

Internship Report On
**“Employee Management in First Security Islami Bank Ltd.
during Covid-19 pandemic”**

By

MD. Rafi Rahman

Student ID - 16304121

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School
BRAC University
June 2021

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

MD. Rafi Rahman
Student ID- 16304121

Supervisor's Full Name & Signature:

Jubairul Islam Shaown
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Jubairul Islam Shaown

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

With due respect I would like to inform you that I have successfully completed my Internship Report entitled “Employee Management & Satisfaction in First Security Islami Bank Ltd. during Covid-19 pandemic”. I would like to submit my report to you for your kind evaluation. The report includes an overview of the employee management process during the tough time that all of us are facing for Covid-19. I am very grateful to you and the Internship Management Committee for the guidance and the opportunity to have Internship experience. I have tried my best to cover the topic effectively and wish that this report will meet your expectation level from me. You will find me any time if necessary according to your convenience and it will be my pleasure to clarify any point of the report.

I trust that the report will meet the desires.

Sincerely yours,

MD. Rafi Rahman

Student ID- 16304121

BRAC Business School

BRAC University

Date: June 11, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between “First Security Islami Bank Ltd.” and the undersigned student at BRAC University, MD. Rafi Rahman, ID: 16304121

Acknowledgement

Firstly, I would like to show my heartiest gratitude to almighty Allah for keeping me in a good health condition and giving me the opportunity to prepare my internship report successfully within the due date. Secondly, I would like to thank profoundly my Academic Supervisor Mr. Jubairul Islam Shaown, Lecturer, BRAC University for his valuable advice, suggestions, support and total guidance to prepare the report. I accept the fact that, without his support I could not make it a better one. I am very grateful to all the honorable faculty members of BRAC University because of the inspiration and learning experience I have received from them in different courses. In addition to that I should also thank my on-site supervisor Mohammad Taufique Hassan, FAVP & Manager Operation, FSIBL who has guided me through-out the time of my internship in his office and supported me a lot. The experience I have gathered from the organization will surely help me in my future career. A special word of appreciation goes to all the staffs and employees of the FSIBL for their cooperation and great support during my internship period. I cannot forget to thank my family members who are my biggest strength behind all my good works. I am also grateful to those people who have shared their views, opinions, criticisms, suggestions about my work. All of the people mentioned above have shaped me and my work. My words for them are very less compare to their contribution in my accomplishment. I will always be thankful to them.

Executive Summary

The successful journey of my undergrad study in BRAC University for four years has been ending with the submission of this Internship Report. In these four years I have got to learn a lot of things. But I couldn't implement this knowledge during that time practically. Through the internship program I have got the idea of the actual environment in a workplace and could relate the learning with it. Well, I have done my internship in one of the well-known Banks of our country which is "First Security Islami Bank Ltd." During the three months time period my main purpose had been to understand the "Employee Management Function" of the bank during the pandemic. In this report I have provided basic information about the company and showed its current market condition. According to the topic of my report I have tried to analyze that how the top managers manage the huge number of employees and what are the challenges they have been facing to do that during the pandemic situation. We know that the employees who work in the banks are among the frontline fighters of the pandemic situation. So, it has been very challenging for the manager to manage the employees effectively. I have found FSIBL doing quite well in Employee Management function. The manager has tried to ensure all the wellbeing of the employees and provide necessary support in the workplace during the pandemic. He has also endeavored to boost up the employee performance and introduced special compensation as reward for the employees who have worked very hard and have shown excellent performance overcoming the challenges of Covid-19. The company has also maintained their pay scale quite satisfactory for the employees. Besides these, I have found few shortcomings in the employee management of the company during the pandemic. The company hasn't introduced any special training and development program for the employees to face the crisis created by Covid-19. Sometimes maintaining the social

distance has been very difficult in the workplace which has been very risky for the employees and their family members as well. In short, in my report I have tried to explain all the things that I have learnt through my internship period specially the HR Management function during the pandemic and put on some recommendation for the company.

