retain them. This study reveals that only 37.5 % banks provided leave for new born and mother health protection (Figure -7.16).

**Figure- 7.16: Voluntary Benefits Issues**

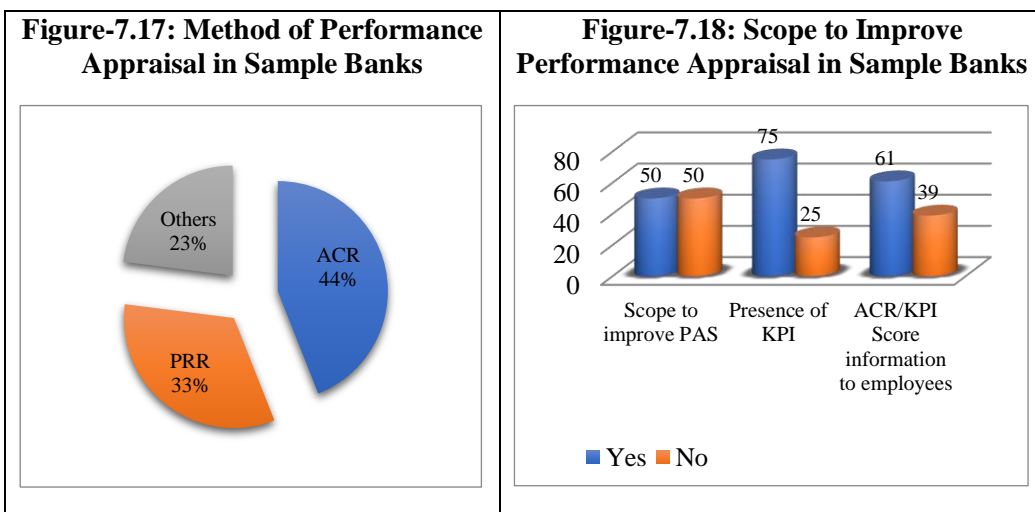


The study also finds that 78.6% banks helped the employees in their work life balance. Besides, 44% banks provide opportunity to get job of the family of the bank employees on their disability or death. More on that 71.4% banks have employee socialization benefits.



### 7.4.5 Status of Performance Management and Employee Retention in Banks

The study examines the methods used for performance appraisal of bank executives and whether there is scope for improvement. It reveals that 44% banks use annual confidential report (ACR) which is very traditional in nature (Figure-7.17). Besides, 33% banks practice performance review report (PRR) and the remaining portions use other methods to appraise their employees. However, 50% banks believe that there is scope for improvement in performance appraisal methods. The study finds that 75% banks use key performance indicator (KPI) for their employees. Moreover, 61 % sample banks disseminate ACR/KPI score to their employees (Figure-7.18).



In terms of employee turnover rate, it is 4.31% in 2021 which has decreased from 2019. In case of PCBs (Conventional) and PCBs (Islamic Banks), the rate decreases in 2021 from the year 2019. However, the turnover rate is increased in SOBs & SBs (Table-7.15).

**Table -7.14: Employee Turnover Rate (in %)**

Banks	2019	2020	2021	Change
SOBs & SBs	2	2.64	3.65	82.5
PCBs (Conventional)	9.30	5.97	7.72	-16.99
PCBs (Islamic Banks)	2.3	1.59	1.41	-38.70
Average turnover rate	4.92	3.27	4.31	-12.40

## 7.5 Talent Maintenance

Talent maintenance includes attraction, development and retention of talent in an organization. Employee grievance management is very crucial for employee retention.

