

Topic

The overall Human Resources Management Functions of Janata Bank Limited

Submitted by

Rifat Ara

ID: 17104237

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

BRAC Business School

Brac University

February, 2022

©2022. Brac University

All rights reserved.

Date: 15th September, 2022

Declaration

I hereby declared that

1. The internship report that I have submitted is an original piece of work that I did while studying at BRAC University.
2. The report does not include previously published or written material from third parties unless it is properly cited.
3. The report does not contain any material that has been approved or submitted for another degree or diploma at another university or institution.
4. I have acknowledged all important sources of assistance.

Student's Name & Signature

Rifat Ara

Student Name: Rifat Ara

Student ID: 17104237

Supervisor's Name & Signature

Supervisor Full Name: Zaheed Husein Mohammad Al-Din

Lecturer

Letter of Transmittal

September 15, 2022

Mr. Zaheed Husein Mohammed Al-Din

Lecturer

BRAC Business School

Subject: Internship Report Submission

Dear Sir,

I am pleased to submit my internship report on "HR practices at Janata Bank Ltd." The report was compiled utilizing data from the Human Resource Management Classes I took as part of my BBA program and my internship at Janata Bank Limited.

As a requirement for writing an internship report based on my actual experience in a firm, I selected Recruitment as my primary emphasis, along with a few other HR practices I saw throughout my internship. I've endeavored to finish my report as precisely and thoroughly as possible. I think this report will provide light on how Janata Bank Limited approaches contemporary difficulties in Human Resource Management.

Sincerely,

Rifat Ara

ID: 17104237

BRAC Business School

BRAC University

Non-Disclosure Agreement

[This page contains non-disclosure agreement signed by the company and the student]

This agreement is between Janata Bank Ltd. and Rifat Ara, a BRAC University student who has signed, for the completion of the internship project detailed in this report, with the guarantee that no private company information will be disclosed without authorization.

Acknowledgement

I am grateful to the almighty for keeping me well enough to finish my internship report, which will result in the successful conclusion of my undergraduate studies.

It would have been impossible for me to complete and strive for my internship without the help of several generous people.

From the bottom of my heart, I want to express my gratitude to my supervisor, Mr. Rayhan Ahmed, for always encouraging and supporting me. I will always look up to him because he was my first boss when I initially started working. I want to express my gratitude to my immediate coworkers, Rofiq, Dipto, Anika, Fatema and Saklain, for assisting me in observing things from many angles and enhancing the excitement and memory of this adventure.

I want to thank the BRAC University, where I received my education, as well as the supervisors who oversaw my work while I was an undergraduate student.

Finally, I would like to thank my loving parents for the way they have raised me. I wouldn't be the person I am now without them.

Executive Summary

As part of an internship program, I worked at The Janata Bank Limited and used what I learned there to write this report. The Janata Bank Limited is a government-owned scheduled bank. Since its beginning, the Bank has been doing commercial banking. The bank's main job is to act as a middleman, which means that it takes deposits from parts of the economy that have more money than they need and gives loans to parts of the economy that need more money than they have. At the end of the BBA Program, students in the internship program course must write an internship report. This report is based on the work of Janata Bank Limited's HRM Practice. I've tried to describe the things that the Janata Bank Ltd.'s Moghbazar branch does, as well as the things that the whole bank does. I did my best to highlight the different activities I learned about in each department while writing the report. But there are some limits to what can be done when getting brief information about each department. Literature on Human Resource Management (HRM) says that an organization's HRM practices should be vertically aligned with its strategic choices, helping the organization's strategy, and horizontally aligned with other operational processes, making the organization's operations easier. Many people have also said that tight strategic alignment can hurt the HRM function's ability to do what it's always done, which is to keep the interests of employees and managers in balance. They say that each organization and HRM function will face similar problems that need to be solved. Organizations that focus on projects make the strategic decision to use temporary organizations, like projects and programs. Here, I talk about the history of Janata Bank Ltd., its corporate social responsibility, and most of the things that banks do.

Table of Contents

1.1 Student Information	10
1.2 Internship Information	11
1.2.1 Internship tenure, Company Name, Department & Address	11
1.2.2 On site Supervisor's Name & Designation	11
1.2.3 Job duties & Responsibilities	11
1.3 Internship Outcomes	12
1.3.1 Student's Contribution towards the company	12
1.3.2 Benefits to the Student	12
1.3.3 Difficulties faced during internship tenure	12
1.3.4 Recommendation	13
2.1 Introduction	15
2.2 Overview of the Company	16
2.3 Core Values	17
2.4 Core Departments	19
2.4.1 General Management	19
2.4.2 Finance & Administration	20
2.4.3 Human Resources	20
2.4.4 Marketing	20
2.4.5 Supply Chain	21
2.4.6 Sales	21
2.4.7 Research	22
2.5 Janata Bank Ltd. Management Practices	22
2.5.1 Job Analysis	23
2.5.2 Recruitment & Selection	23
2.5.3 Training & Development	23
2.5.4 Performance Management	24
2.5.5 Compensation & Benefits	24
2.6 Marketing Practices	24
2.7 Financial Performance	27
2.7.1 Total Assets	28
2.7.2 Long-Term Liabilities	29
2.7.3 Term Deposits	30

2.7.4 Loans & Advances	31
2.8 Operational Performance	32
2.8.1 Total Operating Income	33
2.8.2 Financial Expenses	34
2.8.3 Operating Profit	35
2.9 Porter’s Five Forces	36
2.10 SWOT Analysis	39
2.11 Recommendations for dealing with the obstacles and opportunities	42
2.12 Customer Mix	43
2.13 Janata Bank’s Services	44
2.14 Janata Bank Operations	44
3.1 Human Resources	47
3.2 Objectives of Human Resources Management	48
3.3 The HRM Model	48
3.4 Janata Bank Ltd.’s HRM functions	49
3.5 Recruitment & Selection	50
3.5.1 Recruitment	50
3.5.2 Selection Process	50
3.6 Training & development	51
3.7 Compensation & Benefits	54
3.8 Performance Management	55
3.9 Research	56
3.9.1 Research Gap	56
3.9.2 Research Objectives	56
3.10 Methodology	56
3.11 Data Analysis	57
3.11.1 Data Sources	57
3.11.2 Data Analysis	58
3.11.3 Survey Questionnaire	58
3.11.4 Sampling Frame	59
3.11.5 Critical Observation	67
3.11.6 Some significant challenges of Janata Bank Limited's Human Resources Division	69
3.12 Findings	70

4.1 Recommendation	71
4.2 Conclusion	73
4.3 References	74
Questionnaire	75

Chapter 1: Internship Overview

In today's competitive job market, a good degree is no longer enough to get attractive job offer. Relevant work experience is just as important for building a successful career as a solid educational background. Internships are now a crucial resource for candidates looking to land a solid job as a result.

Janata Bank internship program provides recent graduates with formal training and work experience. Janata Bank Ltd. has provided me with the opportunity to work as an intern in their Human Resources Department.

Some key points and an overview of my internship role are provided below.

1.1 Student Information

Name	Rifat Ara
ID	17104237
Program	BBA
Major	Human Resource Management
Minor	Marketing

1.2 Internship Information

1.2.1 Internship tenure, Company Name, Department & Address

Tenure	15/2/2022 – 14/5/2022
Company	Janata Bank Limited
Department	Human Resources
Address	30 Saheed Capt. Mansur Ali Sarani, Moghbazar, Dhaka 1217.

1.2.2 On site Supervisor's Name & Designation

Name	Rayhan Ahmed
Designation	Assistant General Manager

1.2.3 Job duties & Responsibilities

Updating corporate databases with updated worker contact and employment data.

Utilizing effective communication skills to communicate with project-related staff and keep them updated on crucial activities throughout the project timeline in collaboration with the supervisor and other executives.

Contacting and scheduling the candidates.

Creating attendance and evaluation sheets.

Organizing the interviewing procedures.

Making new recruits' joining announcements.

Gather crucial paperwork from the boss, then place it in the relevant personnel file.

Gather and organize training documents before putting them in their proper locations.

Organize and file all recruitment approval documentation.

1.3 Internship Outcomes

1.3.1 Student's Contribution towards the company

Assisting with the recruiting process.

Conducting interviews, meetings.

Supervising and participating in recruiting exams.

Updated databases for the training, released employees, and current employees.

Ample knowledge and hands on experience regarding HRM software.

Announced the joining of fresh recruits.

Kept track of office memos, training materials, and management approvals.

1.3.2 Benefits to the Student

Take part in a strong professional network.

The potential for acquiring a competitive edge.

The potential for acquiring crucial soft skills.

Career mentoring and advice from a company supervisor.

1.3.3 Difficulties faced during internship tenure

The internship duration is limited. Four months were insufficient to complete the report with all the required information.

Safety issues while working due to the spread of Covid19.

Incapable of producing great work due to a lack of data availability and confidentiality.

1.3.4 Recommendation

Prepare the intern's business email address and ID card before starting the project.

Increase development opportunities for interns.

Extend the duration of the internship.

Chapter 2: Organization Part

2.1 Introduction

Due to the diversity of the business sector, today's business market is incredibly complex. Even in highly competitive marketplaces, the requirement for thorough quality control is highlighted. Consequently, the essence of HRM is manifesting itself in modern enterprises. HRM creates jobs through job evaluation, job analysis, job design, and by ensuring compliance with HR laws and government standards and regulations. In today's companies, the Human Resources department handles all of the organization's systems. The HR manager's role is to ensure that the HR management system is fairly accurate and that all other organizational matters are well managed. However, due to the importance of cost, recruiters must deal with the administration and performance management of the human resource management system. Also, since it is part of the personnel management system, the company image and working conditions, benefits and compensation should also be improved.

Janata Bank Limited is the second-largest state-owned commercial bank in the country. The former United Bank Limited and Union Bank Limited combined to establish Janata Bank Limited in accordance with the Bank Nationalization Order of 1972 (Executive Order 26). A twelve-member committee oversees the bank's administration. The government appoints the board of directors, and the managing director serves as both managing director and chief executive officer (CEO). He is assisted by a Deputy Managing Director, six Managing Directors, and senior management personnel. The Secretary General is responsible for Dhaka, Chittagong, Rajshahi, Khulna, Sylhet, and Barisal governorates. Janata Bank Limited has 27 departments and his 1 training institute at its headquarters. The bank offers deposit insurance and development in all sectors of the economy, as well as various social programs and off-balance sheet activities. Bank services include payroll for several government agencies and food procurement procedures departments. Loans and advances are now available to virtually all freelancers, not just businesses and industries. In addition to business and industry, banks lend to agriculture and other key sectors. The bank's services include responsibility for the payment of state salary contributions to teachers in schools, colleges, madrasas, and other state and non-state educational institutions. Banks collaborate with many non-governmental organizations on poverty reduction programs.

During my internship there, I had the chance to work in their moghbazar branch's human resources department. My supervisor was Rayhan Ahmed. AGM, Janata Bank Ltd. I would like to thank Mr. Rayhan for guiding me wholeheartedly.

At the end of the BBA program, students in the internship program must turn in an internship report. This report is based on what the Janata Bank Ltd. HRM practice did. I've tried to talk about what Janata Bank Ltd.'s Human Resources department have done. I have worked in the human resources, which has helped me learn more about how the organizational management functions

2.2 Overview of the Company

Janata Bank Ltd. was established as the first fully owned Bangladeshi public sector bank. Janata Bank Ltd. was identified as playing an important role in the national economy right from the early days of its establishment. We are committed to reviving the long-lost flavor and taste of banking services and flavors. We strive to serve everyone with promptness, sincerity, and courtesy. Justice Ahsanuddin Chowdhury, President of the People's Republic of Bangladesh, opened the bank on March 28, 1983; however, the first branch was opened on March 23, 1983, at 48, Commercial Area Trade Dilkusha, Dhaka. May 11, 1983, opened the second branch in Khatungong, Chittagong. Today, they have 912 branches spread across Bangladesh.

The Bank engaged established withdrawal agreements with Pacific Bank Berhad in Malaysia (now May Bank) and Security Exchange Ltd. in Bangladesh in response to the remittance needs of Bangladeshi expatriates residing overseas. Kuwait and the Dalil Exchange in the State of Bahrain for a period of five. An exchange joint venture in Oman operated by our bank since November 1985, the Gulf Foreign Exchange Company, has received a 25% share from our bank. As dividend for the year 2000, the Bank received 12,450 Riyal Omani, equivalent to 1.74 million TK.

JBL is now available online around the world for business-to-business transactions. Because of this, JBL will have a stable foundation in Janata Bank Ltd. horizon. The respected money transfer service "Western Union" is one of the companies with which the bank has a deal. It's a

long-term solution for making quick monetary transactions across borders. The banking industry has a foundation of publicity and social responsibility in addition to being a for-profit business entity. Despite this, JBL continues to be involved in many financial activities. To bring low- and middle-income people together, JBL has launched a Monthly Savings Program, a Special Deposit Program, a Consumer Credit Program, and a Savings Insurance Program, along with a Savings Program.

Vision

To be the leading bank in South Asia and the largest and most efficient commercial bank in Bangladesh, supporting socio-economic activities by developing the country.

Mission

Janata Bank strives to be a successful commercial bank by adhering to a steady growth strategy and offering superior financial solutions.

Providing superior customer service through a management team with extensive experience.

Implementing sound corporate governance throughout the banking network.

Management

Establish and expand our capital by utilizing the entire banking services system.

Increase distribution levels by creating and balancing financing sources.

Expand the microfinance quality tool to increase user sales and service capacity.

Implementing global internal controls and eco-friendly industrial practices.