Keywords: Knowledge, Covid-19, pandemic, practically, employee management function, frontline fighter, wellbeing, compensation, challenges, shortcomings, training and development.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	viii
List of Tables	x
List of Figures.....	xi
List of Acronyms	xii
Chapter 1: Overview of Internship	1
1.1 Student Information	1
1.2 Internship Information.....	1
1.2.1 Company	1
1.2.2 Internship Company Supervisor’s Information	1
1.2.3 Job Scope	1
1.3 Internship Outcome	2
1.3.1 My contribution to “FSIBL”	2
1.3.2 Benefits to the student	2
1.3.3 Difficulties during the internship period:	3
Chapter 2: Organization Part- Overview, Operations and strategic unit.....	4

2.1 Introduction.....	4
2.1.1 Objective:.....	4
2.1.2 Methodology:.....	4
2.1.3 Scope of the study:	5
2.1.4 Limitations of the study:	5
2.1.5 Significance of the study:.....	6
2.2 Overview of the company:.....	6
2.2.1 History of FSIBL.....	6
2.2.2 Board of Directors.....	7
2.3 Mission, Vision & Strategies	8
2.3.1 Mission	8
2.3.2 Vision.....	8
2.3.3 Strategies.....	8
2.4 Products and Services.....	9
2.5 Digital Banking.....	9
2.6 SWOT Analysis	10
2.7 CSR.....	11
Chapter 3: Employee Management in First Security Islami Bank Ltd. during COVID-19 pandemic.....	12
3.1 Introduction.....	12
3.1.1 Background:	12
3.1.2 Objective of the study:.....	12

3.1.3 Significance of the study:	13
3.2 Methodology	13
3.3 Limitations of the study	14
3.4 Findings and Analysis	15
3.4.1 Analysis of Employee Management Function	15
3.4.2 Survey Questioners/Answers for the Analysis	16
3.5 Challenges in Employee Management during pandemic	21
3.6 Summary and Conclusion	22
3.7 Recommendations	23
Reference	25

List of Tables

Table 1: Board of directors	8
Table 2: Age Group	16
Table 3: Risk Level	17
Table 4: Condition of maintaining social distance	18
Table 5: Level of ensuring safety measures	19
Table 6: Level of satisfaction	20

List of Figures

Figure 1: SWOT Analysis.....	10
Figure 2: Age Group.....	17
Figure 3: Risk Level.....	18
Figure 4: Level of ensuring Safety measures.....	19
Figure 5: Level of satisfaction.....	21

List of Acronyms

FSIBL	First Security Islami Bank Limited
CSR	Corporate Social Responsibility
SWOT	Strength, Weakness, Opportunity, Threat
BSPA	Bangladesh Sport Press Association
WFH	Work From Home

Chapter 1: Overview of Internship

1.1 Student Information

Name: MD. Rafi Rahman

Student ID: 16304121

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information

1.2.1 Company

Name: First Security Islami Bank Ltd.

Branch: Ring Road, Mohammadpur, Dhaka-1207

Head-office: House-SW (I) 1/A, Road-8, Gulshan-1, Dhaka-1212

Website: ringroad@fsiblb.com

1.2.2 Internship Company Supervisor's Information

Name: Mohammad Taufique Hassan

Position: FAVP & Manager Operation, Ring-Road Branch

1.2.3 Job Scope

FSIBL has been considered one of the most delicate islami banks of our country. I feel that I am lucky and privileged enough to get the opportunity to work in this organization for three month as an intern.

The main job responsibility of my internship tenure was to cooperate with the bank employees and learn from them. I have mostly tried to understand the HR function and marketing function of the bank. I have worked at different desks at different times to get varieties of knowledge about banking system. I have visited to some corporate offices with the marketing team of the bank. I have tried to assist the team as much as I could. I have fulfilled all my duties in the bank very sincerely. While working in the bank I have found some points of improvement there. I have recommended few things to my in site supervisor for the betterment of the organization.

1.3 Internship Outcome

1.3.1 My contribution to “FSIBL”

I have tried to contribute as much as I could during the time of my three months internship in First Security Islami Bank Ltd. Though my major is HRM, but I have got the opportunity to work with almost all the departments. I have served some clients and often talked with them about the bank. I have assisted some clients who needed help in the bank. I have also tried very hard to help the officers by going to their desks and followed what they have said to me. I have shared my marketing ideas with the marketing team of the bank and they have appreciated me a lot. Sometimes I have filled up clients forms, helped to entry data of different banking activities. Whenever I have found anything a bit inequitable, I have talked to my supervisor and recommended him with some solution. I know very well that my contribution to the organization was very little but I have tried from the bottom of my heart.

1.3.2 Benefits to the student

There are some benefits that a student can get from the internship program in First Security Islami Bank Ltd. The benefits are given below-

- **Understanding Corporate culture:** Through this internship program, a student can understand the corporate culture of the workplace and implement these learning to their future job opportunities. For example, a student can learn the work ethics and behavioral aspects of the corporate job world through this internship program and have an overall idea of the corporate work culture which will help shape their future job performance of the student.
- **Upgrading Communication skills:** As during COVID-19, the work place environment is different from the traditional workplace environment. The communication has been changed vastly during COVID-19 as most of the employees need to work from home. The communication medium has changed vastly these periods through different online platforms like Zoom, Microsoft Teams. So, through this internship program, a student can learn how to use different online communication platforms effectively to communicate in a better way. For example, in FSIBL I have learned how to communicate in a workplace and how the colleagues communicate among themselves in the pandemic situation.