### 7.5.1 Status of Employee Grievance and Compliant Management in Banks

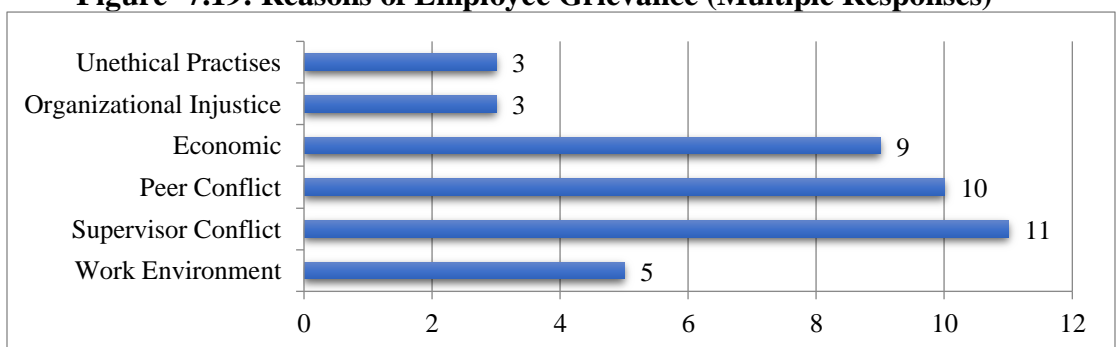
The study reveals that 74% banks have written employee grievance and complaint management policy for the year 2021 which was 44% in 2019 while 59% banks have no separate wing/employee for employee grievance and complaint management in banks (Table-7.14).

**Table – 7.15: Employee Grievance and Compliant Management in 2021**

Employee Grievance Issues	2019		2021	
	Yes (%)	No (%)	Yes (%)	No (%)
Bank has written employee grievance and complaint management policy.	44	56	74	26
Bank has any separate wing/employee for employee grievance and compliant management.	39	61	40.7	59.3

The reasons of employee grievance as found in the survey are unethical practices, economic, peer conflict, conflict with supervisor, work environment and other (Figure-7.19).

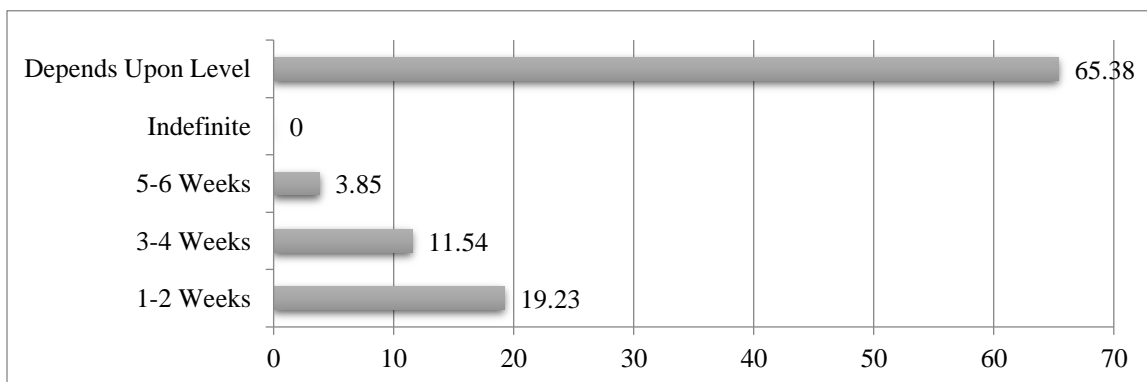
**Figure- 7.19: Reasons of Employee Grievance (Multiple Responses)**



If employees have any grievance banks need to immediately resolve it. Figure 7.20 shows the time taken by banks to resolve employee grievance. It finds that in 65% cases resolving employee grievance depend on the level of grievance and other cases it varies from one week to 6 weeks ranging from 4% to 19% (Figure-7.20). It

may be a matter of concern if the employee grievance is not properly addressed and resolved by the respective banks.