2.3 Core Values

Professionalism

Growth

Diversity

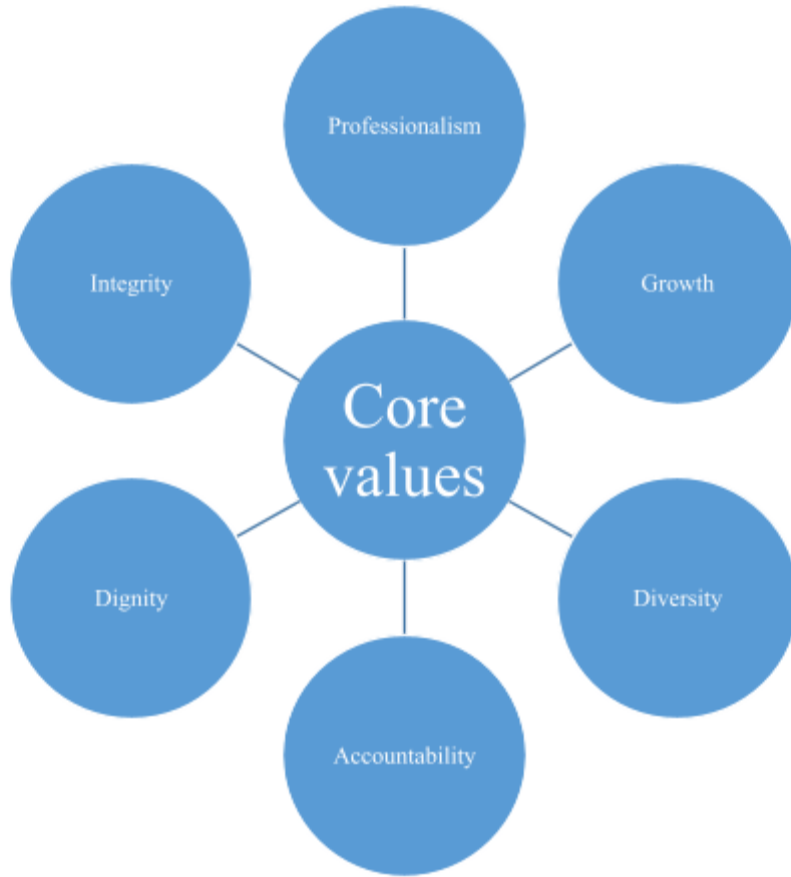


Figure 2.2 Core Values of JBL

Accountability

Dignity

Integrity

2.4 Core Departments

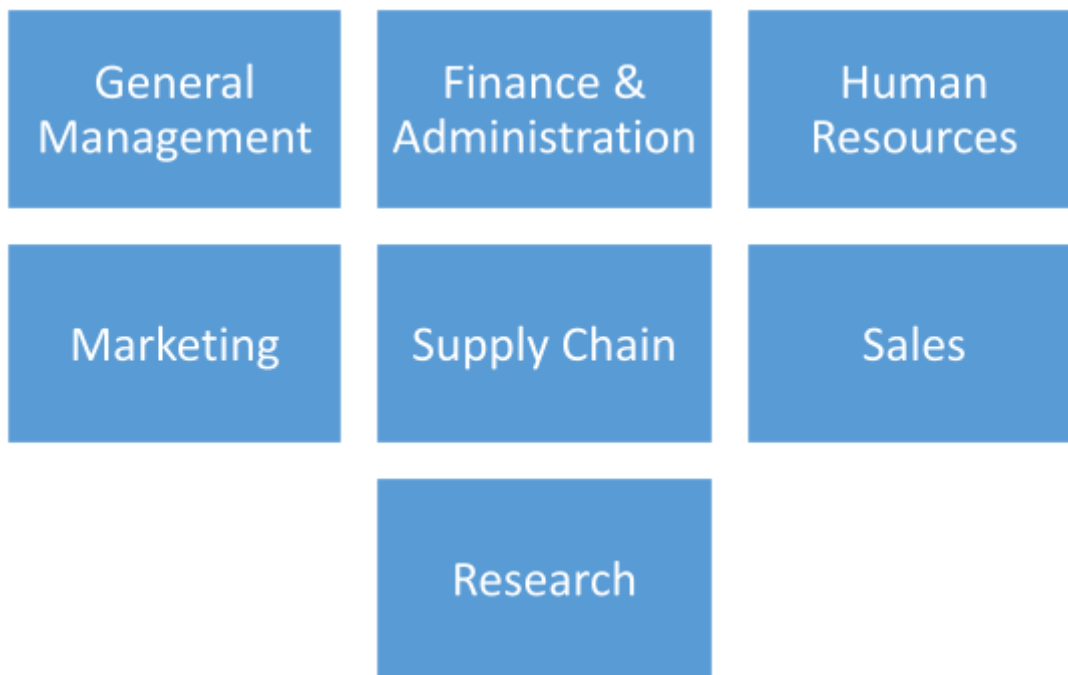


Figure 2.3 Core Departments

2.4.1 General Management

All business operations are under the control of Janata Bank Ltd.'s general management. They compile all the materials, information, reports, and other studies from various departments, discussion with the entire management team, and then decide how to proceed in order to enhance the company over the long run. Organizational leadership is often democratic; staff members reporting to managers have access to all the tools and knowledge they need to make decisions independently of top-down interference. Their individual managers deploy employees from all departments to various tasks. They must work individually with other interns to complete the project after being assigned. These all serve as examples of the effective democratic leadership style of Janata Bank Ltd.

2.4.2 Finance & Administration

Finance and control oversee financial transactions and, more importantly, implement control techniques to ensure the company's financial and legal compliance. The finance team is accountable for maximizing our competitive advantage, supporting our operational pillars, driving our growth platforms, and delivering on a consistent basis. They facilitate innovative business decision planning. Moreover, they help us maximize growth, cash flow, and return on equity. They are true agents of change who seek long-term rewards.

A variety of positions need to be filled, from business partners to industrial controllers. Internal controls, risk management, tax, pension, risk management, Treasury, and audit professionals are all part of the function. Even a section exists that helps companies with management reporting.

2.4.3 Human Resources

Human Resources is accountable for recruiting, keeping, managing, and developing workers to their maximum potential at Janata Bank. Applicants for internships have historically undergone a two-step recruitment procedure, which may evolve over time. A compensation scheme is in place for students to get experience at Janata Bank Ltd. employees who have been with the company for one year are eligible for a rise every six months. HR requires its HR interns to collaborate closely with interns from other departments, which increases the interns' learning curve. This team is responsible for hiring and training personnel, assessing the remuneration system, analyzing, and recommending innovative ways to make the workplace more appealing, and ensuring operations run smoothly. Corporate equanimity.

2.4.4 Marketing

Existing brands, product market share, and product development for existing and new items are under the purview of the marketing function. Also, not all products in the same category can be offered in the same manner; therefore, before marketing or selling any product, examine all

applicable laws and policies. Consequently, they employ distinct marketing methods for each product or service.

In fact, branding is a distinct approach to differentiate the commercial and professional marketing function of a business. Marketing positions have direct or indirect responsibility for brand marketing, innovation, product and packaging design, and customer insight. We collaborate with marketing and other departments, including sales and e-business, R&D, technological applications, and agency partners, to create engaging and rewarding brand experiences for our customers.

2.4.5 Supply Chain

After establishing a comprehensive understanding of market trends and demand, our supply chain skills guarantee delivery of the finished product along the whole supply chain. Workers in the supply chain are accountable for guaranteeing the quality of items reaching consumers and customers. To accomplish this, they collaborate with commercial teams to develop demand estimates and global suppliers to guarantee that resources are responsibly obtained. Work with operations to guarantee optimal product delivery and inventory balance. As a strategic partner, the procurement team contributes to the long-term growth of companies. Procurement experts at JBL guarantee that supplies are responsibly sourced and of high quality. This section provides a variety of services, such as procurement management.

2.4.6 Sales

This division collaborates with other divisions to preserve cross-functional synergy. They offer interesting insights into analyzing market demand and supply, which the marketing department employs to plan promotional actions for a particular product or service. Janata Bank Ltd.'s sales department disregards the company's revenue-generating sector. They oversee client relationships, route to market strategies, field sales activities, and our customer-facing supply chains. These institutions are concerned with customer satisfaction and ensuring that their services are always accessible and in all locations.

In addition, they are responsible for the management of distribution networks, the creation of fact-based selling propositions, the development of category strategies and initiatives, and the promotion of field sales. The member may then advance to general management or pursue a specialized path.

2.4.7 Research

The research team influences the organization by providing financial support and guidance to assist small enterprises with expansion and risk management. This department evaluates the performance of various financial instruments, including stocks, mutual funds, bonds, debentures, and so on, to provide investors with a picture of the company's performance. It also aids in predicting the future performance of their prices.

2.5 Janata Bank Ltd. Management Practices

Human resource management focuses on the recruitment, motivation, and retention of employees within an organization. It ensures staff happiness and optimal contribution to the organization's goals. Human resource management is defined as "a systematic approach to obtaining, developing, managing, motivating, and earning the commitment of an organization's most valuable resource - its employees" (Armstrong, 1997).

HRM has seen tremendous transformation during the past two decades, enhancing its importance in modern businesses. Historically, human resource management was more of an administrative function involving payroll processing, ending birthday gifts for employees, and coordinating company outings. Job analysis, design, recruitment, selection, training and development, performance management, pay structure, incentive, benefits, and labor/employee relations are the key functional areas of HRM.

2.5.1 Job Analysis

Job analysis involves reviewing and analyzing a job in terms of the tasks, responsibilities, skills, tools, knowledge, and expertise required to properly perform the job requirement. Job design is the process of assigning specified duties and responsibilities to individuals or organizations, following job analysis.

2.5.2 Recruitment & Selection

Recruitment is the primary function via which corporations acquire new personnel. It is tough to identify the appropriate candidates for a position. Many other researchers argue that recruitment must be ethical for a business to survive in a competitive market. In addition to employee referrals, transfers, and promotions, walk-ins, and adverts, other traditional recruitment sources include employee recommendations, transfers, and promotions, and advertisements.

2.5.3 Training & Development

Training is the most successful business component since it improves employee productivity. More experienced employees are more qualified, knowledgeable, and valuable to the market. Every firm should train its staff to attain its overall objectives (Flynn et al., 1995; Kaynak, 2003). Training must be meticulously prepared and, most importantly, tailored to the employee's needs. HR professionals should be concerned if their organization's actual performance is greater than or equal to its actual performance. When actual performance falls below expectations, institutions request a training needs analysis. Discover the obstacles to efficiency. Companies should provide training to comprehend the elements. Enhance employee productivity.

2.5.4 Performance Management

Performance management is the continuous process of defining, measuring, and developing organizational performance by linking individual performance and goals to the organization's overarching mission and objectives. Ensures that employee behavior and outcomes are matched with organizational objectives, hence providing a competitive edge to the organization. Consequently, performance management aligns employee performance with organizational objectives. Establish a clear connection between employee dedication to the firm and exhibit it.

2.5.5 Compensation & Benefits

Human Resource Management is crucial in all organizations. Employees are now considered company assets and must be managed more efficiently and effectively as a result. Salary and benefits are two of the most important factors in motivating employees. According to, employees expect more than just money (Nazir, 2010). Employee benefits are what these extras are called. It is also a component of a pay; as employees often become tired with their jobs, they must be motivated, and human resources professionals must take care of them. As a result, compensation is not the only thing that motivates them, thus anything that is equivalent to cash is more effective as an employee incentive.

2.6 Marketing Practices

We all desire for our company to expand by attracting more consumers and sales. If we want our brand to flourish in a more meaningful way, we must expand our business. However, sometimes both money and time are scarce. Then, businesses seek answers to these difficulties. Budget and time constraints are not required for a brand to be excellent and for an excellent brand to be the best. It is sufficient for a firm to maintain the communication cycle. Consider the Brand a person. Currently, there is a person who is a bit shy, introverted, and occasionally unable to speak with his friends, which isolates him. Then there are extroverts who are adept at socializing, spending time with friends, family, and coworkers, entertaining their friends, and being there when their

friends need them. Who will be recalled? Of course, the second person is used. Indeed, this is how a brand operates. Regular communication through several channels is required for the growth of a brand to give customized products and services to clients and cultivate brand loyalty.

Since the company's inception, Janata Bank Ltd. has maintained an integrated marketing communications operation, and the marketing communications team has exerted significant effort to preserve the interaction between the various media and perfectly integrated marketing communications. This is currently the greatest and only way to control the market. Integrated marketing communication is a tool and strategy for sharing services, offers, and successes with customers, helping them to recall the brand. Specifically, integrated marketing communications refers to the production of regular messages through many channels (such as Facebook, TVC, newspapers, radio, public relations and direct communication, television, radio and television). Word of mouth to deliver brand information and updates. Regarding brand services, promotions, and packages. Before launching a campaign, the marketing communications team solicits and collects the finest ideas from team members to formulate a plan. First, they devise a strategy and set a meeting with the agents to discuss the desired appearance of the campaign. Then, many firms develop unique presentations and select the one that makes the most sense and is the simplest to connect with the client via integrated communication. In consequence, the agency develops a final presentation for the executive committee and chief marketing officer. Before attending ManCom, the CMO evaluates the entire presentation and assists with its final preparation.

For any campaign major parts are,

The overall communication strategy

Scheduled time for any campaign.

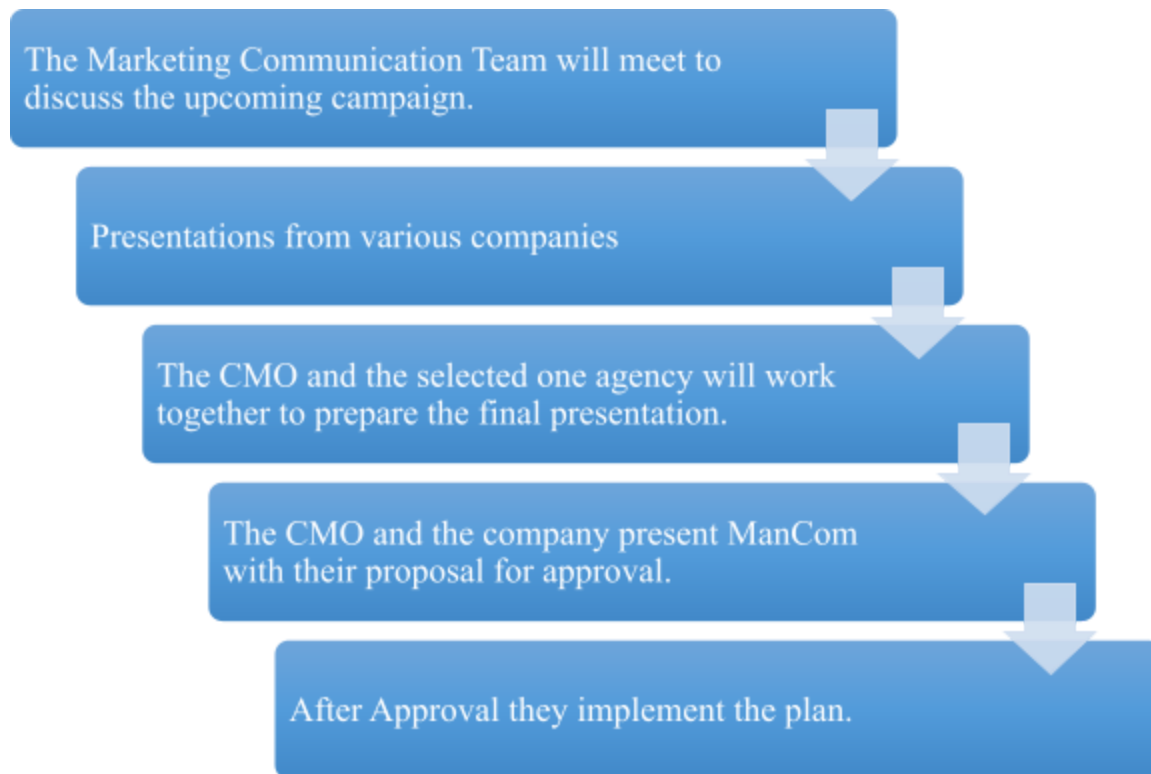


Figure 2.6 Marketing Practices

Communication connectivity refers to whether messages sent through various media such as Facebook, radio, newspaper, and TV advertisements are connected equally without interruption. Once you've created your message, you need to be able to post it on Facebook, use it for radio advertising, or place it in newspapers and television. Your message should be consistent and should not confuse different target markets. A timeline is the ideal schedule for delivering a message or launching a campaign. For example, it would be strange and unexpected if a brand launched a campaign or ad related to his February Independence Day. Why is this surprising? Because this campaign will succeed in his March, not his February. As a result, time is an important and sensitive issue. As such, they stick to a strict schedule to ensure a smooth start to the campaign.