1.3.3 Difficulties during the internship period:

In my internship period of three months I have faced some difficulties. The first one is because of the ongoing pandemic due to COVID-19. Due to COVID-19, the workplace communication has become very challenging. I have faced a lot of problem for this issue. Sometimes I could not go close to an officer to learn from them because of maintaining social distance. Sometimes there was much crowd in the bank for which I have felt very uncomfortable. On one hand I had tried to learn and on the other hand I had the safety issue

running on my mind. There was another difficulty I have faced in my internship. Sometime I have gone to the employees to learn from them about a topic. But not every time they have been so cooperative. So, these are some of the difficulties that I have faced during my internship.

Chapter 2: Organization Part- Overview, Operations and strategic unit

2.1 Introduction

2.1.1 Objective:

- **Broad Objective-** My purpose is to get the experience of the actual workplace environment and the employee management of the First Security Islami Bank Ltd.
- **Specific Objective-** I have found some specific objectives of this study. They are given below-
 - Getting practical experience
 - The study will help us to get an idea about the company's history and their current market status.
 - This study will let us know how the managers face a challenging situation.

2.1.2 Methodology:

Methodology term refers to the source or the process of collecting information for my study. The methodology can be divided into two types. One is primary data which is collecting information directly from the source and another one is secondary data which is collecting information indirectly from the sources. The methodology of the study is given below-

- **Primary source:** For the study, I have collected information from the primary sources. I have collected information for the study from my in site supervisor and other employees of FSIBL. I have also collected for the report from the direct observation of other employees working in various functions like HR, Finance, and Marketing at FSIBL.
- **Secondary source:** I have also collected information for my study from the secondary sources. The secondary sources which I have used are the website of the company and other journal and articles related to the FSIBL and other class materials which I have learned from HR courses from the university. I have collected most of my information from the secondary sources compared to the primary sources as there was not sufficient information about the primary data.

2.1.3 Scope of the study:

From the study, we can get a clear picture of the HR function of the FSIBL in the market. From the study, we can also get the idea of how the different functions of the FSIBL work and we can also get the idea of the management practices and marketing practices of FSIBL. We can know about their promotional and strategic activities, which makes them unique from other banks. Moreover, we can also get the idea of the HR performance by analyzing their HR function in FSIBL. We also have the idea of their operational practices in different areas of our country. However, we will also have the idea of the various services of FSIBL and the strengths, weakness, opportunities and threats of the company. In short, we will have an overall picture of FSIBL as an organization.

2.1.4 Limitations of the study:

During completing this study I have faced many difficulties which limit my study to an extent. The limitations of the study are given below-

- FSIBL has a strict privacy policy which limits me to provide enough information about the company. They are also very much reluctant to provide answers to some questions related to their various functions of different departments.
- FSIBL HR functional activities are not totally exposed in the primary and secondary sources.
- The time limit for preparing the report was only one month. So, it has been very much difficult for me to incorporate some information about FSIBL and which has limited my study on the company.

2.1.5 Significance of the study:

The study is very significant for the organization “FSIBL”. After completing my internship in FSIBL, I have learned that how the work culture works in any corporate office. During the three months time period of my internship program, I have tried to find out that how the HR function actually works in this organization. Specially, during the pandemic, it is not easy to manage the Human Resources properly. There were lots of challenges that I have seen there. I have tried to analyze where the organization is doing well and where they need to improve more. In my study FSIBL can find some information and analysis that will definitely help them to improve in some points. I have tried to figure out some suggestions and recommendations for the company. I have been able to do this from the knowledge I have gathered in my BBA program and also the practical experience from the organization. While working as an intern and conducting my research I could help the officers in their official work and understand the situation better. I could talk to some high professionals and shared my ideas with them. These things have made the study very significant.

2.2 Overview of the company:

2.2.1 History of FSIBL



FSIBL was incorporated on August 29, 1999 in Bangladesh. They have got the license of business from Bangladesh Bank on September 22, 1999. Mr. Mohammad Saiful Alam is the founder Chairman of the bank. Mr. Mohammad Abdul Maleque is the Vice Chairman of the bank. It is a public limited company. “A step ahead of time” is the company’s main philosophy. It has a highly qualified top management. It also has a reliable islami shariah board where they have appointed renowned Islamic scholars to ensure Islamic shariah policy. Their main Corporate Head office is in Rangs RD Center, Block: SE (F), Gulshan Avenue, Gulshan-1. Their authorized capital is TK. 10,000 Million and Paid up Capital is TK. 7,840.99 Million. The bank has started Shariah Banking from the year 2009.