**Figure 7.20: Time Taken by Bank to Resolve Employee Grievance (%)**



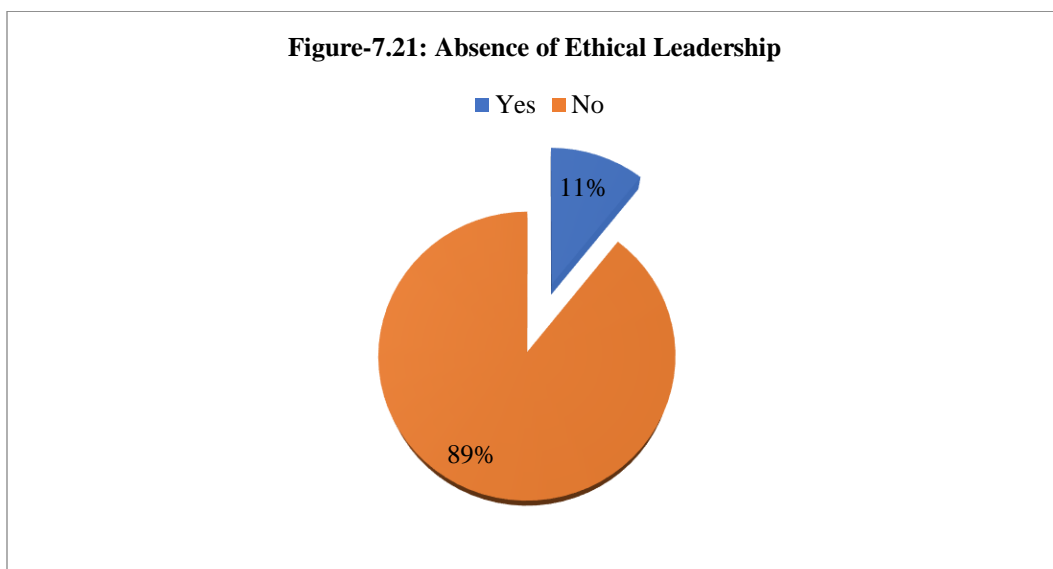
## 7.6 Leading the Talent

The study tries to capture the status of leadership development in the sample banks where it finds that 72 % banks have programs for developing future banking leader in 2021. Besides, in 2021, 77% banks have separate training module for developing leadership in banks. It is a good practice that 90 % banks praise/reward their best employees for the year 2021 (Table-7.17).

**Table-7.16: Leadership Development in 2021 (%)**

Particulars	2019		2021		Change in %	
	Yes	No	Yes	No	Yes	No
Programs for developing future banking leader	78	22	72	28	- 7.69	27.27
Separate training module on 'Leadership Development'	83	17	77	23	- 7.23	35.29
Praise/ reward the best employees	72	28	90	10	25	64.28
Scale to define 'best employees'	89	11	89	11	0	0

**Further, figure-7.21 Shows that 11% Head of HR of Banks agreed that there is a lack of ethical Leader in Banks.**



## **8. Challenges and Recommendations**

This study reviews overall activities of human resource operations of banks for the year 2020 and 2021 compared to 2019. Based on the findings of the focus group discussion (FGD), employee perception survey and questionnaire survey of banks, the identified some challenges and put forward the recommendations as follows.

***Ensuring Hybrid Work Model:*** During the Covid-19 pandemic, banks in Bangladesh have already practiced the employee-centric flexible work model which combines both home-office and in-office work. The implementation of hybrid work model in the banking sector of Bangladesh is a challenge because banks have to design workstation at home also. Specific software and hardware equipment with all other IT set up can be fixed at home or near at home to implement hybrid work model.

***Transition from employee well-being to healthy organization:*** Another challenge of HR management is to transform the traditional employee well-being concept to implement healthy organization culture. Healthy organization includes physical health, mental wellbeing, financial fitness, social health & community services, safe workplace and healthy culture. The implementation of this transition is another big challenge for the banks. Short-run, mid-run and long-run strategy can be set-up to transform employee well-being organization to healthy organization.

***Diversity, Equity and Inclusion (DEI):*** To address bias, discrimination, harassment, unfair salary structure and other unfair issues in the work place, banks may face challenge in DEI considerations. The unfair treatment in HR operations have to be handled properly. For fair and just DEI, the top management and HR department of banks have to be ‘zero’ tolerant in unfair treatment.