2.7 Financial Performance

Final reports from 2019 to 2020 were used to extract the last two years' worth of balance sheet data items. Below is a summary of Janata Bank Ltd.'s overall financial results. (The figures are all in millions of Takas.)

Particulars	2020	2019	Increase/ (Decrease)
Income Statement			
Total revenue	54,923.63	49,958.85	4,964.78
Total expenses	45,113.88	42,865.19	2,248.69
Operating profit	9,809.76	7,093.66	2,716.10
Profit before tax	1,666.55	864.32	802.23
Profit after tax	143.18	246.44	(103.26)
Earnings per share	0.62	1.06	(0.44)
Net Interest Margin (NIM)	1,651.51	4,542.99	(2,891.48)
Assets & Liabilities			
Total assets	1,043,311.18	895,387.08	147,924.10
Total loans and advances	605,351.70	548,473.94	56,877.76
Property, plant and equipment	8,437.23	7,833.08	604.15
Total deposit	824,007.96	691,409.37	132,598.59
Shareholders' equity	51,502.64	50,267.95	1,234.69

Figure 2.7 Financial Highlights of Janata Bank

2.7.1 Total Assets

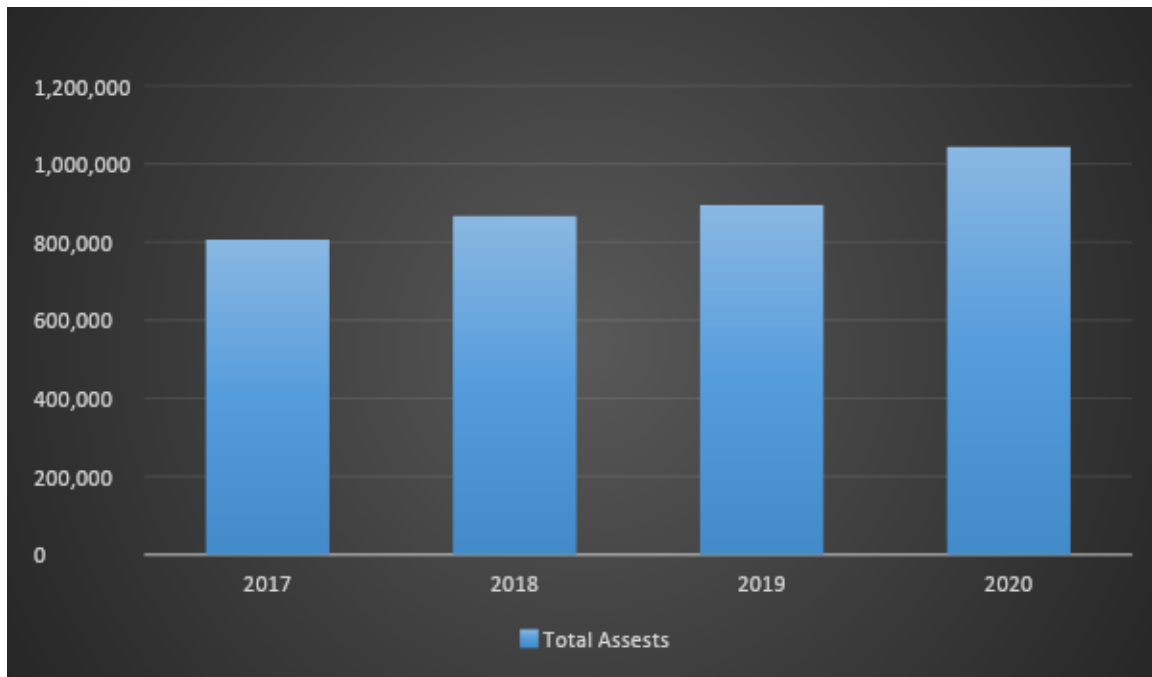


Figure 2.7.1 Growth of total assets in the last 4 years (in BDT millions)

Analysis

The graph clearly shows that Janata Bank Ltd.'s total assets have increased significantly. This demonstrates that the business's assets have continually grown (fixed and current). The company's total asset increase, which totaled BDT 1,043,311 Million, peaked in 2020. Additionally, this showed that more loans are being given out, which helps the SME sector.

2.7.2 Long-Term Liabilities

Current assets	449,513.26	438,995.27	347,316.66	430,681.68
Current liabilities	547,763.32	484,193.41	447,563.06	413,955.97
Net current assets	(98,250.06)	(45,198.14)	(100,246.40)	16,725.71
Average assets	969,349.13	880,716.78	836,017.45	792,296.16
Long term liabilities	444,045.22	360,925.72	363,927.05	340,669.11
Long term liabilities/current liabilities	0.81	0.75	0.81	0.82
Actual cash reserve held with BB (CRR)	33,195.71	36,359.92	38,059.33	42,872.18
Actual statutory liquidity reserve held with BB (SLR)	231,013.39	152,887.75	128,072.74	152,877.75



Figure 2.7.2 Long-Term Liabilities of the last 4 years (in BDT millions)

Analysis

The chart above clearly shows that Janata Bank Limited's long term liability section has been steadily increasing. However, when compared to the increase in total assets, we can see that the CAGR Ratio (Compound annual growth rate) for total assets over the last four years has been higher than the Long Term Liabilities. Furthermore, the CARG for Long-term Liability is lower when compared to Term Deposit Balances. However, the company must keep an eye on the

rising Long Term Liability ratio. They must focus on slowing the rate of growth in order to maintain their market position.

2.7.3 Term Deposits

Term Deposits of the last four years.

Particular	2020	2019	2018	2017
Balance Sheet Matrix				
Authorized capital	30,000.00	30,000.00	30,000.00	30,000.00
Paid up capital	23,140.00	23,140.00	23,140.00	19,140.00
Reserve fund & surplus	28,362.64	27,127.95	31,416.37	32,223.33
Total shareholders' equity	51,502.64	50,267.95	54,556.37	51,363.33
Capital employed	495,547.86	411,193.67	418,483.42	392,032.44
Deposits	824,007.96	691,409.37	675,548.45	649,440.78
Loans and advances	605,351.70	548,473.94	533,707.16	459,580.05
Investments	274,203.04	190,816.26	166,783.79	177,342.15
Property, plant & equipment (Fixed Assets)	8,437.23	7,833.08	10,277.04	10,308.63
Total assets	1,043,311.18	895,387.08	866,046.48	805,988.41
Total off balance sheet exposures	113,491.58	85,918.92	94,744.22	120,881.92
Earning assets	772,195.80	622,101.79	568,956.06	610,004.45
Non-earning assets	271,115.38	273,285.29	297,090.42	195,983.96
Net assets	51,502.64	50,267.95	54,556.37	51,363.33

Balance Sheet Janata Bank Limited

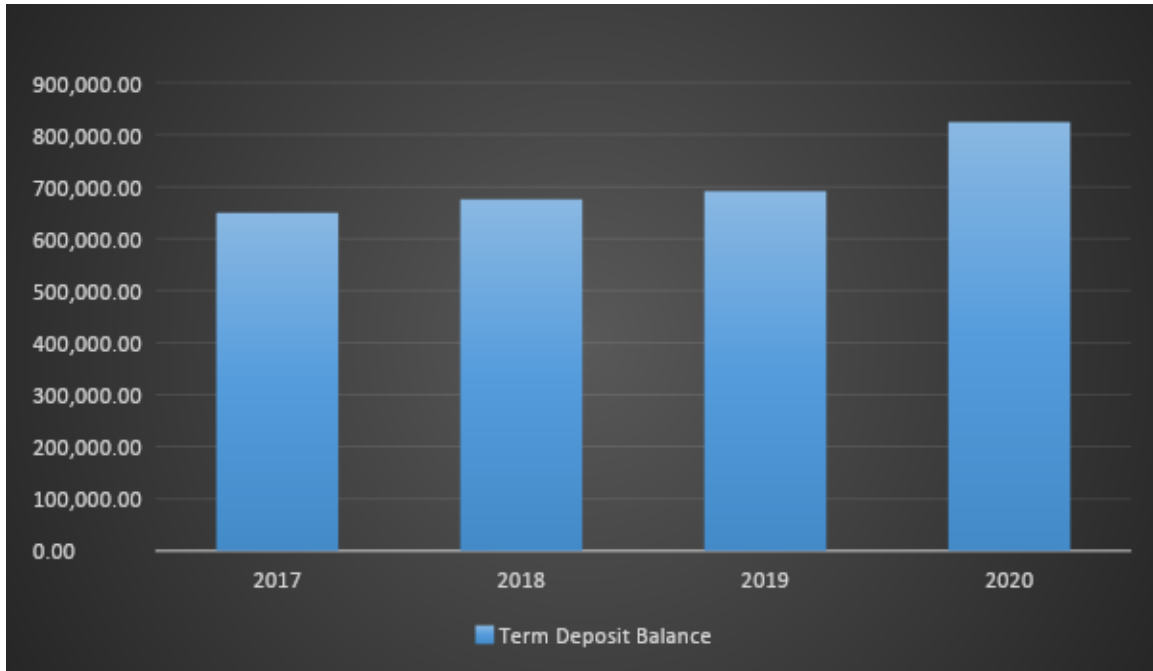


Figure 2.7.3 Term Deposit Balance of last 4 years (in BDT millions)

Analysis

The balances of depositors' term deposits show how much money they are contributing to the pool of funds that the financial institution has access to. The graph above clearly shows that deposit amounts have steadily increased from 2017 to 2020. This scenario demonstrates that JBL receives a sufficient amount of growing deposits from a diverse set of clients each year. This could be the reason for JBL's competitive deposit interest rate. As a result, customers are increasingly depositing funds into the institution's deposit pool. As a result of the COVID19 outbreak, the business suffered slightly in 2019.

2.7.4 Loans & Advances

Advances are money issued by banks to firms to fulfill working capital needs that are due within one year, whereas loans are debts provided by a financial institution for a specified duration.

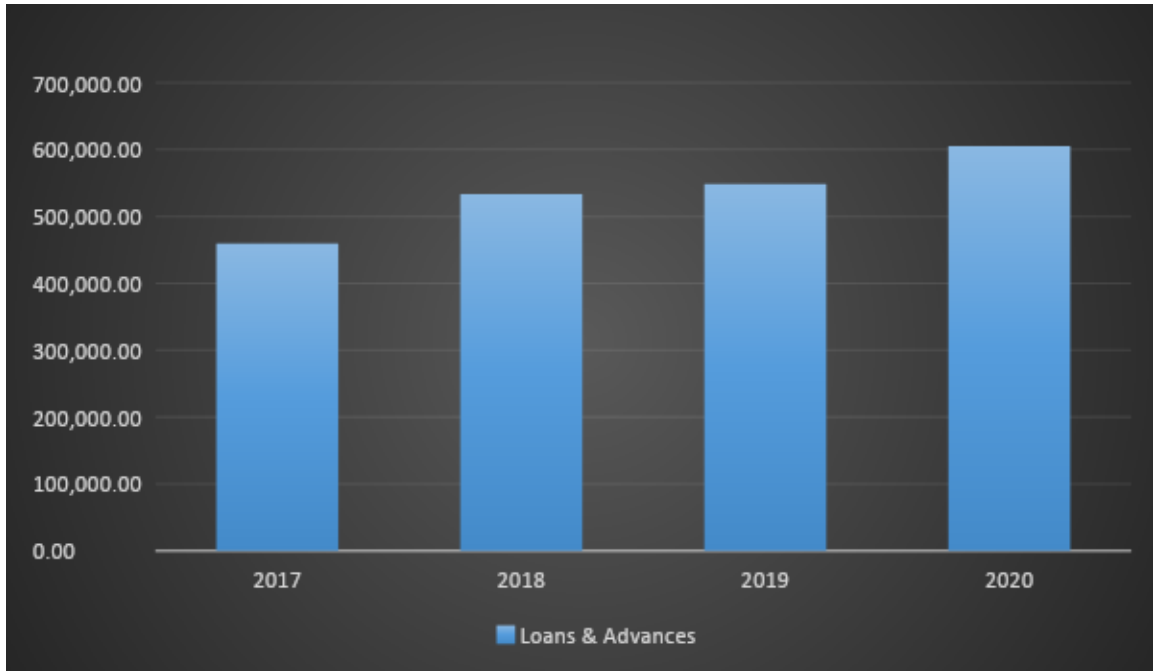


Figure 2.7.4 Loans & advances of last 4 years (in BDT millions)

Analysis

The organization intends to grow the quantity of Loans and Advances from 2017 to 2020. This shows that loans and advances are being made and disbursed at a quicker rate. As loan disbursements and interest earnings are the primary sources of income for financial institutions, the rising trend indicates a positive performance. However, there is the issue of loan and advance provision. It must not grow faster than the principal amounts. Furthermore, the percentage rate of performing loans should be higher than the percentage rate of non-performing loans.

2.8 Operational Performance

Despite an initial setback caused by the covid19 outbreak and a general economic slowdown, JBL had its most successful year in 2020, with a noticeable increase in customer business conviction.

The following table summarizes JBL's consolidated operating results over the last 4 years.