2.2.2 Board of Directors

Name	Designation
Mohammad Saiful Alam	Chairman
Mohammad Addul Maleque	Vice Chairman
Mrs. Farzana Parveen	Director
Mrs. Rahima Begum	Director
Mrs. Atiqur Nessa	Director
Ahmed Muktadir	Independent Director
Dr. Momtaz Uddin Ahmed	Independent Director

Md. Ruhul Amin	Independent Director
Khandkar Iftekhar Ahmed	Nominated Director
Jamal Mostofa Chowdhury	Nominated Director
Mohammad Abdullah Hassan	Nominated Director
Mrs. Badrun Nessa	Nominated Director
Syed Waseque Md Ali	Managing Director

Table 1: Board of directors

2.3 Mission, Vision & Strategies

2.3.1 Mission

- Contribute in the country’s Socio- Economic development
- Contribute to the National Economy.
- Establish full value of the shareholders.
- Market Growth by ensuring better service
- Obtaining highest level of customer satisfaction

2.3.2 Vision

“To be the premier financial instruction in the country by providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver excellence in Banking”

2.3.3 Strategies

FSIBL’s strategy is to achieve the highest level of customer satisfaction by providing the best service and products compare to other banks and become one of the largest serving private Bank of Bangladesh.

2.4 Products and Services

- Deposit Schemes
- Investment Schemes
- Locker Service
- Foreign Remittance
- Tasdir
- Utility Bill payment
- E-Govt. Procurement

2.5 Digital Banking

- FSIBL Cloud (Mobile apps)
- ATM Banking
- Internet Banking
- Mobile Banking
- SMS Banking
- Online Banking
- Green Banking

2.6 SWOT Analysis

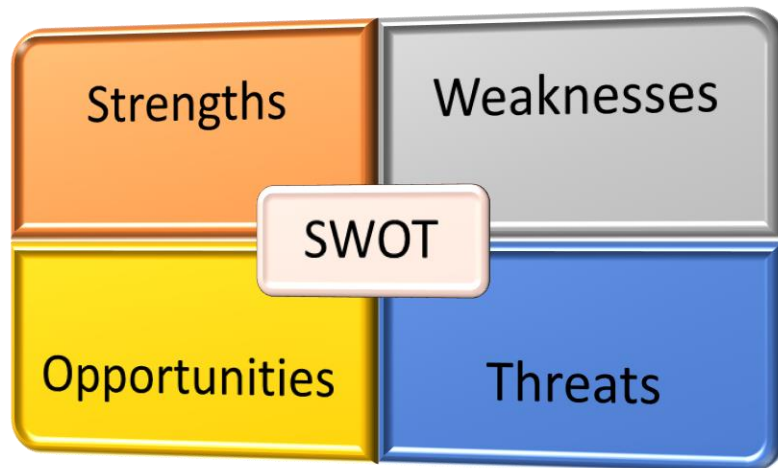


Figure 1: SWOT Analysis

SWOT analysis represents the analysis of an organization's strengths, weaknesses, opportunity and threats. By doing the analysis a company gets to know in which sector they are doing well and where they need to improve more. After three months of working in FSIBL, I have found their strengths, weaknesses, opportunities and threats. They are given below-

- **Strengths:** FSIBL is one of the most prominent shariah based Islami Bank on Bangladesh. They are carrying goodwill for their transparency, CSR, customer behavior etc. Another core strength is their highly board members and expert adviros who help to run and expand the business successfully. The bank also has sufficient amount of resources which acts as their strength. I have witnessed a very good coordination and friendly organizational behavior among the employees of all levels, which is definitely a part of their strengths.
- **Weaknesses:** The first weakness I have witnessed in FSIBL is that, they are a bit weak in marketing and advertising strategy. They often send their random employees to some places for marketing but don't have any separate marketing Marketing department. Secondly, their ID division is not among the best in our country.

- **Opportunities:** The biggest opportunity is people are now more attracted towards islami banking system. Highly experienced top management is trying to expand the business and increase the number of clients. Compare to other banks the service charges are quite low in FSIBL which is also an opportunity for them.
- **Threats:** The other conventional banks in Bangladesh, specially the private banks have more categories of schemes and accounts. The state law of the central bank of Bangladesh is quite different from Islamic banks. Another threat is some conventional banks have opened their separate Islamic Banking Branch.