***Power Skills/Soft-skills Gap:*** Currently, employers around the world are looking employees having power skills/soft-skills. Power skills include teamwork, work ethics, adaptability, people skills, problem-solving, time management, communication, leadership, stress management, etc. The employees in banking industry of Bangladesh is lagging behind the power skills. Although internationally 80 percent skills should be power skill, the employees in the banking sector of Bangladesh have 11.5 percent power skills. Sufficient training, development, employee career counseling is needed in this regard.

***Gig Economy and Gig Workforce Management:*** Gig economy is explained as the free market system with upcoming workforce that relied on the free-floating projects and consultancies and part-time or temporary positions in a fourth industrial revolution (4IR). Organizations around the world hire employee as part-time or temporary position from the Gig workforce. Banks in Bangladesh may appoint third party to recruit and select the Gig workforce and their management in order to improve and implement 4IR.

***Reskilling and Upskilling:*** Reskilling means developing new skills of the employees while upskilling means to specializing in a core skill. Although 2 to 3 percent of total operating expenses are allocated for employee reskilling and upskilling, the banking sector of Bangladesh spent only 0.09 percent for employee development. By providing sufficient number of training and development programs for the employees can help to reskill and upskill the employee.

***Implementation of Branchless Banking:*** The introduction and implementation of Artificial Intelligence (AI) driven branchless banking is a matter of time only. Around 69 percent bankers agreed that it is the right time to implement digitization of all banking activities in Bangladesh. The challenge for such implementation is investment in IT infrastructure, employee skill development, protection of cyber security etc. The banking sector of Bangladesh has to develop short, mid and long-run strategic plan for the AI driven banking followed by AI driven branchless banking.

***Ensuring transparency, accountability and fairness in HR operation:*** Ensuring transparency, accountability and fairness in HR operation is a must for better HR operation in banks. The recruitment and selection, transfer and promotion, training and development should be as per the merit basis.

***Transformation from traditional Annual Confidential Report (ACR) system to Performance Review Management (PRM):*** ACR is very much confidential and employees never know why s/he has not been promoted and what are the short comings. Currently, 44 percent banks use ACR method and 69 percent bankers (including 22% strong agreed) agreed that ACR should be replaced with the PRM. Banks should have plan to transform the traditional ACR to Key Performance Indicator (KPI) based PRM.

***Utilization of training budget:*** The banking sector of Bangladesh is lagging behind the utilization of their budget. Currently, the utilization of the budget is less than 50 percent. The Head Office HR and training institute of the bank should have plan to implement the budget otherwise the scope to employee development will be declined.

***Developing Ethical Leaders in Banks:*** It is true that the banking sector HR operation has been improved a lot. However, 11 percent Head of HR in banks agreed that there is an absence of ethical leader in banks for which transparent and fair practice of HR is difficult. Organization culture development, ethical training and counseling, developing ethical role model is a must for such improvement.

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# Appendices

## Appendix 1: Research Questionnaire



**Bangladesh Institute of Bank Management**

**Mirpur-2, Dhaka -1216.**

May, 2022

**Review on Human Resource Management of Banks 2022**

**Research Questionnaire**

**(To be filled up by the Human Resource Division)**

**Name of the Bank:**

**Number of Branches:**

	2021	2020
Urban Branches		
Rural Branches		
<b>Total</b>		

**Name of Head of HR Department and Designation:**

**General Information**

1. Total number of employees in the bank.

Year	Male	Female	Total Employee	Number of employees who joined the Bank	Number of employees who left the Bank
2021					
2020					

2. Position in Branch / Head office level (Male and Female)

	2021		2020	
Category of Position	Male	Female	Male	Female
Number of employees in the rank of executives i.e. AGM/AVP or above				
Number of employees as head of department in head office level				
Number of employees as Branch Manger				
Number of employees as Operations Manager / Sub Manger				