2.8.1 Total Operating Income

From 2017 to December 2020, Janata Bank Ltd.'s revenue has increased. However, compared to previous years, operational income fell significantly in 2019. Alarming, operational revenue fell by BDT 49,958.85 million, as did operational expenses. Janata Bank faces numerous strong competitors in the money market. In the report's later sections, a cross-sectional analysis is also performed. The following graph depicts the data:

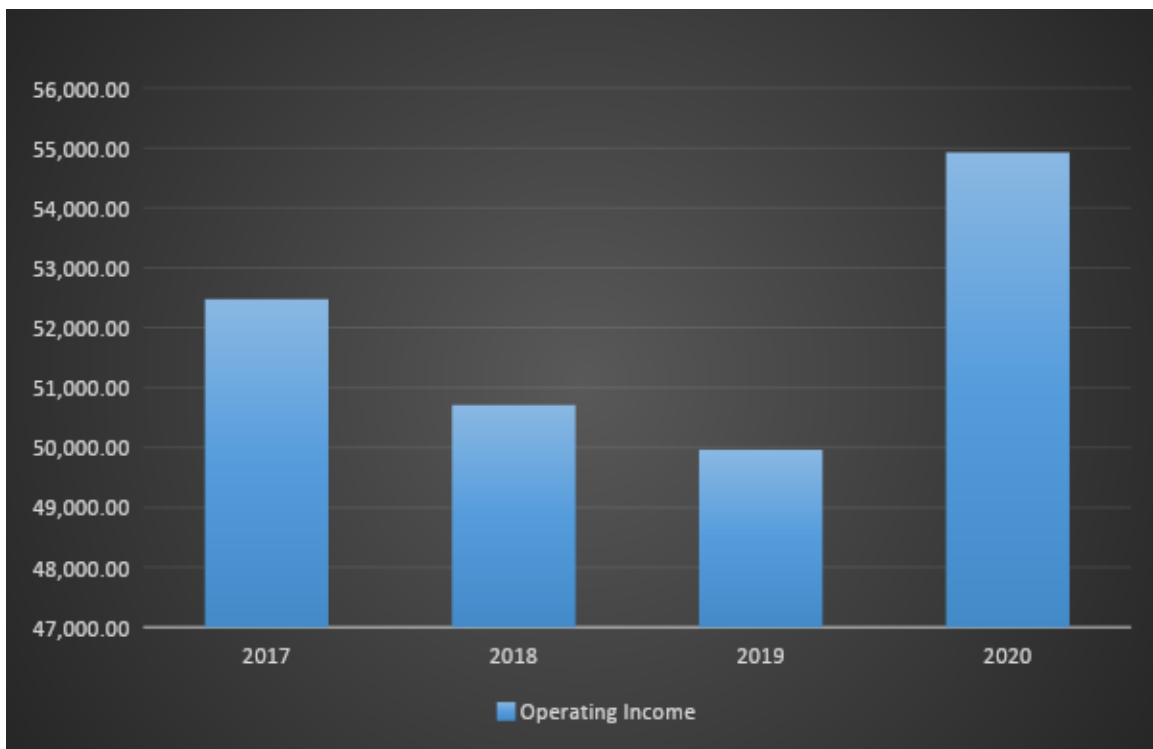


Figure 2.8.1 Operating Income of last 4 years (in BDT millions)

Analysis

The figure is lower in 2019 compared to previous fiscal years, when operational income was BDT 49,958.85 million. It was relatively low in comparison to previous years. Later on, the company was able to increase its earnings.

2.8.2 Financial Expenses

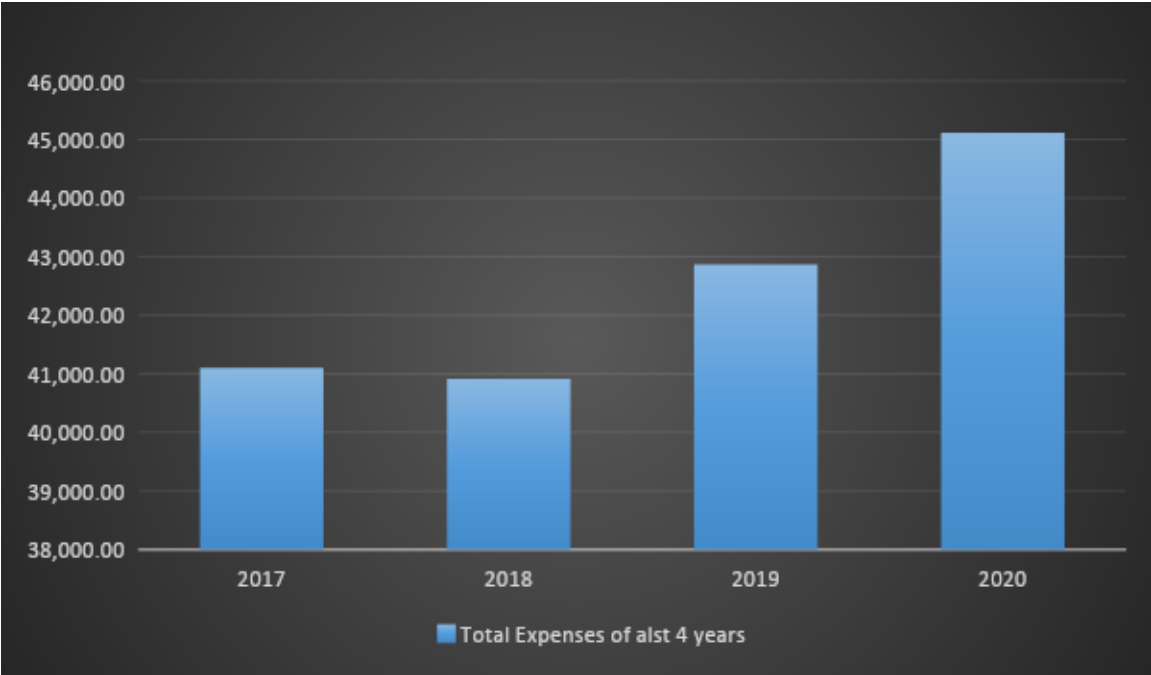


Figure 2.8.2 Total Expenses of last 4 years (in BDT millions)

Analysis

The graph indicates that between BDT 40000 and 45000 million was the range of financial expenditures from 2017 to 2020. However, there was a significant increase in financial costs in 2020 of more than BDT 4500 million. As a result, Janata Bank Limited's operating profit for the same year decreases. Nevertheless, depending on how much revenue is raised, the effect could be either favorable or unfavorable. During that year, there were increases in interest and related expenses, foreign currency losses on debt, net expense on the sale of marketable securities, adjustments to the provisions for financial obligations and expenses, and investment impairment losses. These are the main reasons why negative consequences occur.

2.8.3 Operating Profit

A company's operating profit is the sum of its earnings from its main business tasks within a certain time, excluding interest and taxes. Profits from auxiliary investments, such as earnings from other firms in which the company has a share, are also excluded.

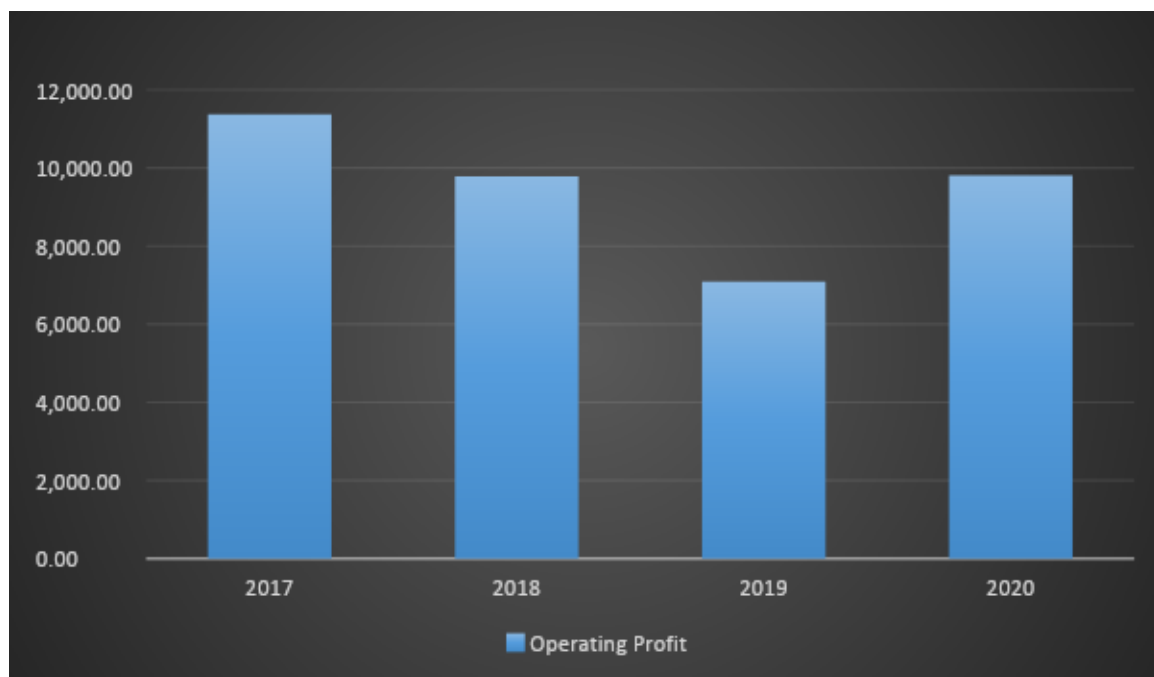


Figure 2.8.3 Operating Profit of last 4 years in BDT

Analysis

There is a significant decrease in operating profit from 2018-2020. In 2017, their operating profit was BDT 11,369.48 million but in 2019, it was only BDT 7,093.66 million. The operating profit trend analysis shows a decrease in 2019. This report previously identified high financial expenses. A decrease in brokerage fees during the same year has been identified as one of the causes. JBL's investment income has decreased as well. The MD reported that the covid19 outbreak reduced operating profit in the fiscal year beginning in 2019.

2.9 Porter's Five Forces

Porter's five forces, often known as P5F, was devised by Michael E. Porter in 1979 as a way for evaluating the attractiveness of an industry or business. This is accomplished by analyzing five forces that influence this economic sector. These forces determine the profitability of the sector or company in question. There are five distinct forces. Which are Competitive competition, the threat of new entrants, the threat of replacement goods or services, and the bargaining power of suppliers and customers.

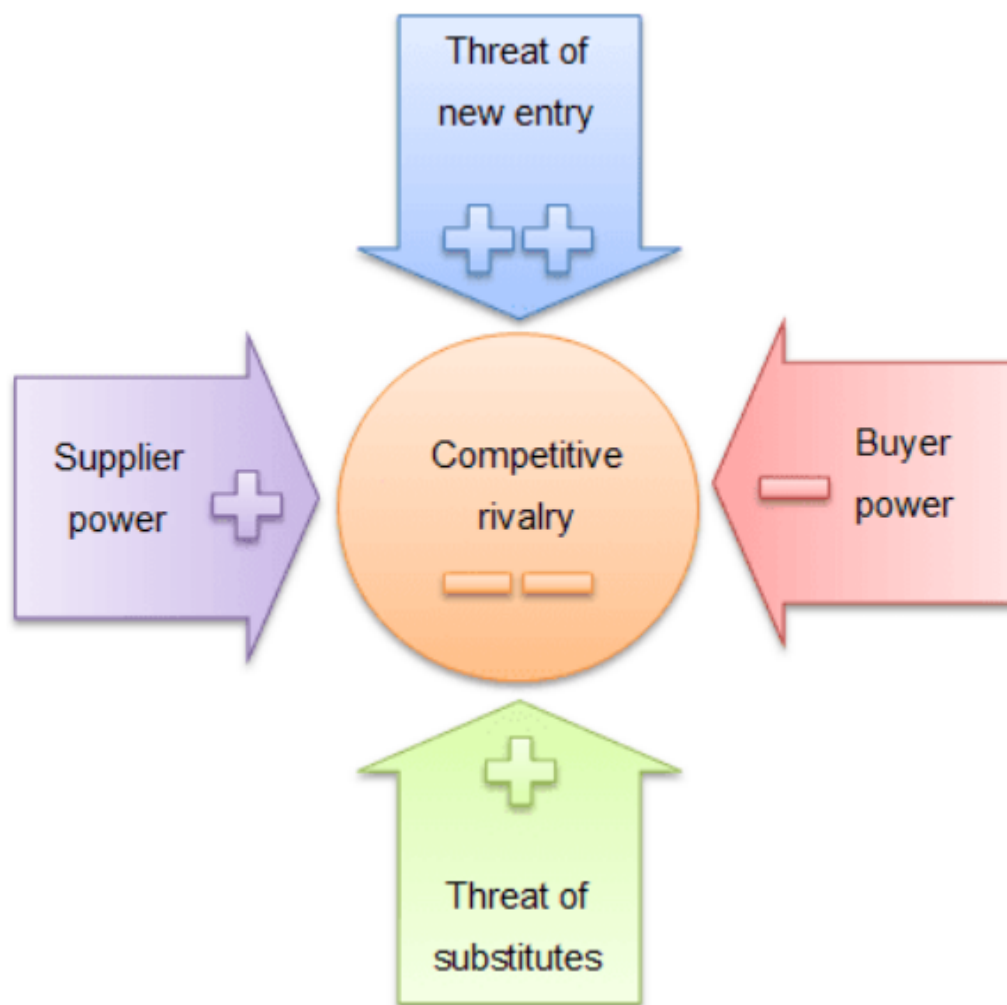


Figure 2.9 Porter's five forces

I. Threat of New Entrants

This task force evaluates the ease or difficulty of market entry for new competitors. The more the ease with which a new competitor might enter the market, the greater the threat to an established company's market share. Barriers to entrance include absolute cost advantages, access to inputs, economies of scale, and a strong brand identification.

In the modern banking industry, technological advancements have considerably lowered entrance barriers. Distribution channels are no longer limited to traditional branch networks because of the growing adoption of Internet banking. Prospective clients from all around the world might utilize the internet to locate banks with the most competitive interest rates and services with the most features. Moreover, new banks will be able to compete by reducing costs and expanding distribution channels using information technology. Low switching costs, such as money transfers from one bank to another, are another element that reduces the entry barrier. As a government-owned bank, Janata Bank is indifferent about new competitors' dangers.

II. Power of Buyers

This task group analyzes the influence of consumer power on pricing and quality. When there are fewer consumers, they have more power, but there are numerous vendors and switching is easy. Buying power is low when consumers purchase things in small quantities and the seller's product differs greatly from its competitors.

As a result of government regulation, the negotiating power of customers is typically constrained. Customers can readily receive banking services from other institutions and moving from Janata Bank Ltd is inexpensive. Despite the presence of other government banks such as Rupali Bank and Agrani Bank, none of them operate on a client concessions basis.

III. Threat of substitutes

This task force examines the ease with which customers can switch from one product or service to another. It studies the number of competitors, how their pricing and quality compare to those of the firm under review, and how profitable those competitors are to decide if the business under examination can reduce its expenses further. The threat of alternatives is influenced by both immediate and long-term switching costs, as well as consumers' desire to change.

Even though deregulation has led to major mergers and acquisitions, the banking industry is facing a growing number of competitors. This is partly owing to the capacity of contemporary telecommunications to eliminate distance, which has historically hindered foreign banks that lack branch networks in local markets. Even though there are few suitable alternatives on the market. Janata bank supplies its customers with a large array of services at low costs. This gives the organization a competitive advantage in the market.

IV. Power of Suppliers

This task force assesses a company's supplier's strength and control over the supplier's capability to raise prices, so decreasing the company's profitability. It also evaluates the number of available raw material suppliers and other resources. The fewer the number of suppliers, the greater their influence. When a business has several suppliers, its position is strengthened. Learn more about how to locate suppliers and B2B partners.

In general, information technology has enhanced the bargaining position of depositors. The emergence of telebanking and online banking has given depositors more influence. Using the Internet, depositors may easily decide which bank has the greatest interest rate and deposit their funds there, whereas customers seek for loans using the opposite criteria (lowest interest rate). As a result, the industry's price sensitivity has increased in line with depositors' access to substitute products.