2.7 CSR

- FSIBL often organizes different sport tournaments like cricket, football, badminton etc.
- Every year FSIBL handover a good number of blankets to PM relief fund for cold affected people
- FSIBL helps affected people whenever there is a natural disaster
- During this pandemic FSIBL has distributed masks among public several time and tried to increase awareness among the public
- FSIBL also give student scholarship in different categories
- FSIBL has sponsored National School Hockey Tournament in 2014 and for this BSPA had awarded the bank as The Best Sponsor

Chapter 3: Employee Management in First Security Islami Bank Ltd. during COVID-19 pandemic

3.1 Introduction

3.1.1 Background:

First Security Islami Bank Ltd. is one of the most popular and well established islami shariah based bank of our country. The company is successfully doing business and giving other conventional and nonconventional banks a tough competition. This position has been achieved by the blend of effective strategies and planning. For the last three months I have worked in this organization as an intern. My overall experience was quite good. For my internship report I have chosen the topic which is how the employees are managed in the bank during the pandemic situation. It is very tough for a top manager to plan differently for the unexpected situation and then run the organization accordingly. In FSIBL it was quite synchronized and everyone was sincere enough. For the pandemic situation I could not learn many things but I have gained some practical experience that will help me to write the report and also in my future work place.

3.1.2 Objective of the study:

Main objective of the study is to understand how the employees of “First Security Islami Bank Ltd.” are managed during the pandemic situation and how to face this type of unwanted occasions.

Behind the study there are some specific objectives as well. They are given below-

- The study will show how the pandemic situation is handled by the manager of “FSIBL”

- This study will show the strategies the manager has followed to face the situation while managing the employees.
- The employees will get to learn how to perform and survive in the workplace with the challenges there.
- One of the objectives is to provide the organization with some recommendation to do well in the market competition.

3.1.3 Significance of the study:

The study is very significant for the organization “FSIBL”. After completing my internship in FSIBL, I have learned that how the work culture works in any corporate office. During the three months time period of my internship program, I have tried to find out that how the HR function actually works in this organization. Specially, during the pandemic, it is not easy to manage the Human Resources properly. There were lots of challenges that I have seen there. I have tried to analyze where the organization is doing well and where they need to improve more. In my study FSIBL can find some information and analysis that will definitely help them to improve in some points. I have tried to figure out some suggestions and recommendations for the company. I have been able to do this from the knowledge I have gathered in my BBA program and also the practical experience from the organization. While working as an intern and conducting my research I could help the officers in their official work and understand the situation better. I could talk to some high professionals and shared my ideas with them. These things have made the study very significant.

3.2 Methodology

I have prepared this report on the basis of the experience that I have gathered from my three months working as an intern in FSIBL. The data and information have been collected from two types of sources. They are given below-

- **Primary Sources:** As I have prepared this type of report for the first time so I have taken many information from my supervisor and the notes I have taken during my internship program. I have also collected information directly from the other employees of the organization. The manager of the bank has also provided me with lots of information. So, these are the primary sources of the information used in the report.

- **Secondary Sources:** In my study I had to be dependent mostly on the secondary sources of data. I have taken information from the website of “FSIBL” and from some journals. I think the website of the company is the most reliable source of information about the company. I have also taken information from other websites and newspaper report to make my report more informative.

3.3 Limitations of the study

Firstly, I would say that the time of three months was not enough to understand everything of the organization. The employees of the bank were mostly busy in their job duties and responsibilities. So, sometimes I could not interact with them anytime when needed. There were some difficulties to collect some internal data of the operations because of the privacy issue. Because of the pandemic I had to maintain social distance with the other employees of the bank. So, I could not gather enough information directly from them. I have tried hard to put as much information as I could but because of the limitations it was not possible for me to give explanation of each point very elaborately.

3.4 Findings and Analysis

3.4.1 Analysis of Employee Management Function

Employee management function in FSIBL was quite strong during the pandemic situation. The manager has always tried to ensure employee wellbeing and manage the employees effectively in that tough situation.

In three months of my internship I have seen that, every day just before the starting of working hour, the manager calls all the employees in the meeting room. There he talks with the employees about any important issues and if the employees have anything important to address. Then he tries to reinforce the safety issue for Covid-19 and request all the employees to keep maintaining all the safety measures.

Most of the employees seemed very worried about their health during their staying period in the bank. The manager has always been very active and boosted up the employees to work comfortably. Employees who has been punctual and very active even during the pandemic, has been given compensation as reward and their effort has been recognized in front of all.