3. Number of job hierarchy/ ladder in your bank starting from entry level officer to highest position (MD): .....

4. Employee age graphs (Number of Employees)

	Below 30 years	30-40 Years	40-50 Years	Above 50 Years
2021				
2020				

5. Provide the following information of HR department of your bank?

Year	Male	Female	Total Employee	Number of employees who joined the HR Department	Number of employees who left the HR Department
2021					
2020					

6. Please mention the new policy initiatives (if any) taken by HR department including HR policy in 2021?

--

### **Talent Acquisition**

7. Do you use any software for forecasting human resources requirement? a) Yes  
b) No

If yes, what is the name of the software:
---

8. Do you have any software in HR management? a) Yes b) No

If yes, please mention the name of the software:
--

9. Does your bank give advertisement to recruit new employees? a) Yes b) No  
If yes, which media a) Newspaper b) Universities/Institutions c) Third party d) other sources (please mention) \_\_\_\_\_

10. The year when you last advertise to recruit fresh graduates \_\_\_\_\_

11. Trend of fresh graduates' appointment, and officials appointed through head hunting

Number of employees appointed	2021	2020	2019
Fresh graduates' appointment			
Head hunting appointment			
<b>Total</b>			

12. How many employees of your bank left during the bond period in 2021.....

Please mention the reason to leave your bank while the bond period.

13. When an employee leaves your bank during the bond period, what you demand from the employees?

(a) The bond amount only (b) Bond amount plus interest as mentioned in the bond (c) Release him with any claim from the bank (d) Nothing

14. Do you conduct any psychological test during selection of a candidate?

a) Yes b) No

If yes what kind of psychological tests do you conduct, please mention.

15. Do you conduct any survey/history analysis on the employee's ethical code of conduct for appointing an employee to your bank? a) Yes b) No

If yes, when do you conduct (a) before appointment (b) after appointment

How do you conduct?

16. Do you conduct any survey/history analysis of the employee's parents' (father and mother) ethical context before appointing an employee to your bank? a) Yes b) No

If yes, how do you conduct?

17. Do you prefer to select Fresh Employees using on-line platform?

a. Yes b) No

18. Have you conducted any test via on-line to select Fresh employees in your bank?

b. Yes b) No

19. Do you have (i.e. your bank) employee learning materials?

c. Yes b) No

### **Talent Development**

1. The trainees know his/her training schedule beginning of the year. a) Yes b) No

If no, when they know it:

- a) 2 days to One week before the training program start
- b) One week to two weeks before the training program start
- c) Two weeks to three weeks before the training program start
- d) Three weeks to one month before the training program start
- e) Before one month

2. Bank has its own yearlong training calendar. ☐ Yes ☐ No

3. Status of training program held in your bank:

	<b>2021</b>		<b>2020</b>	
	No. of Training	No. of Participants	No. of Training	No. of Participants
In House				
Local/ outsourcing				
Foreign Training				
Internet based training (e-learning)				

4. Utilization of Training Budget

Year	2021	2020
Training Budget		
Actual Expense		

5. Please list the training program that you have provided to your employees in 2021.

Sl.	Title of the training program	Sl.	Title of the training program
1.		9.	
2.		10.	
3.		11.	
4.		12.	
5.		13.	
6.		14.	

Please write more if you have more training in a separate sheet or here.

6. Do you have any post training evaluation system? a) Yes b) No

If yes, how do you perform post training evaluation to the employees?

7. Do you have career counseling system? a)Yes b) No

If yes, what kinds of career counseling do you have?

8. Do you have any career counselor in your bank? a) Yes b) No

If yes, what is the designation of the position? -----

If no, then who performs career counseling function-----, what is his/her designation-----

9. Do you have any career counseling section/wing? a) Yes b) No

### **Talent Motivation**

1. Does your bank conduct employee motivation survey? a) Yes b) No

If yes, when did you conduct this employee motivation survey? Year\_\_\_\_\_

2. Does salary vary in same position in your bank? a) yes b) No

If yes, on what basis you make this variation.