V. Competitive Rivalry

This task force investigates the level of market competition. It considers the number and capabilities of existing competitors. When there are few enterprises selling a product or service, the sector is expanding, and consumers may readily and inexpensively move to a rival's offering, rivalry competition is intense. When competition is intense, advertising and price wars erupt, which is detrimental to a company's bottom line.

Today, foreign, and domestic banks frequently engage in more direct competition for the same customer base. Government banks, direct competitors of Janata Bank Ltd., fight for the same market share and clients. Local banks also enjoy a history of client trust, which has given them an advantage. Local banks are quick to imitate, and because the banking system is highly transparent, imitation is straightforward, hence strengthening competition amongst rivals. Other local banks target the lower middle class and middle-middle class clientele of these tiny banks. Due to the comparatively low interest rates, they charge clients and the higher interest payback rates they offer in comparison, they constitute a significant threat to Janata Bank Ltd.

2.10 SWOT Analysis

The SWOT analysis is a method for strategic planning that evaluates a company's opportunities, threats, weaknesses, and strengths. It requires articulating the venture's objective and identifying the internal and external elements that will aid or hinder its achievement. We may learn about our strengths and shortcomings by analyzing our internal environment, and we can learn about opportunities and risks by analyzing our external environment.

The term SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

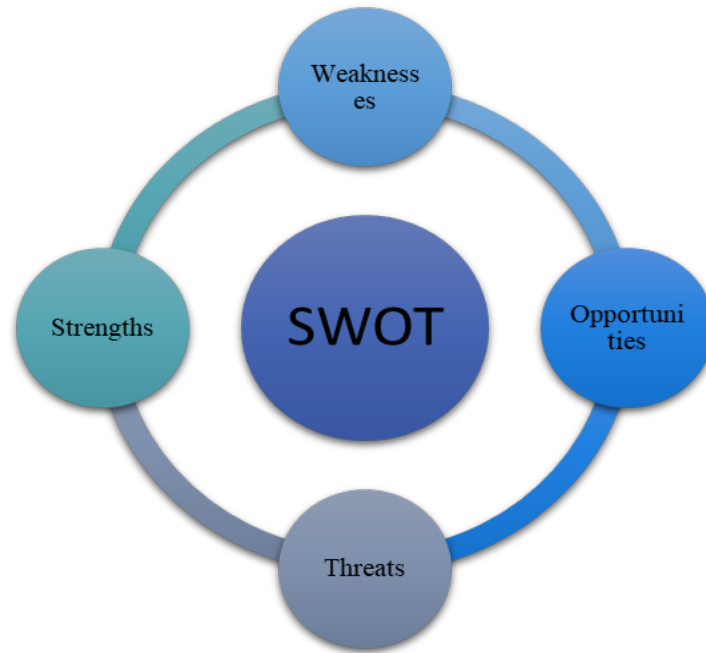


Figure 2.10 SWOT

i. STRENGTHS

Strengths are characteristics of the association that aid in achieving the objectives of the hierarchical structure. Janata Bank has the following strengths:

The bank has many alluring deposit plans, including RMSS and FDs.

They are completely ethical when it comes to handling banking difficulties. Even if there are any customer complaints, they handled very quickly.

They offer quick services at a very low price.

They are very cautious regarding the privacy of client's details and manage clients in an open-book manner with no hidden fees.

They never discriminate against customers based on their religion, gender, or race.

It has knowledgeable and experienced employees as well as a sizable customer base.

Bank has enough wealth to overcome the difficulties presented by the market economy.

The regulatory effectiveness is strong and energizing.

It receives government assistance in all of its operations as a nationalized banking entity.

ii. WEAKNESSES

Weaknesses are characteristics of an organization that prevent it from achieving its goals. The following are a few weaknesses of Janata Bank Ltd.

There has been no success in identifying an interest-free rate at which to invest their funds.

According to Bangladesh Bank regulations, the difference between the FDR rate and credit against the FDR rate cannot exceed 6%. However, the bank periodically charges more than the spread rate for advances.

Bangladesh Bank's rules are not followed correctly.

There is no online-based account management.

There is a staffing shortage in the bank as many employees' retired or released and new branches are opening.

Inadequate emphasis on great customer service.

Employee salary structure is relatively low.

iii. Opportunities

It refers to the external conditions that help an organization achieve its goals. Janata Bank has the following opportunities:

New individuals are entering the financial industry. They can be utilized in a variety of fields, and their knowledge and abilities can be maximized through adequate training.

New programs and speedier service motivate individuals. Introduction of new technologies and concepts can be a lucrative business strategy

New investment opportunities expand.

The extent of automation will present numerous opportunities.

iv. THREATS

External factors can act as a hindrance in achieving the goals of the organization. The following are some of the risks associated with Janata Bank,

As the number of local private banks and remote banks continues to rise, it becomes increasingly difficult for them to maintain their market position while continuously introducing new services.

Markets are being engaged by other banks through a variety of tempting schemes and time-bound activities.

It's possible that the political chaos in Bangladesh will grow into a major security risk. Inefficiencies in the bank's operations.

Policies are not effectively implemented.

Lack of appeal to potential clients who are younger, students, or wealthy.

Increased technological innovations are necessary to effectively compete in the market.

2.11 Recommendations for dealing with the obstacles and opportunities

Their head office takes a long time to make judgments; they should make them sooner.

The branches should also have some decision-making authority.

JBL's risk for a classified loan will decrease and their investment will rise if their loan recovery system is categorized in a new way.

When it comes to serving its customers, nothing beats using the most up-to-date internet banking features. They should update their internet banking application.

They should diversify its investments since higher investment lowers the cost of capital.

They should increase employee benefits and a group incentive should be set up to motivate employees to work efficiently.

They should implement new marketing strategies. Their marketing initiatives are insufficient, yet promotional and marketing activities are more crucial in creating a positive image in the minds of target customers.

They should enhance their promotional campaign and participate in social events to create a positive image in the minds of their target customers.

2.12 Customer Mix

The term "customer mix" is used to describe the percentage of a company's revenue that comes from a given customer demographic. Banks make their money primarily through lending, and they do so across many different sectors.

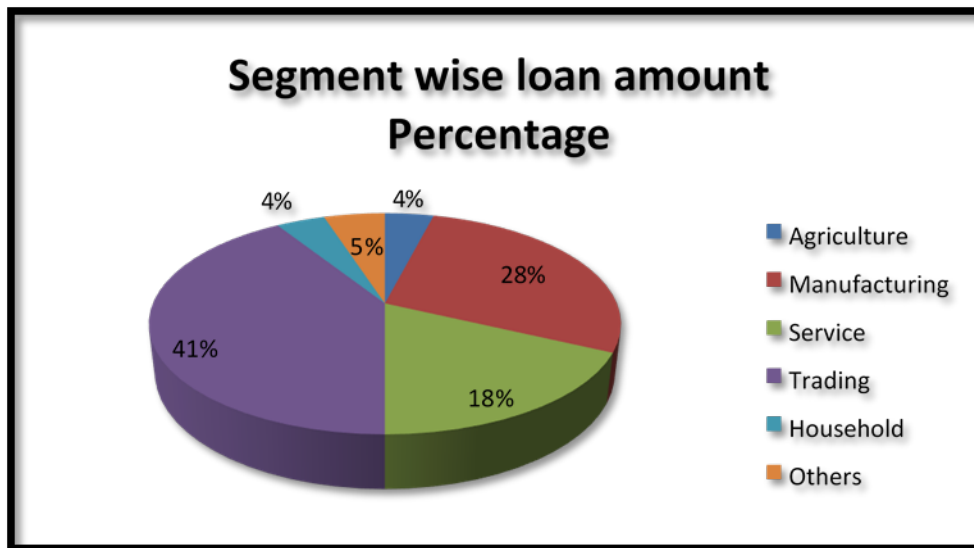


Figure 2.13 Customer Mix and segments

This pie chart demonstrates which industry Janata Bank lends more money to. We can see that loans are granted in the trading industry at a rate of 41%, followed by the manufacturing sector at 28% and the service sector at 18%.

2.13 Janata Bank's Services

Followings are the services offered by Janata Bank Ltd.

Deposit	Loans & Advances	Online Services	Modern Banking
Current	Agriculture	ATM	Online Bnaking
Savings	Working Capital	E- Banking	JBL Green Communications
Special	Rural Credit	Automaterd branch banking	JBL Remittance
Fixed	Tannery Trading	Green Banking	JBL Pin Cash
Schemes deposit	Real estate loan	E-GP Payment Services	
	Housing & flat loan	OMIS (ERP)	
	Consumer financing	PMIS	
	Specialized loans for women entrepreneurs	BEFTN user manual	

2.14 Janata Bank Operations

The largest commercial bank in Bangladesh is Janata Bank Limited. Every day, Janata Bank Limited performs wide variety of banking services.

ATM Operation: All banks now engage in technologically friendly initiatives. Since technology may increase customer happiness, For the convenience of their customers, Janata Bank Limited also offers ATM services to its customers.

Foreign Exchange: Additionally, Janata Bank Limited engages in foreign exchange transactions. They convert one currency to another or exchange one money with another.

Loans: Loans are an important function for a bank because loan recipients pay a substantial amount of interest.

Investment: Individuals can make deposits at banks, which are required to return the funds with interest. Therefore, banks invest their funds in a lucrative source.

JBL Software: The operation of JB software is the responsibility of Janata Bank. This software is used by Janata Bank for all of its operations.

Chapter 3: HRM Practices of Janata Bank Limited

3.1 Human Resources

Human Resource Management is the organization's staffing function. Human resource management includes human resource planning, recruitment, selection, orientation, training, performance evaluation, compensation, and safety. Principles and practices of human resource management date back to the dawn of time. The development of mechanisms for the selection of tribal leaders resulted in the recording and transmission of safety, health, hunting, and gathering knowledge to youth. Since the inception of modern management theory, the terminology used to describe the role and function of workers has evolved from "personnel" to "industrial relations" to "employee relations" to "human resources." Although all these terms are still in use, the authors of Human Resource Management believe that "human resources" most accurately reflects the view of workers held by contemporary management theory: as valuable resources managed similarly to other valuable resources.

Worldwide advertisements portrayed the United States as a land of opportunity with abundant well-paying industrial jobs. As a result, the nation experienced a consistent influx of low-skilled, low-wage immigrant laborers in manufacturing, construction, and machinery operation. Even though these employees primarily performed routine tasks, their managers encountered significant difficulties since they spoke different languages. During this time, two additional significant factors contributed to the development of contemporary HRM. The first was the industrial welfare movement, which shifted managers' perceptions of employees from nonhuman resources to human beings. This movement led to the establishment of educational and medical facilities.

Human resource management (HRM) is the design of a formal system within an organization to ensure the effective and efficient use of human talents to achieve organizational objectives. It is a collection of interrelated policies, practices, and programs intended to attract, socialize, motivate, maintain, and retain employees. HRM is part of the duties of every manager. Each manager is accountable for these fundamental human resource management tasks.

3.2 Objectives of Human Resources Management

- Finding out the best candidate for the job.
- To reduce employee turnover.
- Inspire employees to put up their best efforts.
- To avoid wasting time on pointless interviews.
- Eliminate unfair labor practices.
- To keep morale high and improve human relations within the organization.
- To attract and keep competent people in the organization.
- To understand and meet each person's needs.

3.3 The HRM Model

Human Resource Management (HRM) refers to all management decisions and practices that have an impact on the people who work for a company, whether directly or indirectly. Employees help an organization achieve its goals, and human resource management is critical to organizational success (survival, competitiveness, growth, and profitability).

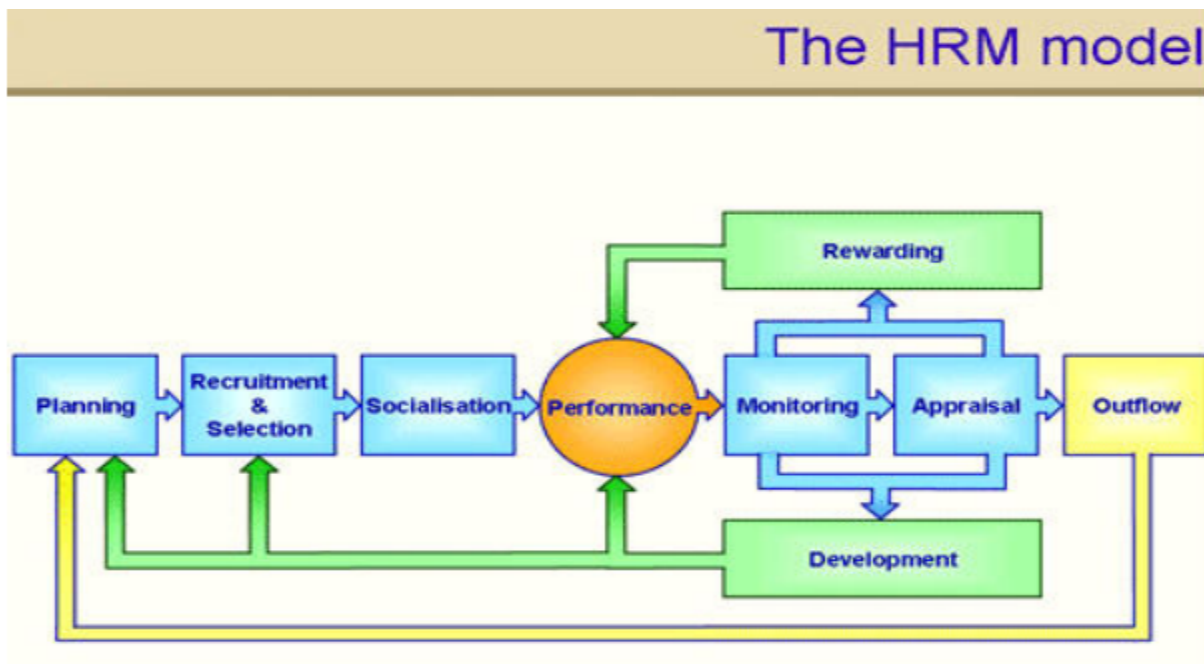


Figure 3.3 HRM model

The objective of human resource management is to assist a company in achieving its strategic objectives by attracting, keeping, and managing its personnel successfully. Humans are not machines; therefore, a multidisciplinary assessment of people in the workplace is required by academic HRM theory. Important roles are played by psychology, industrial, engineering, industrial, legal/paralegal studies, organizational psychology, industrial relations, sociology, and critical theories such as postmodernism and post-structuralism.

3.4 Janata Bank Ltd.'s HRM functions

Human resource management (HRM) is a management function that aids in the hiring, selection, training, and development of an organization's employees. Human resource management is concerned with organizations' human dimension.