If any employee or any family member of the employee has tested positive in Covid-19 test then he/she has been allowed to rest at home so that the risk of the workplace goes down. Bangladesh Bank had issued a circular where it says- “Family members, who are beneficiaries of bank officials and employees, will get up to Tk50 lakh in compensation if the bankers die from Covid-19”(DhakaTribune, 2021)

The top management has always tends to provide all sort of necessary support to the employees during the pandemic.

One thing I have found out that there were no special training and development program for the employees to handle the situation and provide the clients a better service. For this, the employees could not bring out their best for the organization.

The employee management function has also seemed a bit slow because of their weak IT support in the workplace. The employees would perform much better if the problem would not be there.

3.4.2 Survey Questioners/Answers for the Analysis

Considering the topic of my internship report, I have also prepared some questionnaire for the employees of the bank and collected their opinions which have helped me to complete the analysis. I have taken response of 63 employees from 3 branches of FSIBL. On the basis of their opinion and my personal observation I have made the overall analysis. All the questions and the findings along with the analysis is given below-

Question 01: What is your age group?

Response:

Age Group	Number of employees
Below 30	15
30-40	21
40-50	18
Above 50	9

Table 2: Age Group

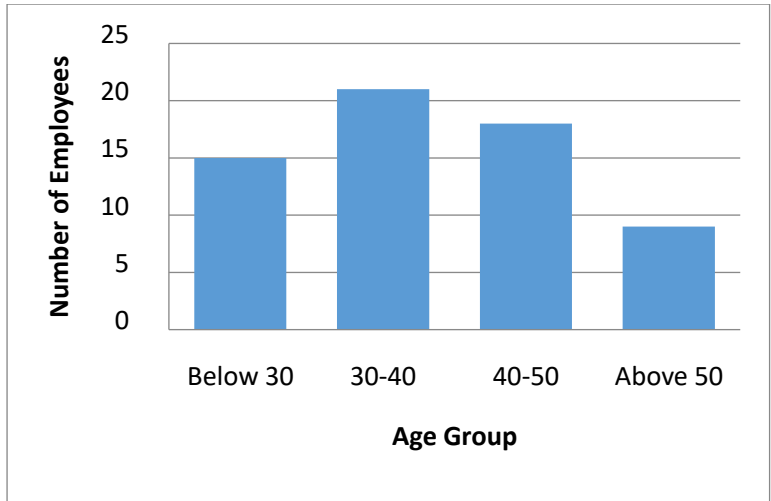


Figure 2- Age Group

Analysis:

Here, I have found that most of the employees are middle aged person. The employee who are above 40, are in severe risk of getting infected with corona virus. The employees are very much tensed about their health.

Question 02: What is the risk level of getting in contact with corona virus in the bank?

Response:

Level	Number of Employees
Very low	0
Low	0
Moderate	6
High	9
Very High	48

Table 3: Risk level

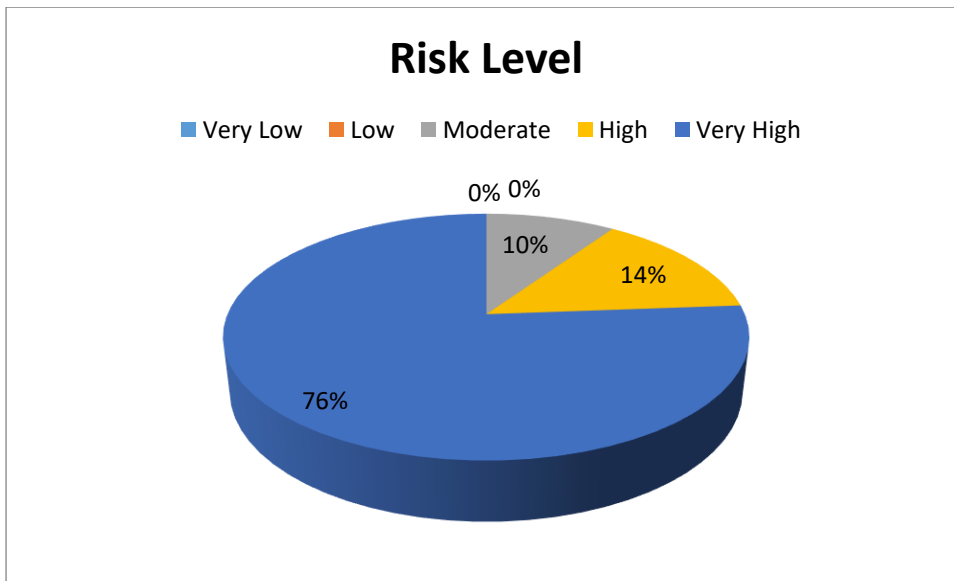


Figure 3: Risk Level

Analysis:

Here, we can see that almost 76% of the employees think that the risk of getting infected with corona virus is very high. There are very few employees who think that the risk level is moderate because of their young age. But overall analysis is that the risk level is actually very high in banks.