3. How often does your bank revise compensation package?

a) Yearly b) In every 2 years c) In every 3 Years d) More than 3 years

4. Incentive bonus of your bank is given based on --

a) Performance of the employee b) performance of the bank c) Both of the performance of the banks and the employees d) others

Please tick (✓) the following statement mentioned in the table (YES or NO):

Particulars	Yes	No
Insurance (Life and other)		
Death benefits		
Maternity benefits		
Newborn and mother health protection		
Medical support		
Medical Leave		
Social security benevolent fund		
Employee education facility		
Pension scheme		
Employee Socialization programs		
Daycare Facility		
Workload measured		
Information dissemination related to policy issues		
Opportunity to get job of the family member in pace of disability/ death of existing employee		
Employee has firefighting and safety training program in the Bank.		
Provide support for maintaining employee family and work life balance		
Others (if any):		

5. Which method does your bank follow for employee performance appraisal?

- a. ACR                      b. Not confidential (open i.e. both way)/PRR (performance Review Report)  
c) Other, please mention -----

6. Is there any scope to apply (by the employee) for revision/reconsider of ACR or Open method by the employees?    a) Yes        b) No

7. Do you have Key Performance Indicators (KPI) to appraise employees?   a) Yes  
b) No

If no, what is the existing method to appraise employees?

8. Do you have any scope to inform the performance appraisal (ACR) score to the employees?

- a) Yes        b) No

If yes, how do you inform the employees,

## Leading the Talent

1. What are the programs do you have for developing potential/future banking leader (i.e. MD, DMD, AMD)?

2. Do you think *ethical leadership* is absent in the banking sector of Bangladesh?  
a. Yes b. No

3. Do you have any scale to define 'Good Employee' in your bank? a) Yes b) No

If yes, how do you scale it?

4. Do you praise/reward the best employees in your bank? a) Yes b) No

5. What is/are the non-financial praise/reward have been used to recognize the best employees in your bank? (Give Tick ✓)

a)	Vote of thanks
b)	Certificate/Letter of appreciation
c)	Foreign Tour
d)	Local Tour
e)	Lunch/Dinner arrangement as honor
f)	Others (Please specify)

6. Do you have separate training module on '*Leadership Development*'? a) Yes b) No

If yes, what kind of programs do you have, please mention:

## Talent Maintenance

1. Does your bank have any written employee grievance and compliant management policy?

a) Yes b) No

If yes, whether this policy is available in your bank employees? a) Yes b) No

2. Does your bank have any separate wing for employee grievance and compliant management?

a) Yes b) No

If no, which department looks after this issue?

3. Most of the employee grievances are related to (You can choose multiples):

- (a) Work Environment
- (b) Supervisor/Manager conflict/relations
- (c) Peer/colleagues conflict/relations
- (d) Economic (Salary, Reward, Incentives)
- (d) Organizational Injustice
- (e) Unethical practices in the banks
- (e) Others (please mention) -----

4. How much time it usually takes to resolve an employee complaint (duration of handling process)?

- (a) 1-2 weeks
- (b) 3- 4 weeks
- (c) 5-6 weeks
- (d) Indefinite
- (e) Depends upon level

5. Number of employee grievance and compliant cases received and settled by the HR of your bank :

Number of Employee grievance and compliant cases <b>received</b> by the HR		Number of Employee grievance and compliant cases <b>settled</b> by the HR
2021		
2020		
<b>Total</b>		

### Financial Information

Pease provide the following financial information of your bank in order to calculate per employee financial performance.  
(In crore TK)

Particulars	2021	2020
Total operating income		
Total operating expense		
Total salary and allowances for all employees		
MD's annual salary as mentioned in the Annual Report		