Human resource management: Human resource planning (HRP) is the methodical forecasting of a company's future labor demand and supply. Human resource planning is also used to develop staffing plans that support the organization's goal by enabling proactive position filling.

Recruitment entails locating and attracting eligible applicants for employment. When recruiting, the process begins and finishes with the submission of applications. Thus, a pool of applicants is formed from whom new hires are selected. Following the selection procedure, a placement determination is made. This is the process of matching the right candidate with the suitable job based on their qualifications and skills. The purpose of orientation and training is to familiarize employees with the organization. Training is the process of carrying out work. It is the instruction of practical knowledge acquisition. Performance review is a tool for determining how well employees do their tasks. This is essential for enhancing the performance of the employee. Employees must be compensated fairly with wages, salaries, and benefits. If an employee's salary is too low, they may be unsatisfied, and if it is too much, the company may discriminate against them. Appropriate remuneration can motivate workers to perform effectively. It maintains the interaction between all organizational unions and assesses work actions.

3.5 Recruitment & Selection

3.5.1 Recruitment

Recruitment is the process of locating and attracting qualified or appropriate candidates to fill openings. This is the process for discovering applicants who are qualified for selection. It is the process of identifying prospective candidates for selection. Efforts are made to enlighten applicants about the selection criteria, i.e., the required competences that will lead to effective performance, as well as the career chances that the company can offer. The process begins with the search for candidates and concludes with the application submission. Consequently, a pool of qualified applicants is formed from whom new hires are selected. Recruiting is required to fill open positions with the most qualified candidates. As opportunities occur inside the organization, recruiters can efficiently pick prospects. Board members aggressively regulate the organization's hiring policies. There are openings for multiple positions that require experts. They advertise contract labor vacancies in the Daily News, on LinkedIn, and on social networking platforms, among others. A bachelor's degree is required for officer careers. In addition, candidates must achieve the minimum educational criteria for the role. Occasionally, few job postings demand experience.

The HR department at Janata Bank handles the organization's recruitment and selection operations. Both the criteria for the position and the employee's duties are determined by the managers. They design job descriptions that specify the skills and experience desired in candidates. If required, they perform applicant screening. Bangladesh Bank controls every aspect of Janata Bank Ltd.'s recruitment procedure. The job ad is published at least six months prior to the written examination, and it takes an additional six months for the selection method to pick candidates for the in-person interview. Following a final screening, competent candidates are selected following an interview with those who have been shortlisted. On occasion, they utilize contract labor or third-party employees for a project.

3.5.2 Selection Process

The selection process starts once a pool of qualified candidates has been gathered through recruiting. Selecting refers to making a decision among candidates who have the best chance of succeeding in the new position. It is a method for picking a new employee from among the

available applicants. The decision on which candidates should be hired is made through a series of processes known as the selection process. According to Dale Yoder (1972), the process of selection involves categorizing candidates into two groups: those who will receive job offers and those who won't. The hiring decision is the last step in the process, which starts when recruits apply for jobs.

Figure 3.5.2 Selection Process

Candidates voluntarily consent to the contract for the viva exam. The policies that Janata Bank follows include initial screening, an employment test, a thorough interview, background checks, physical examinations, and finally an employment decision.

3.6 Training & development

Additionally, the HR staff ensures that new personnel understand their responsibilities. They need training to improve the talents they already possess and to acquire the new skills necessary for the position. Janata Bank Ltd regularly sends new hires and workers to train for training and growth. It could range from one to fifteen days.

Employee performance is continuously improved through training. For a job to be done well, new skills must be acquired. Training alters and adjusts an employee's attitude and actions, which enhances his capacity to carry out tasks on the job. Following is a list of training's primary goals:

- ❖ Training is primarily focused on the current job.
- ❖ It can be both short and long term in nature.
- ❖ The purpose of training is to develop employees.
- ❖ Increase a person's competence in one or more of their areas of expertise.
- ❖ Enhance their motivation to complete their assignment successfully.
- ❖ Enhance work efficiency and productivity.

Training Methods

Two options are available to managers for enhancing their knowledge and abilities. The first involves formal training, while the second involves on-the-job training. Training on the job is essential because actual learning occurs only when knowledge is applied. However, it is also necessary for classroom-based knowledge acquisition. Theory and practice must be integrated for learning to be effective. As a result, classroom learning can supplement on-the-job training (off-the-job methods).

On-the-job training techniques: This is the most widely accepted kind of training in which a student is allocated a specific job and taught the necessary skills and information to do it. On-the-job training includes job rotation, mentoring, instructor instructions, group projects, etc.

Off jobs training methods: Because on-the-job training methods have their own limitations, employees can also receive off-the-job training to boost their overall growth. Off-the-job training techniques are those employed to grow people outside of their current workplace.

Job Rotation: Job rotation is a management method whereby employees are cycled between two or more assignments or positions at regular intervals to expose them to all facets of the

organization. It is a predetermined method for determining the objective of testing the employee's skills and competences to place him or her in the suitable job. In addition, it minimizes job boredom, broadens their experience, and facilitates the acquisition of additional insights.

Training and development program evaluation

There are several methods for assessing these programs. Some examples are:

- ❖ **Questionnaires:** It facilitates the proper evaluation of trainees.
- ❖ **Human resource factors:** Employee satisfaction can be measured through training, which helps lower employee turnover.
- ❖ **Interviews:** It enables the selection of the best candidate for the job.
- ❖ **Tests:** After a training session, a test is required to determine whether the training was successful.

Current Scenario of employee training Moghbazar branch

SL	Training Name	Training Level	Course Label	Number of trainees	Duration
1	Micro financing	Senior Manager	Project	2	3 Days
2	Investment training	Senior Officer	Lecture	3	4 Days
3	Corporate responsibility	Assistant Manager	Group Discussion	1	1 Day
4	Appraisal & financing	Senior Manager	Panel Discussion	4	20 Days

3.7 Compensation & Benefits

Compensation Management is an integral aspect of organizational management. The purpose of compensation is to provide monetary value to employees in exchange for their labor. It can assist with, among other things, recruitment, job performance, and job happiness. It is the monetary payment an employee receives for his or her contribution to the organization. It is the technique of balancing the work-employee relationship through the provision of monetary and non-monetary rewards to employees. It is a tool used by management to promote the continued existence and expansion of the organization. It is adaptable to the economic climate, corporate requirements, objectives, and available resources. Effective managers must understand the importance of competitive pay, human resources, and a long-term view of payroll expenditures. We want to maintain pay levels that attract and retain quality employees while keeping payroll expenses in check. In addition, Janata Bank compensates its employees in accordance with Bangladesh Bank's policies.

The purpose of compensation management is to design and implement entire compensation packages. Payroll administration is also known as pay management and reward management. Traditional pay and compensation administration was mainly concerned with establishing wage and salary structures in organizational contexts. Jobs are approved or rejected in part based on the starting income and potential for future raises. Employees evaluate their compensation relative to that of others in their field. They are continuously comparing their salary to their contributions, striving to assess whether the ratio of contributions to pay is fair. Even if wage is not a common topic of conversation, employees routinely contemplate it. The components of compensation include incentives, bonuses, non-monetary rewards, commissions, profit sharing, and so on. The bonus might be distributed in several ways. It may be a fixed percentage of the annual base wage, or it may be proportionate to profitability. In addition, the government imposes a minimum bonus for all employees and laborers. In addition, there is a bonus plan that compensates managers and employees depending on sales revenue or profit margins. Plans for bonuses can also be based on piece wages, although this depends on worker productivity. Additionally, they offer annual profit sharing to their employees. Profit sharing is viewed as a crucial step toward industrial democracy. A profit-sharing agreement stipulates that employees

will get a fixed portion of revenues in advance. Typically, profit-sharing means determining an organization's profit at the end of the fiscal year and distributing a portion of that profit to eligible employees. Frequently, the percentage to be split by workers is decided at the beginning of the work period and disclosed to the workers so that they are aware of their prospective advantages. Before employees can participate in profit-sharing, they must have worked for a specific number of years and gained certain seniority. These factors are required to maintain employee motivation. Unofficial monetary payments offered to employees as recompense for their labor are known as benefits. Health and life insurance, vacation time, pensions, programs for further education, and discounts on corporate items are some examples.

3.8 Performance Management

Performance management is the continuous process of discovering, measuring, and developing company performance through aligning individual performance and objectives with the mission and goals of the organization. Managers work to ensure that the activities and outputs of their employees align with the organization's objectives and, as a result, contribute to the company's competitive advantage. Therefore, performance management establishes a clear connection between employee performance and organizational objectives and makes employees' commitment to the organization apparent. A company's supervisors are accountable for appraising employees. Managers choose the implementation strategy from a choice of alternatives. The employee's performance is determined by the evaluation. In addition, it determines if the individual requires additional training to continue working. Following this step of evaluation, a promotion decision is made. The branch manager of Janata Bank sends Bangladesh Bank a report detailing each employee's performance status. The evaluation is predicated on the employee's performance review. It is used to determine promotion and training requirements for employees. Typically, an employee must wait at least two years before being promoted.

3.9 Research

3.9.1 Research Gap

During the inquiry, it was determined that this bank lacked appropriate HR practices. Due to the lack of a specialized department in the branch, it was practically impossible to collect enough data for the analysis. This study was based on employee input from Janata Bank Ltd. Most of them were unaware of a significant number of quarries that were required for the analysis. They were inexperienced with HR practices because they were accustomed to completing routine banking tasks. Another drawback was that only few studies on HR practices were located, which rendered the analysis insufficient.

3.9.2 Research Objectives

- ❖ Determine the level of awareness of HR activities.
- ❖ How much effective the staff were with the choices of the administration.
- ❖ Whether the duties were done viably or not.
- ❖ The satisfaction level of employees.
- ❖ Employee feedback about HR practices and activities

3.10 Methodology

To make a report more organized, satisfying, and important, as well as to accomplish the goal of this report, unique facts and data are essential. This necessary information and data were gathered from several sources, including primary and secondary sources, which are listed below:

Primary Sources

- ❖ Practical Work
- ❖ Interaction with the employees and office staffs.
- ❖ The concerned branch officers supplied relevant file studies.
- ❖ Gaining first-hand knowledge with a few real-world scenarios relevant to routine banking procedures.

Secondary Sources

- ❖ Files
- ❖ Books, articles.
- ❖ Annual Report
- ❖ Brochures
- ❖ Newspaper articles
- ❖ Publications on banking operations and human resources initiatives.

3.11 Data Analysis

Unique facts and data are necessary to make a report more organized, satisfying, and important, as well as to achieve the purpose of this report. This essential information and data was acquired from the following sources, which include both primary and secondary sources:

3.11.1 Data Sources

- ❖ Information I received from my supervisor.
- ❖ Interactions with internal employees.
- ❖ Open ended and close ended discussions.
- ❖ Janata Bank Website.
- ❖ Annual Report.
- ❖ Journals.
- ❖ Research papers.

3.11.2 Data Analysis

After collecting all the primary and secondary data, it was collated and analyzed using an Excel spreadsheet. The results were expressed utilizing approaches for graphical display and sample analysis, such as the percentage mean. The report was completed using a common word processor.

3.11.3 Survey Questionnaire

The purpose of this research report was to determine the level of job satisfaction among Janata Bank employees.

According to prior empirical and methodological investigations and research on this topic, this study found that employee work satisfaction depends on-

- Promotions, incentives, and compensation.

- Salary, Performance Appraisal.

- Opportunities for professional advancement and development.

- Work environment, challenging work.

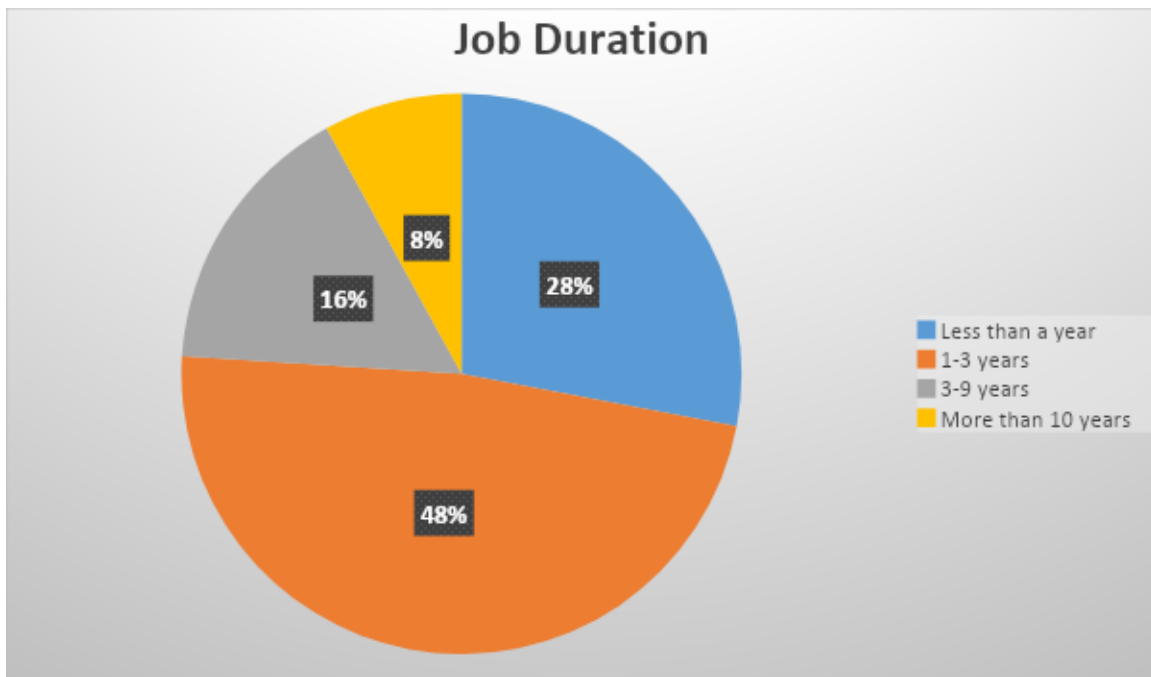
- Decent HR Policy, Their perceptions regarding the organization.

I did a questionnaire-based study to obtain information and knowledge on The Employees' Job Satisfaction at Janata Bank Ltd. To determine that whether Janata Bank Ltd. is following proper HRM functions or not. at the Moghbazar branch, I conduct a poll of all bank employees, including HRD, and quiz them on a variety of HR-related topics. I used a sample of 25 employees for this survey, through which I can ask specific questions and rely only on the responses received.