Question 03: Is it possible to maintain social distance properly in the bank?

Response:

Maintaining social distance	Number of Employees
Never	0
Sometimes	49
All the time	14

Table 4: Condition of maintaining Social Distance

Analysis:

Well, bank is such a place where maintaining social distance properly is quite an impossible task. After getting the response of 63 employees, I have found that 49 of them think proper

social distance is maintained sometimes, not all the time. So it is a matter of huge risk for them.

Question 04: Does the top management ensure all the safety measures in the workplace?

Response:

Ensures safety measures	Number of employees
Not at all	0
Sometimes	37
All the time	26

Table 5: Level of ensuring Safety Measures

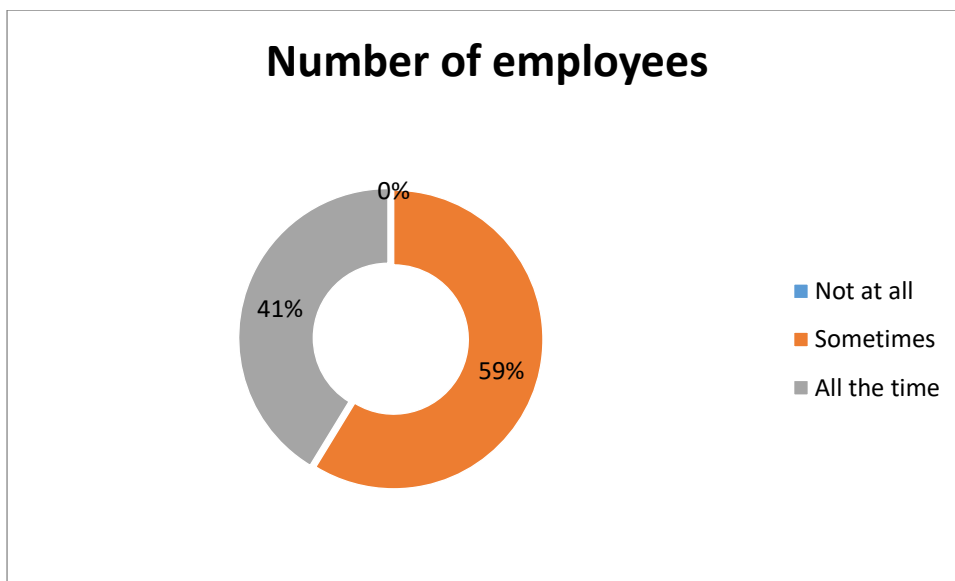


Figure 4: Level of ensuring safety measures

Analysis:

In my three months of internship period I have seen that the top management has always tried their best to ensure all the safety measures in the workplace. 41% of the employees think that the safety measures were ensured for all the time. 59% of the employees think that sometimes the safety measures were ensured.

Question 05: Have you ever been tested positive to COVID-19?

Response:

Yes- 06 Employees

No- 57 Employees

Analysis:

Among the 63 employees, 6 employees were tested positive to Covid-19. It was a threat for other employees as well. The infected employees were given permission to stay home until become Covid-19 negative.

Question 06: Are you satisfied with the overall employee management function during the pandemic situation?

Response:

Level of Satisfaction	Number of Employees
Dissatisfied	0
Neutral	9
Satisfied	32
Very Satisfied	22