### Implementation Status of HRM Review 2019-2020

Serial No	Issues	Yes	No
1	Initiatives taken by your bank to retain talented employees.		
2	Initiatives taken by your bank to reduce number of hierarchy from top to bottom (MD to Officer)		
3	Initiative and policy taken by your bank to maintain office hour.		
4	Initiatives taken by your bank for improving the benefits of contractual employees.(Employees of Alternative Delivery Channel/ ATM)		
5	Initiatives taken by your bank to ensure efficient employee performance appraisal system.		
6	Initiatives taken by your bank to shift from traditional HRM to strategic HRM practices.		
7	Mechanism to link training with employee performance/PTU.		
8	Training for the members of the Board of Directors in 2020.		
9	Initiative to minimize the variation of the employees' compensation and employee benefits plan.		
10	Initiative to minimize the member of ladder in the job hierarchy.		
11	Health insurance for the employees.		
12	Day care facility for the employees.		
13	Steps taken by your bank to ensure transparency, accountability and ethics in bank management.		

**Comment (if any):**

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## Appendix 2: List of Respondent Banks (Surveyed)

SL.	Banks
<b>State Owned Banks (SOBs)</b>	
1	Agrani Bank Limited
2	Sonali Bank Limited
3	Rupali Bank Limited
<b>Specialized Banks (SBs)</b>	
4	Bangladesh Krishi Bank
5	Rajshahi Krishi Unnayan Bank (RAKUB)
<b>PCBs (Including Islami Banks)</b>	
6	AB Bank Limited
7	BRAC Bank Limited
8	Community Bank Limited
9	Dutch Bangla Bank Limited
10	Eastern Bank Limited
11	First Security Islami Bank Limited
12	Global Islami Bank Limited
13	IFIC Bank Limited
14	Islami Bank Bangladesh Limited
15	Jamuna Bank Limited
16	Meghna Bank Limited
17	Mercantile Bank Limited
18	Mutual Trust Bank Limited
19	NRB Commercial Bank Limited
20	NRB Bank Limited
21	One Bank Limited
22	Padma Bank Limited
23	Premier Bank Limited
24	Pubali Bank Limited
25	Shahjalal Islami Bank Limited
26	Shimanto Bank Limited
27	Social Islami Bank Limited
28	South East Bank Limited
29	Standard Bank Limited
30	The City Bank Limited
31	Trust Bank Limited

## Appendix 3

### Focus Group Discussion Issues

1. The current Situation & Practices
2. Problem faces and solution in HR Operation
3. Regulatory role in HR operation
4. The Future of the HRM in Banks
5. New thought of HR operation (4th Industrial Revolution, Universal Pension Scheme, Big data Analysis etc.)
6. Post Training Evaluation

## Appendix 4

### Employee Perception Survey on HR Operation in Banks

**Name of organization:**

**Designation:**

**Total experience:**

**You are:**      a) Male

b) Female

Dear Sir/Madam, you are requested to rate the statement according to the following criteria.

5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree

Sl	Statements	1	2	3	4	5
1	The Human Resources Department of the bank is fair and just in the talent acquisition process (i.e. recruitment and selection) at the entry level management position.					
2	The bank gives advertisement for each of new recruitment and selection.					
3	Taking original mark sheet and certificates from the newly appointed employees is just and fair.					
4	Conducting personal and family's ethical background analysis is necessary before appointing as an employee in the bank.					
5	The number of training and development programs conducted by the banks are sufficient for the employee development in the bank.					
6	The bank gives necessary transfer and assignment after getting the training.					
7	The number of job hierarchy (positions) in the bank is fair and just.					
8	The number of job hierarchy (positions) among the banks should be similar irrespective to the Government Banks and Private Commercial Banks.					

9	The salary and compensation package of the bank is up-to the mark i.e. as per the market rate.					
10	I am happy with the bank's policy on the employee's retention plan.					
11	The Annual Confidential Report (ACR) should be replaced with the Performance Review Management (PRM) in the bank.					
12	The bank has plan on the work and family life balance.					
13	The bank has taken necessary plans/steps to develop leadership – succession plan in the bank.					
14	The bank has written and definite procedure to address employee grievances and complaints.					
15	I rank the performance of HR department as just and fair with excellence.					
16	I think it is time to digitize all of the banking activities in Bangladesh.					

## Appendix 5: List of Banks and number of participants in FGD

SL.	Name of the Banks	Number of participants
1	Bangladesh Bank	1
2	Al Arafah Islami Bank Limited	1
3	Bangladesh Development Bank Limited	1
4	Bangladesh Institute of Bank Management (BIBM)	5
5	Bangladesh Krishi Bank	2
6	Dutch Bangla Bank Limited	4
7	Sonali Bank Limited	2
8	Agrani Bank Limited	1
9	BASIC Bank Limited	1
10	EXIM Bank Limited	1
11	Islami Bank Bangladesh Limited	1
12	Mercantile Bank Limited	1
13	Modhumoti Bank limited	1
14	Pubali Bank Limited	1
15	Shahjalal Islami Bank Limited	1
16	Social Islami Bank limited	1
17	Southeast bank limited	1
18	First Security Islami Bank Limited	1
19	Global Islami Bank Limited	1
20	The City Bank Limited	1
21	Meghna Bank Limited	1
22	NCC Bank Limited	1
23	NRB Commercial Bank Limited	1
24	RAKUB	1
25	Jamuna Bank Limited	1
26	Standard Bank Limited	1
27	Union Bank Limited	1
	<b>Total</b>	<b>36</b>

## Appendix 6: Perception Survey respondents form different banks

SL.	Banks
1	Agrani Bank Limited
2	Basic Bank Limited
3	Bangladesh Development Bank Limited
4	Janata Bank Limited
5	Sonali Bank Limited
6	Rupali Bank Limited
7	Bangladesh Krishi Bank
8	Rajshahi Krishi Unnayan Bank (RAKUB)
9	AB Bank Limited
10	BASIC Bank Limited
11	BRAC Bank Limited
12	Citibank N. A.
13	Commercial Bank of Ceylon Plc
14	Community Bank Limited
15	Dhaka Bank Limited
16	Dutch Bangla Bank Limited
17	Eastern Bank Limited
18	EXIM Bank Limited
19	First Security Islami Bank Limited
20	Global Islami Bank Limited
21	IFIC Bank Limited
22	Islami Bank Bangladesh Limited
23	Jamuna Bank Limited
24	Meghna Bank Limited
25	Mercantile Bank Limited
26	Mutual Trust Bank Limited
27	NRB Commercial Bank Limited
28	NRB Bank Limited
29	One Bank Limited
30	Padma Bank Limited
31	Premier Bank Limited
32	Pubali Bank Limited
33	Shahjalal Islami Bank Limited
34	Shimanto Bank Limited
35	Social Islami Bank Limited
36	South East Bank Limited
37	Standard Bank Limited
38	The City Bank Limited
39	The HSBC
40	Trust Bank Limited
41	Union Bank Limited

As a values based bank, BRAC Bank chooses to invest in education and training that fuels strong, sustainable and balanced economic growth. Such is the nature of the partnership between the bank and Bangladesh Institute of Bank Management that will enable people to understand and engage in finance, as part of their mandate. BRAC Bank supports the expansion of financing opportunities for all, and going forward, we intend to scale up the development opportunities of knowledge and excellence in order to broaden the capabilities and economic prospects.

It gives us great pleasure for a fifth successive year to be a part of this publication that is passionate about driving the skills development agenda. It is a well thought out initiative undertaken by Bangladesh Institute of Bank Management (BIBM) to provide access to an extensive pool of knowledge on the key functional areas of the banking of Bangladesh: Credit Operation; Trade Services Operation; Internal Control and Compliance; Islamic Banking Operation; Information Technology Operation; Treasury Operations; Human Resource Management; Sustainable Banking Activities; and Regulatory Reporting Requirements in Banks.

I am confident this document will bring a dramatic improvement in the management and operational quality of the banking industry.



Selim R. F. Hussain  
Managing Director & CEO  
BRAC Bank Limited

 **BRAC BANK**

আবস্থা অবস্থিত

## Bangladesh Institute of Bank Management

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