3.11.4 Sampling Frame

1. How long have you been employed by Janata Bank?

Job Duration	Responses
Less than a year	7 (28%)
1-3 years	12 (48%)
3-9 years	4 (16%)
More than 10 years	2 (8%)
Total	25 (100%)



Job Duration

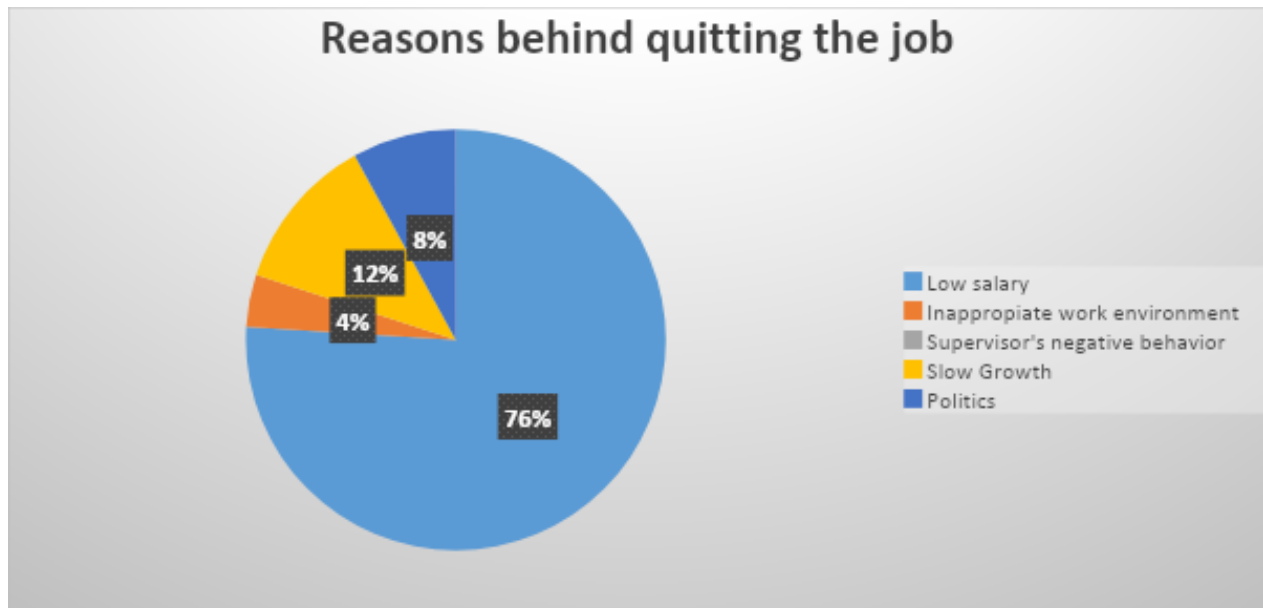
Analysis

The results show that most responders (48%) have been there for 1-3 years, with only 8% having been there for more than ten years.

2. Which of the following elements has the biggest impact on your decision to quit your job?

Actual Outcome

Reason	Respondents
Low Salary Structure	19 (76%)
Inappropriate work environment	1 (4%)
Supervisor’s Negative Behavior	0 (0%)
Slow career growth	3 (12%)
Workplace politics	2 (8%)
Total	25 (100%)



Reason behind quitting the job

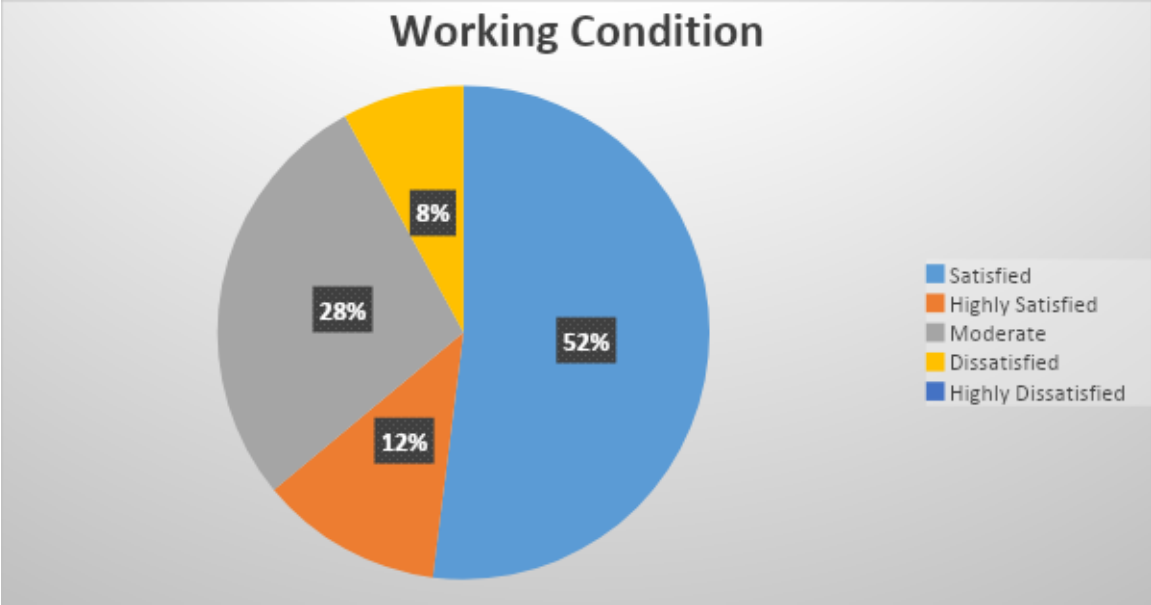
Analysis

The study comprised 25 Janata Bank workers, with 76% responding "Poor Salary," indicating that they aim to leave the job owing to low wage increases as the economy has affected their perspectives. Other expenses have continuously risen since then (gas, fuel, clothing, etc.). As a

result, there is widespread employee dissatisfaction and an emphasis on salary. Inequitable pay structures or inadequate pay are key drivers of employee dissatisfaction and might drive some employees to resign. In such instances, no matter how much you enjoy your job, you will never be pleased unless and until you are adequately compensated for your skills. Most employees who believe Janata Bank Ltd.'s wage structure is inadequate in contrast to other private banks and should be quickly altered have been with the company for more than a year.

3. Are you satisfied with the working conditions?

Condition	Responses
Satisfied	13 (52%)
Highly satisfied	3 (12%)
Moderate	7 (28%)
Dissatisfied	2 (8%)
Highly dissatisfied	0
Total	25 (100%)

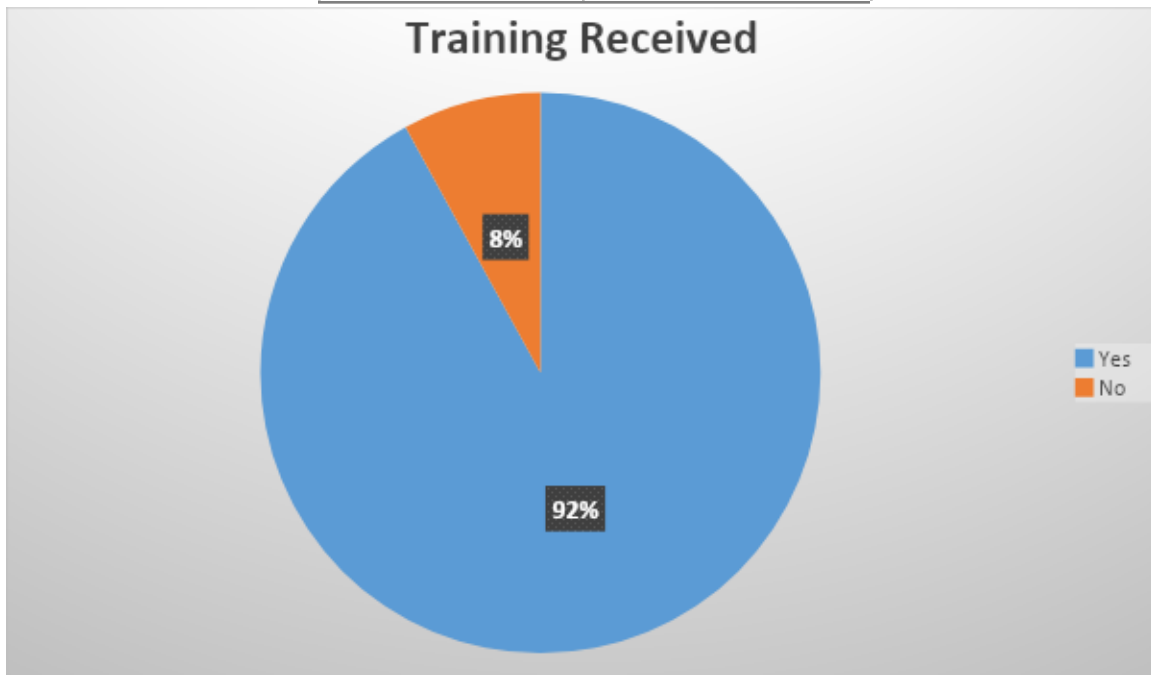


Analysis

When they work in an environment that is comfortable for them, people are happiest and most productive. We can see from the above chart that the majority of them expressed "satisfaction" with the working environment in their organization. They cited their satisfaction with their coworkers' cooperation, helpfulness, and friendliness as the cause. On the other hand, 2% of respondents chose "Dissatisfied," which means they are unhappy with the working environment.

4. Did you receive any training for your current position?

Training	Response
Yes	23 (92%)
No	2 (8%)
Total	25 (100%)



Training Received by Employees

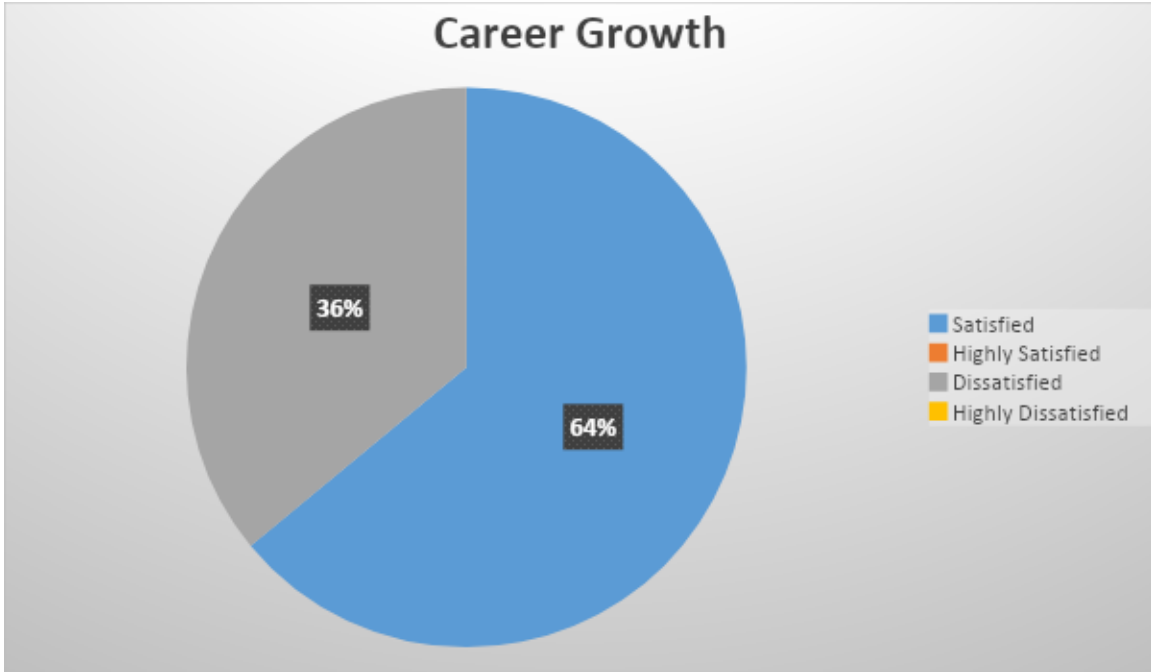
Analysis

According to the above pie chart, 92% of the 25 employees responded affirmatively to this question, while 8% responded negatively. One of the elements contributing to the degree of satisfaction is that the organization encourages its employees to acquire training for their existing jobs. Training is the process of civilizing people's abilities, skills, and information, which influences their thought processes and performance quality. Training is crucial and beneficial for the development of both people and companies. However, employee training offers employees with opportunity to expand their knowledge and abilities for better structured teamwork. When employees undergo self-development training, their degree of job satisfaction is greater than when they do not. Individual competency enhancement through diverse training programs has a beneficial effect on employee satisfaction. As a result of these advantageous conditions, employee satisfaction increases.

5. Opinion regarding career growth in Janata Bank?

Actual Outcome

Growth	Response
Satisfied	16 (64%)
Highly Satisfied	0 (0%)
Dissatisfied	9 (36%)
Highly Dissatisfied	0 (0%)
Total	25 (100%)



Result of Career growth

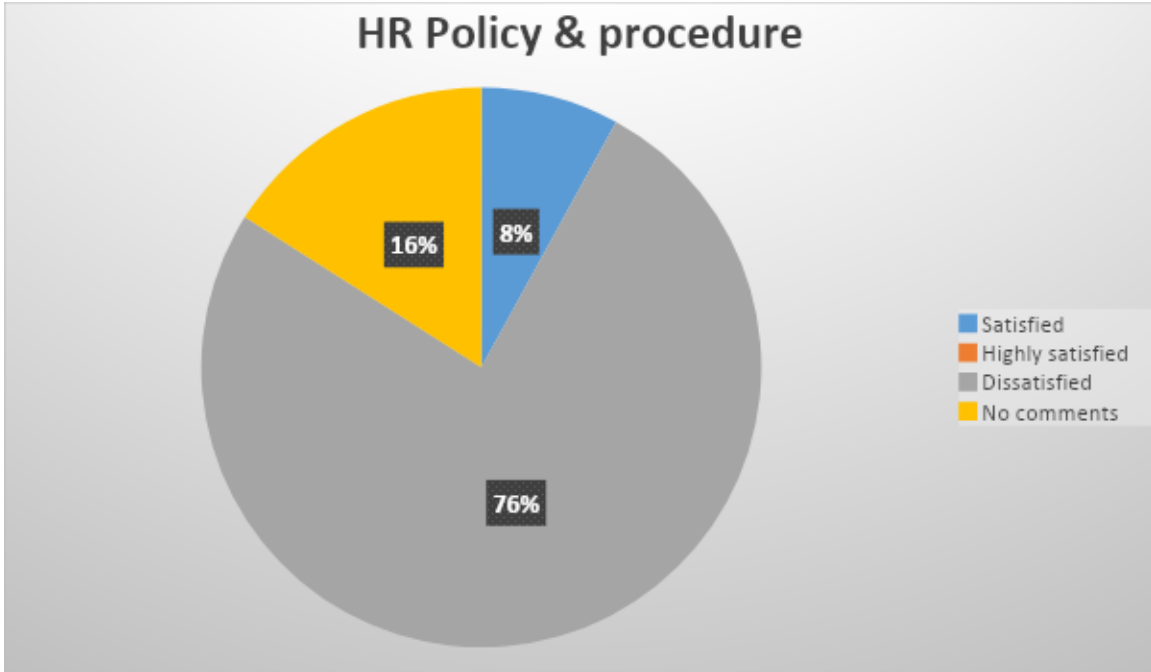
Analysis

64% of respondents are pleased with their current career progression at JBL, while 36% are unhappy. According to the unhappy respondents, the scope is limited because there are no prospects for progress.