Table 6: Level of satisfaction of the employees

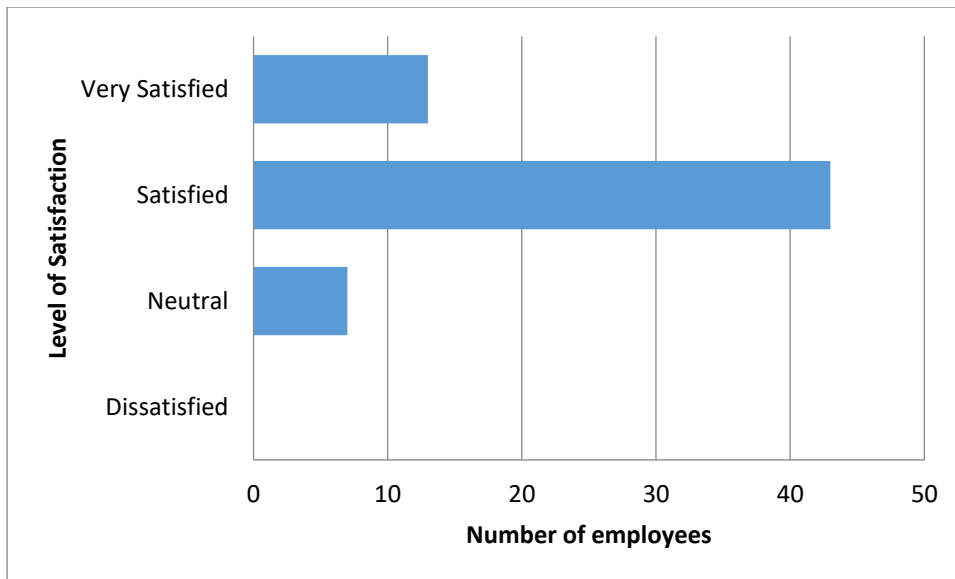


Figure 5: Level of satisfaction

Analysis:

The best thing is no one of the employees is dissatisfied with the overall employee management function of the bank. 32 employees are satisfied and 22 employees are very satisfied. So it is a very good thing for the organization and its top management.

3.5 Challenges in Employee Management during pandemic

Managing employees in the workplace has become very challenging for the outbreak of corona virus around the world. Commercial Banks fall under the emergency service sectors of a country. So, the banks cannot be kept closed in the pandemic situation. Banks are open with the condition of maintaining social distance and other safety measures. In “FSIBL” I have seen the manager facing lots of challenges in the workplace to manage the employees effectively. It was not possible to maintain social distance in the bank all the time. Sometime the workplace was more crowded because of the clients. In that situation the employees have faced trouble to handle the load and provide service to them. Bankers are among the frontline fighters against the Covid-19. When the government has imposed the order of shortening the banking hour, the problem increased more. Because of the short time banking hour the crowd

has increased in the bank. All the employees are very worried about the health of their own and their family member because of the environment there. Whenever an employee has become sick, he or she has given leave for number of days and as a result workload has increased on other employees. In the bank there was no special training and development program for the employees to adapt themselves in that kind of unwanted situation. So, it was very challenging for them to cope up with the situation.

3.6 Summary and Conclusion

First of all I am very happy to complete my three months of internship in FSIBL successfully. In these three months, I have got to learn a lot of things. But there would be more opportunities of learning if the pandemic was not there because of COVID-19. The pandemic has limited my opportunity to get more experience directly from my supervisor and other employees. I have chosen my topic for the internship report thinking of the current situation and workplace challenges because of the pandemic faced by the organizations top management. I have worked in Ring Road Branch. There were only 21 employees. To conduct my research the number was not enough. So, I went to two other branches of FSIBL to collect responses of my questionnaires. I took response from total 63 employees. Most of them were much tensed about their health as they have to work as a frontline fighter. During the office time they have to face and interact with lots of people. Most of the employees have said that, the social distance in the bank is maintained most of the time but not always. They also believe that the top management is trying their best and doing quite good in ensuring all the safety measures in the workplace. During the pandemic 6 of the 63 employees tested positive to Covid-19. They took leave for taking rest at home and getting well. Overall most of the employees of the bank were satisfied with the HR function during this pandemic. I am also very satisfied working with them and observing their HR management function.

3.7 Recommendations

Though my experience was quite satisfactory in the FSIBL and the employees are mostly happy with the HR management function, but still there are some points of improvement and recommendation for the organization from my side. They are given below-

- **Creating “WFH”:** “WFH” means Work from Home. Many organizations have already introduced this thing to reduce the risk of getting infected with Corona Virus in the workplace gathering. For an organization like bank it is not possible that all the employees can work from home. But there is scope that some officers can definitely work from home and provide client service online. It will definitely help to maintain social distance in the workplace. So the managers of FSIBL can think of this term.
- **Need special Training and Development program for the employees:** Covid-19 has created totally a new crisis in the whole world. It is a new situation for the organization managers and employees as well. So, I believe there should be a different training and development program in the Bank which will be designed considering the pandemic and the risk of it. I think, if the managers of the bank do this, it will help to provide better service to the clients and employee management function will be appreciated more.
- **Improve IT Division for better employee management:** The IT division is not that much productive of this bank. I have found many clients complaining about the IT service of the bank. And often the work becomes slow for which the employees cannot give their best output for the organization. So, the management should provide the employees with upgraded digital capabilities to get the best out of them in the pandemic situation.
- **Redesign the Employee transfer policy:** One thing I have noticed in this bank is transfer of employees is pretty frequent. From my observation, I feel that it shouldn't

be that much frequent. Because, it takes some time to adjust and give the best performance. Before this if an employee is transferred then it is not good for the organization.

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