6. What are your thoughts on Janata Bank's Human Resources Policy?

Actual Outcome

HR Policy	Respondents
Satisfied	2 (8%)
Highly Satisfied	0 (0%)
Dissatisfied	19 (76%)
No Comments	4 (16%)
Total	25 (100%)



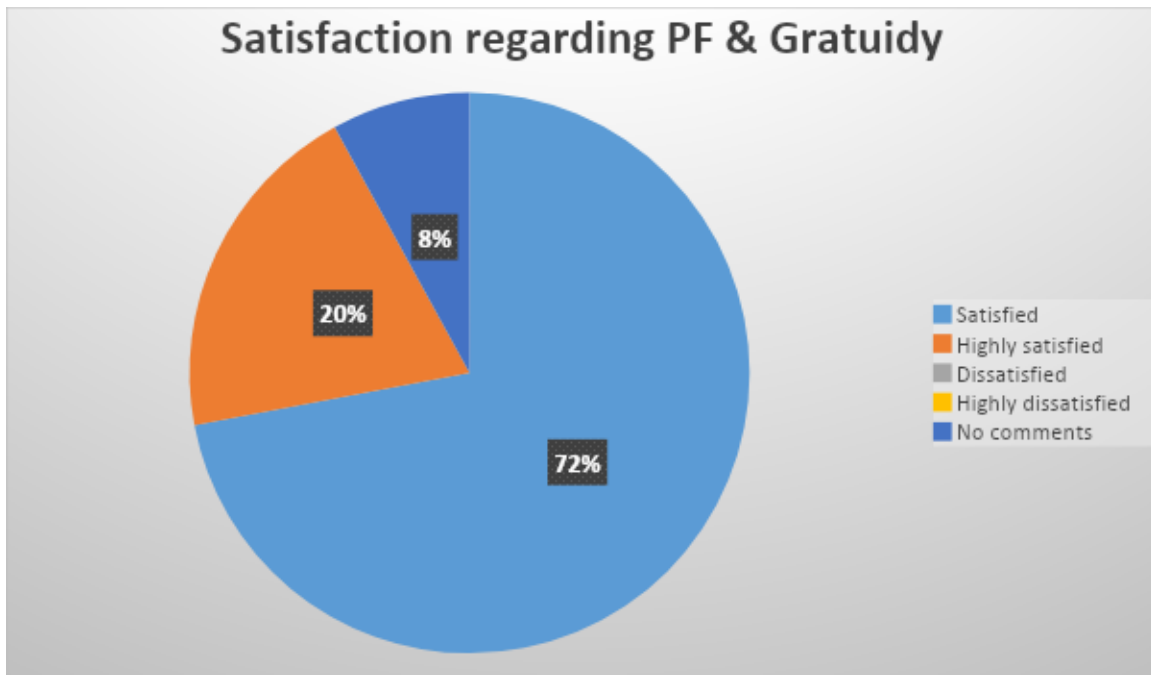
HR policy & procedures

Analysis

According to the pie chart above, 76% of JBL employees are dissatisfied with the company's HR policies, 8% are satisfied, and 16% have not commented.

7. How would you define your level of contentment with your provident funds and bonuses?

Satisfaction regarding PF and gratuity	Respondents
Satisfied	18 (72%)
Highly Satisfied	5 (20%)
Dissatisfied	0
Highly Dissatisfied	0
No Comment	2 (8%)
Total	25 (100%)



Provident funds & gratuity

Analysis

According to the results above, 20% of respondents reported being extremely satisfied, 72% reported being satisfied, and 2% did not respond. When asked why they had made no comments, the respondents responded that it didn't matter because they would soon switch banks.

8. What system modifications do you believe Janata BANK should make to boost your motivation for your work and the organization as a whole?

Answers are provided below.

Additional Benefits

Training on foreign parts should be provided

Should Raise Compensation

The Promotion Policy needs to be updated

Appropriate working environment

Employees should be provided with a succession plan.

Technology must be enhanced.

9. When it comes to human resources, Janata Bank prioritizes quantity over quality.

What are your thoughts on this?

Someone stated that the answer depends on the situation. Sometimes quality is more essential than quantity, and vice versa.

However, most employees stated that Janata Bank prioritizes quantity over quality when it comes to manpower.

10. Which issue do you encounter more frequently when competing with other banks?

Answers are provided below,

Poor credit rating

Less technological advancement

The pay structure lacks competitiveness

Less emphasis on corporate social responsibility

Inadequate Technical Knowledge

Scarcity of manpower

Management strategy is inadequate.

3.11.5 Critical Observation

Professionals who possess the requisite knowledge, abilities, and attitude are more likely to be employed with a company for a longer amount of time. We need to improve our overall recruitment procedure before we can start looking for them. To get the qualified applicants our hiring managers need, we can't just put up an ad on the major job boards and wait for responses. Recruitment is crucial to the bank's success. Over the past three months, Janata Bank has hired more than 50 new workers. However, the high number of openings makes one wonder if Janata Bank values quantity over quality when it comes to staffing. In the following paragraphs, we'll

provide a high-level overview of this problem. It is common knowledge that hiring new employees is a crucial aspect of any company's HR strategy, and that the quality of the hires made in this area can have a significant impact on the long-term profitability of the business. The ability of a company's HR division to attract and hire the best possible individuals is, thus, crucial. Janata Bank receives a high volume of staff requisitions each week, and the bank's managers and department heads put considerable pressure on the Human Resources department to quickly fill the jobs that have been requested. It's as if they don't care about whether the new employees can do their jobs. They place all their faith in the interview process and pay little attention to the fact that timely, high-quality hiring is physically impossible. Human Resources Development's Recruitment Division typically receives requisitions from other divisions to fulfill, along with a small number of hand-picked resumes. Managers who submit manpower requests typically conduct informal interviews with prospective hires before sending in formal applications and resumes. Despite the obvious time and effort savings for HRD Recruitment, this approach leaves the door open to favoritism and decreases the likelihood that a qualified candidate will be chosen from outside the department. Candidates with strong upper-level references receive more consideration during the hiring process, regardless of whether they possess the necessary skills and qualifications for the open post. Candidates may lose interest in joining our firm because of the length of the recruitment process.

3.11.6 Some significant challenges of Janata Bank Limited's Human Resources Division

When it comes to hiring new employees, Janata Bank does not rely heavily on newspaper advertisements, social media advertisements. They will only use advertisements in the newspaper to recruit Management Trainee Officers and higher-level employees such as CEOs. They should distribute more paper advertisements in addition to social media posts so that as many people as possible are aware of it.

Lack of professionals compared to the size of the bank's workforce. There is a lot of unfinished business in HR administration and Pay benefits due to a lack of manpower, so they should hire enough people in accordance with the demand of the various HR wings. They occasionally leave a ton of work unfinished. They won't have unfinished work if they regularly check the papers.

The current HR software needs to be updated and modified.

There is no defined space for interns to work in HRD; therefore, they must search for an empty desk to accomplish their assignments. When all the desks are occupied, interns cannot work. This requires substantial time from both interns and workers.

3.12 Findings

An overwhelming majority of workers (76%) said that compensation is a major consideration when deciding whether to leave their current employer. Low wages or an unfair pay structure are two of the top reasons why employees complain about their jobs and decide to leave their employers.

According to this study, 52% of employees are satisfied with their working conditions. Only 2% of the population is dissatisfied.

According to the results of this study, 92% of respondents believe that Janata Bank encourages its workers to obtain training for their existing positions. Training is essential for both employee and organizational development, as we all know.

64% of JBL employees are pleased with their professional progression opportunities, while 36% are unsatisfied because they believe their opportunities are limited.

In accordance with this study, 76% of employees are unhappy with JBL's HR policy. Whereas the remaining 24% are satisfied with the policies.

The findings of this study, 72% of employees are happy with their gratuities and provident funds, and 2% of respondents said they had no opinion because they planned to switch banks soon.

According to the respondents of this study, Janata Bank has undergone significant changes, including salary increases, changes to the promotion policy, improved technology, and succession planning for current employees, all of which have the potential to increase the motivation of the organization's workforce.

Employees at Janata Bank who participated in this study reported more frequent difficulties in competing with other banks due to the bank's inferior technology, poor credit rating, lack of focus on CSR initiatives, inadequate workforce, lack of product knowledge, limited manpower, Management policy, and poor reputation among customers.

There is no division of labor among personnel in a branch. Regardless of their position, they are bound to lengthy hours of repetitive branch work. This is why they continuously return to the same work, despite being capable of executing numerous other things. To

enhance the bank's efficiency, higher management should make optimal use of these employees.

4.1 Recommendation

Janata Bank Limited's human resources department is prosperous. However, some factors should be considered. I would like to make some recommendations based on the revision of the SWOT analysis and questionnaire analysis.

- ✓ Officers should be provided with transportation service.
- ✓ I've observed that practically all employees put in extra effort at work. In the branch level, they never leave. Employees frequently put in extra time, but management does not take note. It results in unhappiness. Therefore, the management should offer some additional incentives to inspire these workers.
- ✓ Although online banking has been around for a while, many employees are still unfamiliar with the system. As a result, they should be trained in this area.
- ✓ Make the pay structure appealing to the employees.
- ✓ There are many skilled workers. They either have a strong technical or academic background. Unfortunately, they are not given the opportunity to express themselves. Their abilities must be developed and applied for the benefit of the organization.
- ✓ They should enhance the number of HRD experts in the recruitment department.
- ✓ Managerial control must be flawlessly implemented.
- ✓ Organize relevant and motivational training for the personnel.
- ✓ Enhanced MIS support is necessary for enhanced functionality.
- ✓ There is no defined work site for interns. Interns must wander around and search for a place to work; therefore, this must be improved, and they should be provided with a set location so that they may do so comfortably.

- ✓ The promotion of an eligible employee to a higher level requires proper succession planning by Janata Bank, which also serves as a motivating factor.
- ✓ To accurately track each employee's performance, they should enhance their performance management system.
- ✓ For CVs that are rejected after an interview, there must be a rule, policy, or guideline that must be followed.
- ✓ Transparency is required during the recruitment process.
- ✓ Arrange co-curricular activities for employee refreshment, which is stimulating and helps to prevent turnover.
- ✓ Provide additional benefits, such as overtime, performance incentives, and raises, as required.
- ✓ They should use online social media advertisements whenever they require manpower.
- ✓ Due to central control, it is important to verify whether the recruitment and selection process is carried out fairly.

4.2 Conclusion

The human resource department of Janata Bank Limited is strong and supportive of its employees, and the HRD efficiently coordinates with the other divisions to achieve the organization's objectives. It does not refer to the size of an organization's workforce. It is the sum of their knowledge, skill, creative abilities, talents, and aptitudes, along with their values, attitudes, and beliefs, as well as their optimistic disposition. Over the past nine years, JBL's corporate culture has grown to present employees with multiple chances for initiative and responsibility. Maintaining a committed company culture that is businesslike and aligned with JBL's objective is a challenge. The success of an organization is contingent on the human resources department's provision of skilled labor. Today, HRD plays a crucial role. HRD is utilized by the world's greatest multinational organizations to manage their massive labor forces. Globally, organizations are rapidly evolving and enhancing their quality. The quality is governed by the evaluation procedure, which involves a variety of assignments. The bank views its personnel as the organization's most significant asset. Each employee contains distinct abilities, and if guided with forethought and inspiration, the workforce can produce creatively superior results. In accordance with the bank's growth objectives, management carefully identifies and develops personnel who have the potential to become future leaders.

4.3 References

1. Human Resource Management Practices of Janata Bank Ltd. 2017. (n.d.). Pdfcoffee.com. Retrieved September 18, 2022, from <https://pdfcoffee.com/human-resource-management-practices-of-janata-bank-ltd-2017-pdf-free.html>
2. Chand, S. (2014, April 2). Methods of Training: On-the-job Training Method and Off-the-Job Methods. Your Article Library. <https://www.yourarticlelibrary.com/human-resource-development/methods-of-training-on-the-job-training-method-and-off-the-job-methods/32369>
3. Hasnan Imtiaz. (2016, August 10). Financial Performance Analysis Of Janata Bank Limited. <https://www.slideshare.net/HasnanImtiaj/financial-performance-analysis-of-janata-bank-limited>
4. Mayhew, R. (2019, January 25). Six Main Functions of a Human Resource Department. Chron.com. <https://smallbusiness.chron.com/six-main-functions-human-resource-department-60693.htm>
5. Shamara, Z. (2021). Janata Bank. Dspace.uju.ac.bd. <http://dspace.uju.ac.bd/handle/52243/2121>
6. Internship Report on HRM Practices in Banking Sector of Bangladesh. (2014, January 11). Msrblog. <http://www.msrblog.com/business/human-resource-management/internship-report-on-hrm-practices-in-banking-sector-of-bangladesh.html>
7. Peterdy, K. (2022, July 7). PESTEL Analysis. Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/pestel-analysis/>
8. Martin, M. (2021, December 16). Porter's Five Forces: Analyzing the Competition. Business News Daily. <https://www.businessnewsdaily.com/5446-porters-five-forces.html>

Questionnaire

Mr. Sir/ Madam,

My name is Rifat Ara, and I am a BBA student in my final semester at BRAC University. I am completing a Research Report at Janata Bank Limited's HR Operations as part of my syllabus. Please express your thoughts/opinions regarding the Janata Bank Limited study report feedback in the area provided below. Your information will be kept totally confidential and used just for analysis by me.

1. How long you have been employed by Janata Bank?
 - Less than a year
 - 1-3 years
 - 3-9 years
 - More than 10 years

2. Which of the following elements has major impact on your decision to quit the job?
 - Low salary
 - Supervisor's negative behavior
 - Inappropriate work environment
 - Slow career growth
 - Workplace politics

3. Are you satisfied with the working condition?
 - Satisfied
 - Highly Satisfied
 - Moderate
 - Dissatisfied
 - Highly dissatisfied

4. Did you have received any training for your current job position?
 - Yes
 - No

5. Opinion regarding career growth in Janata Bank?
 - Satisfied
 - Highly Satisfied
 - Dissatisfied
 - Highly dissatisfied
6. What is your opinion regarding Janata Bank's HRM Policy?
 - Satisfied
 - Highly satisfied
 - Dissatisfied
 - No comments
7. How would you define your level of contentment regarding the compensation and benefits?
 - Satisfied
 - Highly satisfied
 - Dissatisfied
 - Highly dissatisfied
 - No comments
8. What system modifications do you think Janata Bank should make to boost up their employees' motivation towards the work and organization culture?

Answer:

9. When it comes to human resources, Janata Bank prioritizes quantity over quality. What's your thought regarding this?

Answer:

10. Which issue do you encounter more frequently when competing with other banks?

Answer:

