

Report On  
Proposing strategies to address the challenges emerging from recruitment  
and acquiring talent- A study on Trust Bank PLC.

By  
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An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration (BBA)

BRAC Business School  
BRAC University  
30<sup>th</sup> June, 2024

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## **Declaration**

I therefore, declare that

- This internship report proposed is my/our very own genuine work.
- The report does not carry any workings that are written by someone else or published earlier on. However, some secondary information are cited through proper manners.
- This report does not hold information that are collected through academic papers which are either approved or submitted in any other universities or educational institutions.
- I/We have appreciated all the main origins of help.
- 

**Student's Full Name & Signature:**

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**Mashnoor Navid**  
Student ID: 19304030

**Supervisor's Full Name & Signature:**

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Dr. Syed Far Abid Hossain, PhD  
Assistant Professor  
BRAC Business School  
BRAC University

## **Letter of Transmittal**

Dr. Syed Far Abid Hossain

Assistant Professor,

BRAC Business School

BRAC University

Subject: Submission of internship report on “Proposing strategies to address the challenges emerging from recruitment and acquiring talent- A study on Trust Bank PLC.”

Respected Sir,

I am indebted and proud to present you with my internship report on challenges and opportunities regarding recruitment & talent acquisition strategies in the Banking sector - A comprehensive study of Trust Bank PLC. This work was performed in order to comply with the final requirement of our Bachelor in Business Administration program, BUS 400.

I put my best efforts and work meticulously to make sure the standard of this paper is maintained by strictly following our guidelines. Thank you for your splendid cooperation and the resources you provided me during my internship tenure. It has been a true honor working under you, Sir, as without your blessings, I don't believe I would be able to finish this paper.

Mashnoor Navid

19304030

Brac Business School

Brac University

## **Non-Disclosure Agreement**

This accord is established and entered into by and between Trust Bank PLC and the undersigned pupil of BRAC Business School, BRAC University.

- I am bound to keep all confidentiality regarding the information of Trust Bank PLC even after the end of my internship.
- I will not temper, forge or misuse any information of Trust Bank PLC for my financial gains or other advantages.
- I will provide my internship report to my onsite supervisor in the Bank before presenting to my university.

I accept to adhere to all the aforementioned guidelines.

---

Mashnoor Navid

19304030

## **Acknowledgements**

A lot of individuals were involved, and they assisted me a lot so that I could properly submit my internship report while ensuring a certain standard for the report. I am extremely lucky for all the instructions along guidelines I received. I also want to express my gratitude to Almighty Allah for blessing me with the chance to work with one of the largest financial institutions in Bangladesh. Also, I express my sincere gratitude towards my supervisor, Dr. Syed Far Abid Hossain, Phd, for all his instructions & motivation aided me in finishing the report. Additionally, I cannot thank my co-supervisor enough, Dr. Nazmul Islam, PhD who provided me with additional resources that helped me to deliver the report in a timely manner. Also, I thank my supervisors for helping me gather valuable experience as well as providing me with resources that helped to finish this report.

## **Executive Summary**

In accordance with the Banking Companies Act-1991, Trust Bank PLC, which is financed and monitored by Army Welfare Trust, initiated its banking operations banking permits on July 15, 1999, in order to facilitate banking services to the Bangladesh Army, Navy, and Air Force personnel and established branches in cantonments, air and naval bases throughout Bangladesh. However, due to its excellent banking services and customer satisfaction, the bank managed to attract civilians and businesses as well, concentrating on a mass market. In the past two decades, Trust Bank PLC has been able to establish banking networks throughout Bangladesh by expanding SME centers, corporate and retail branches, ATM booths, and sub-branches. Being under the AWT umbrella and being consistent regarding financial performance, the mass population gained a sense of confidence and Trust Bank PLC managed to reach and target new clients. By offering attractive and competitive financial products and debt instruments, the bank has been able to contribute by attracting the population with saving schemes and helping businesses to grow by financing them. This study aims to identify the complexities concerning recruitment and talent acquisition that HR managers of Trust Bank PLC face constantly and how they can capitalize on the scenario. This study is divided into three sections where:

- The initial one contains an internship summary.
- The following one presents a brief overview of the bank.
- The final chapter explains the challenges Human Resources Division faces regarding recruitment and talent acquisition.

My Internship at Trust Bank PLC has provided me with significant knowledge and real-life experience regarding HR guidelines imposed by Bangladesh Bank, how the HRD functions, as well as various functional tasks that will aid me in my future endeavors.

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## List of Acronyms

|       |   |
|-------|---|
| PLC   | Public Limited Company                            |
| ATM   | Automated Teller Machine                          |
| HRD   | Human Resources Division                          |
| TIN   | Tax Identification Number                         |
| NID   | National Identity                                 |
| AWT   | Army Welfare Trust                                |
| OD    | Organization Development                          |
| APA   | Annual Performance Appraisal                      |
| KSA   | Knowledge, Skills, Attitude                       |
| IoT   | Internet of Things                                |
| RB    | Retail Banking                                    |
| MIS   | Management of Information Systems                 |
| MTO   | Management Trainee Officer                        |
| PCB   | Private Commercial Bank                           |
| HRIS  | Human Resources Intelligent Systems               |
| COLA  | Cost Of Living Adjustment                         |
| AGM   | Annual General Meeting                            |
| SWIFT | Society for Worldwide Interbank Financial Telecom |

# **Chapter 1**

## **Overview of Internship**

### **1.1 Student Information**

**Name:** Mashnoor Navid

**ID:** 1930430

**Program:** Bachelor of Business Administration

**Major:** Human Resource Management

### **1.2 Internship Information**

#### **1.2.1 Period, Company, Department, Address**

**Period:** 3 months, 1<sup>st</sup> October, 2023 to 31<sup>st</sup> December, 2023.

**Company Name:** Trust Bank PLC

**Department:** Human Resources Division

**Address:** Shadhinata Tower, Bir Srestha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka-1206

#### **1.2.2 Internship Company Supervisor's Information**

**Name:** S.G.A Alif Ul Haque Akash

**Position:** Assistant Vice President

### 1.2.3 Job Scope

During my internship, I worked under the supervision of a Junior Officer and Assistant Vice President at the Human Resources Division. On a rotation basis, I was assigned to a wide range of functional duties that helped me understand and witness real-world HR practices in the banking sector. I have mentioned some of my major duties and responsibilities below.

- During my internship, I worked under the supervision of a Junior Officer and Assistant Vice President at the Human Resources Division. On a rotation basis, I was assigned to a wide range of functional duties that helped me understand and witness real-world HR practices in the banking sector. I have mentioned some of my major duties and responsibilities below. During the recruitment process, HRD shortlists the desired candidates and calls them for an interview. I was tasked to download and save the CVs of the shortlisted candidates within the common share folder so that information can be traced if things don't go well. Additionally, if any of the candidates failed to provide vital information like previous salary, work experience, or educational qualification, then I had to contact them by phone and politely ask them to log in again and fill information properly. Afterward, I had to print those CVs along with a candidate evaluation sheet and file them properly for the interviewers. Once the final interviews are concluded, I again gather those interviewers' files and sort the candidates into "Selected," "Pool," and "Not Qualified." Moreover, I pass the information's of Selected and Pooled candidates to my line manager in order to start the selection process.
- As the selected candidates provide verbal and written documentation of joining Trust Bank PLC, preparations are made so that the new officers feel welcomed. In this scenario, I was mostly tasked to create new employee files, which initially included an approval letter from the board, an appointment letter, basic information, a resume and candidate evaluation sheet, documents of written exam & educational qualification, nomination form, and finally, the bond of surety. My line manager and I had to ensure that a new employee provided all the information we needed and signed the required documentation.
- As a new BB policy, every regulated bank employee had to provide fingerprints in order to get PF loan facilities and in order to comply with the new policy. Thus, I assisted our

compensation manager by sorting out PF loan applications in terms of employee tenure and personally visited those individuals so that I could collect their fingerprints.

- Providing refreshments for candidates and VIP guests, applying seals to various documentation, scanning office notes, CVs, and requisition forms, saving them in the sorted folders, as well as creating new employee ID cards.

## **1.3 Internship Outcomes**

### **1.3.1 Contribution to the company**

Although I never had the knowledge, skills, and abilities as well as resources like my supervisor and seniors, I did my best to contribute to my department by being attentive to details, eager to learn, and questioning in order to understand how HR works for banking and NBFI business models. In addition to that, the working hours of Trust Bank PLC were from 10.00 am to 5.00 pm. Still, only a few officers leave before 7.00 pm since everyone used to be very busy in terms of handling multiple employee issues regarding salary & benefits, leaves, issuing loans, visa processing, and many other technical issues. Also, attending board meetings, visiting branches as well as monitoring training and development are the challenging aspects of our HR managers and officers. During my tenure, I did my best to assist all the officers but I spent more of my time in the planning and resourcing team.

Along with that, I have prepared educational qualification files for approximately 2000 employees. The files mainly contain verified versions of SSC, HSC, Bachelors, and Masters. My supervisor urged me to conduct the work very seriously, as BB officials were demanding transparent information by the end of the year 2023. Moreover, my supervisor trusted me to lessen some workload as he, along with the entire team, was stuffed with major responsibilities like drafting JD and JS, workforce planning, selection and recruitment, career portal management as well as employer branding.

### **1.3.2 Benefits to the Student**

My internship at Trust Bank PLC gave me an outstanding, real-life working experience, and I managed to connect my academic learnings with practical workplace scenarios. Moreover, my supervisor advised me to study the Bangladesh Labor Law, a comprehensive book written by Justice Azizul Haque, so that I can have a deep understanding of how HR works while complying with regulations. In the future, I believe that this expertise will guide me towards my career path not only in banking and NBFIs but in any companies that will be open for me in Bangladesh as apart from a few exceptions, the rules and acts for labor as well as welfare foundation are mostly same as any manufacturing or service based industries as hiring managers look for candidates with relevant background. Furthermore, my soft skills such as adaptability, stress management, teamwork, analytical skills as well as regulatory compliance were enhanced as I had real-life banking-based HR work experience during my tenure. Also, my interaction with bankers and other staff expanded my professionalism and showed me the proper ways to communicate with other professionals and understand the conventions of a work environment. To add more, my internship in this bank also allowed me to expand my networking with professionals within banking, insurance and the HR sector.

### **1.3.3 Problems faced during the internship period**

During my internship tenure, there were some hindrances I faced in the office, which created an obstacle to my effectiveness, despite my line manager's best efforts to provide me with a flawless, growth-oriented internship experience. As most of the officers were preoccupied with their functional duties and conducting back-to-back interviews, clear guidance was absent, and that is one of the challenging issues I have faced. Without proper instructions, performing tasks in a timely manner became challenging. Also, due to their busy schedules, monitoring and providing feedback were not regularly present as well, which did not clear my areas of development. Furthermore, I never had access to the resources that an officer had. For instance, I had to use other employees' computers while they weren't using and separate login credentials were absent for interns and MTs who worked at HRD on a job rotation basis.

Additionally, there was also a lack of chairs and desks, and without them, working for hours caused neck and shoulder pain. Finally, as the university fixated on the internship tenure, it was impossible to attain goals & learning outcomes and establish competencies. In three months, it was very challenging to gain a deep understanding of all of the Human Resources Division's operations.

### **1.3.4 Recommendations to the company on future internships**

The following propositions can be put into considered by Trust Bank PLC so that it can improve its internship program

- A set of clear instructions and responsibilities, as well as their learning outcomes, should be provided to the interns by the bank so that interns can understand their duties precisely. In addition, a handbook needs to be provided to the interns that will not only act as a guide but also answer the frequently asked questions as well as clarify the standards in a motivating manner.
- The bank should provide 360 feedback and performance appraisal for interns on a regular basis. As a result, interns will have a clear imagination about their skills, knowledge and attitudes as well as scope for development.
- In order to enhance the prowess and competencies of an intern, training and development opportunities should be offered by the bank.
- Instead of assigning regular clerical duties, more challenging and complex projects need to be provided to interns so that they can understand leadership, teamwork, and quality control more.
- Interns need to be provided with desks and chairs along with individual login credentials. Furthermore, a fair amount of stipend needs to be provided by the bank in order to keep the interns motivated.

## **Chapter 2**

### **Organization Part**

#### **2.1 Introduction**

Trust Bank PLC is a distinguished banking company that has been executing banking operations with sheer excellence across the country. I was appointed by the bank as an intern and worked in their Human Resources Division (HRD). This chapter includes information about the overview of the bank and its mission, vision, management practices, leadership approaches, recruitment & selection, compensation system, training and development, annual performance appraisal, accounting & financial practices, management information system, industry, and competitive analysis and finally recommendations for the organization.

#### **2.2 Overview of the company**

Trust Bank PLC is a private commercial bank where the major shareholder is the Army Welfare Trust and obtained banking permits on July 15, 1999, from the central bank. The authorized capital of the bank is BDT (mn) 10,000, and the paid-up capital is BDT (mn) 8,562.27. The bank commenced its journey as a scheduled bank in November 1999. The proposal of establishing a bank by the Bangladesh Army was first introduced in 1987. Hence, the board of directors is senior Army personnel, with the chief of staff as its general and the Adjutant general as its vice chairman.

Trust Bank PLC is one of the leading private commercial banks, having a massive growth-oriented network of 115 branches and SME centers, 8 sub-branches, 262 ATM booths, and 500 POS machines across Bangladesh, and plans to inaugurate more financial services among key locations.

On top of that, the bank is mostly monitored and subsidized by the Army Welfare Trust (AWT), being the only bank of its kind in Bangladesh. In order to stay competitive in the industry, the bank managed to market a wide range of corporate and retail-based financial products and debt



instruments. By maintaining a constant quality, the bank managed to establish a public reputation as a stable and sound bank throughout the years.

Apart from retail and corporate banking as well as locker services, the firm also facilitates SME and Islamic banking, international banking systems such as RFC, US dollar premium or investment bond as well as treasury management. In the meantime, the bank managed to extend its credit facilities to almost every major industrial sector so that the economy could thrive more. In addition to that, agriculture, light engineering, entrepreneurship, and women empowerment are encouraged with more financing and advisory, and hence, they are under the Trust Bank PLC SME umbrella. Apart from that, as the textile industry in Bangladesh started to become more significant in terms of increasing export and economic growth, Trust Bank PLC decided to participate in a syndicated loan with other banks and NBFIs so that the textile sector could sustain and flourish. As more clients started to gain the trust of the bank and business kept growing, the bank managed to keep improving its quality of the service by adapting to the technological trends, complying with the policies of the central bank, and ensuring proper training and development so that employees can maintain the perceived value of the services. By the beginning of 2001, the firm started to adapt itself to new technological advancements by introducing an automated branch banking system in order to increase efficiency in terms of interbank operations. Within the next four years, the bank managed ATM services for its customers. In addition to that, as Bangladesh slowly started to move towards the mass internet era, Trust Bank PLC decided to introduce online-based services in order to enhance customer experience. Therefore, in 2007, the bank introduced online banking services that facilitate any branch, ATM, SMS, Tele, and Internet banking to its customers. As a result, clients can conduct financial transactions without being present at the branch and do not have to open multiple accounts in separate branches anymore. Furthermore, the bank also managed to establish a credit card, Visa, in order to stay competitive in the banking sector. Throughout the years, the bank managed to operate so that it could expand its customer base and operations. However, COVID-19 put immense pressure on the banking industry, and many banks, including Trust Bank PLC, were forced to change their strategy as low-cost value providers. However, that didn't stop the firm in terms of bringing comprehensible financial products such as solar energy

financing, comprehensive Islamic banking, Offshore Banking, working capital finance, mobile applications, Asset Liability Management, as well as green banking, and locker services.



*Figure 1 Major Branches of Trust Bank Limited*

## 2.2.1 Vision

Building a long term sustainable, commercial bank that will emphasize on by marketing the perceived value while complying with the policies and regulations of the central bank.

## 2.2.2 Mission

- Attaining long term based sustainable growth through diversification and resilient risk management
- Including the unbanked population towards the banking system by the help of technological advancements and low cost
- Being transparent as well as accountable to all stakeholders such as clients, investors, officers and regulators, establishing the highest levels of compliance while conducting any operations.

## 2.2.3 Company Profile

*Table 1 Details of Trust Bank PLC*

|                              |   |
|------------------------------|---|
| Company Name                 | Trust Bank PLC  |
| Registered Office            | Shadhinata Tower, Bir Srestha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka-1206 |
| Authorized Capital           | 10,000.00 Million   |
| Paid-up Capital              | 8,562.27 Million  |
| Equity                       | 20,124  |
| Number of Branches           | 115   |
| Total Number of Employees    | 4,247   |
| Total Number of Shareholders | 19,146  |
| Auditors                     | MABS & J Partners., Hussain Farhad & CO.  |
| SWIFT                        | TTBLBDDH  |
| PABX                         | 44870030-2  |
| E-mail                       | <i>info@tblbd.com</i>   |
| Website                      | <a href="http://www.tbl.com.bd/">http://www.tbl.com.bd/</a>                       |

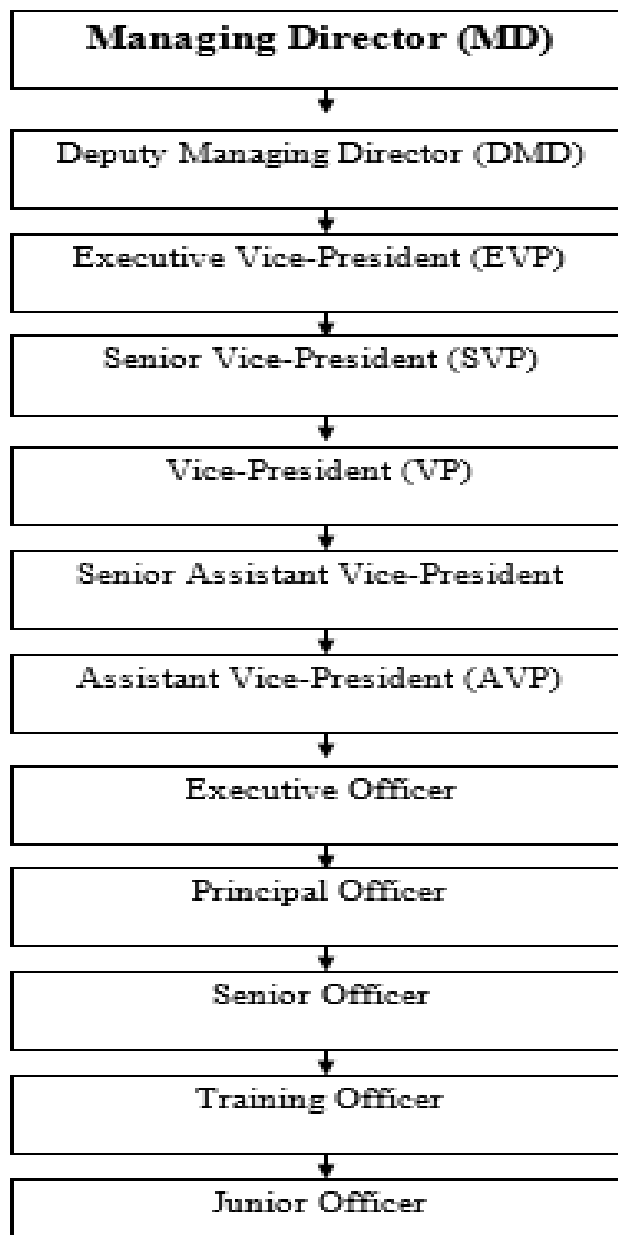
## 2.2.4 Board Members

| <b>BOARD MEMBERS</b>  |               |
|---|---------------|
| General S M Shafiuddin Ahmed SBP, OSP, ndu, psc, PhD<br>Chief of Army Staff | Chairman      |
| Maj Gen Md Nazrul Islam SPP, ndu, afwc, psc, G                              | Vice Chairman |
| Brig Gen S M Zia-Ul-Azim ndc, afwc, psc                                     | Director      |
| Brig Gen Md Kaisar Hasan SGP, ndc, psc                                      | Director      |
| Brig Gen Mohammad Moazzem Hossain ndc, afwc, psc, G,<br>MPhil               | Director      |
| Brig Gen Md Nishatul Islam Khan ndc, afwc, psc                              | Director      |

|   |                      |
|---|----------------------|
| Brig Gen Md Munirul Islam SGP, psc, PhD   | Director             |
| Brig Gen Md Sajjad Hossain ndc, afwc, psc | Director             |
| Mr. Anisuddin Ahmed Khan                  | Independent Director |
| Humaira Azam                              | MD & CEO             |

*Table 2 Board Members of Trust Bank PLC*

## 2.2.5 Organogram of Trust Bank PLC



*Figure 2 Organogram*

## **2.3 Management Practices**

Management practices refer to all the systematic frameworks, techniques, practices and ideas that drive an organization towards success. Managers use their experience and technical know-how to run down effective corporate operations. It is also essential for the workforce to look for new managerial innovations that will provide them with a competitive edge in a highly saturated market.

### **2.3.1 Leadership Approach**

Trust Bank PLC uses a participative leadership approach in order to determine its major decision making criteria. Despite waiting for instructions or guidelines from the board of directors, senior principal officers and their subordinates across different divisions regularly participate in terms of formulating goals, attaining strategic objectives, and solving complex issues. Such as all SEVPs of all major divisions, board members as well as branch managers attend EC meetings on a regular basis, where officers get an opportunity to introduce their viewpoints and thoughts so that the financial institution can flourish and thrive more. This leadership approach assists in ensuring everyone's participation, which will lead to better workplace and environment development. However, the only demerit of this leadership approach is this process cannot be executed overnight and may turn very complex for financial institutions with many workforces, as gathering a good workforce, identifying critical problems and identifying suitable actions and implementing them as well as monitoring and feedback are most important components as they help to draft final decisions.

### **2.3.2 Compensation Scheme**

Officers at Trust Bank PLC get their remuneration both financially and non-financially for their extraordinary work performance. In addition to that, financial compensation often includes salary, overtime wages, and incentives, as well as commissions provided to the officers. Additionally, a

very popular compensation program called “Trust Bank PLC Employee’s Provident Fund” loans that are monitored and administered by the board of directors, and this loan can be sanctioned towards any permanent officers. In order to increase the standard of living as well as keep the bankers motivated, non-monetary fringe benefits are also provided in terms of medical leave, paid vacation leave, dining facilities, appliances, home and car loans, attractive insurance policies from Astha Life Insurance Ltd, medical and diagnostics discounts from Farazi Hospital Limited, endless prospects for career growth and opportunities with recognition. Many senior staff are accommodated with transportation from the bank.

Salary Review, Adjustment and Disbursement: In order to keep the bankers of Trust Bank PLC financially motivated, the Compensation & Benefits team of HRD is primarily responsible for overseeing salary structures and reconciliation along with disbursements for all the bankers of Trust Bank PLC, aligning with the salary-related regulatory compliances sanctioned by Bangladesh Bank. In addition to that, HR managers have to be very insightful about industrial labor practices so that they can properly determine the market trends, fair compensation packages, new government-issued labor laws or compliances, etc. Disbursing salary to all the bankers in a timely manner is another important task that is carried out by the Compensation and Benefits team. As a result, bankers achieve sound financial satisfaction within the bank. The compensation framework of Trust Bank PLC is provided below.

*Table 3 Salary Structure*

| <b>Components</b> | <b>Non-Executive</b>   | <b>Executive</b> |
|-------------------|------------------------|------------------|
| Basic             | Within Range           | Within Range     |
| House rent        | 50% of the basic       | 50% of the basic |
| Conveyance        | Fixed as per structure | N/A              |
| Medical           |                        |                  |

|                       |     |                        |
|-----------------------|-----|------------------------|
| Leave Fare Assistance |     | Fixed as per structure |
| Utility               | N/A |                        |
| Telephone             | N/A |                        |
| Club                  | N/A |                        |
| Car Benefits          | N/A |                        |

**Staff Loans Processing:** Trust Bank PLC always facilitates its employees when it comes to the money lending procedures and the Compensation & Benefits managers work promptly regarding the issue. These activities often include helping bankers by providing information and drafting necessary paperwork, verifying eligibility, and processing loan applications. To add more, HR managers also collaborate with other divisions as well as board members so that loan approval and disbursement can take place in a timely manner. Before that, the team needs to make sure that the loan applicant has understood the types of loans, options & terms, as well as repayment structures, focusing on the banker’s flexibility.

*Table 4 Trust Bank PLC Loans*

| <b>Types of Staff loans</b> | <b>Fundamentals</b>  |
|-----------------------------|--|
| Provident Fund Loan         | <ul style="list-style-type: none"> <li>• No interest rates are charged</li> <li>• Bankers can have up to 80% of their contribution once they confirm 2 years of service</li> <li>• Up to 100% of PF contribution loan can be achieved once a banker confirms 5 years of service</li> </ul> |
| House Building Loan         | <ul style="list-style-type: none"> <li>• 5 % interest rate</li> <li>• A minimum 10 years of service is required to be eligible</li> </ul>  |
| Staff Car loan              | <ul style="list-style-type: none"> <li>• 5% interest rate</li> </ul>   |



|           |   |
|-----------|---|
|           | <ul style="list-style-type: none"> <li>• Only applicable for executive level bankers</li> </ul>             |
| Staff APL | <ul style="list-style-type: none"> <li>• 8% interest rate</li> <li>• Assistant Officer and above</li> </ul> |

**Group Term Life Insurance:** For the betterment of the overall workforce, Trust Bank PLC has facilitated the bankers with group term life insurance by collaborating with Astha Life Insurance Limited, which is a sister concern of the Army Welfare Trust. The Compensation & Benefits team is particularly responsible for enlightening the bankers about insurance terms, policies, coverage, premiums as well as claims. Also, HR managers aid the bankers by properly communicating beneficiary nominations to the bankers so that they can utilize this financial product properly. Thus, bankers enjoy contentment and well-being in the long run as the Compensation and Benefits team ensures economic security for not only the bankers but their loved ones as well.

**Bonus Calculation & Disbursement:** Bonus is an important variable to keep an employee motivated and disbursing it in a timely manner holds on to the employees highly satisfied as well as maintains a positive gesture for Trust Bank PLC. The Compensation and Benefits managers play a significant role in terms of bonus disbursement and calculation which includes increments and festival bonuses as well. Hence, in order to execute bonus calculation and disbursement fairly and transparently, HR managers meticulously investigate performance appraisals and use methods to determine whether the bankers accomplished the strategic objectives or not so that bonus eligibility can be determined for every banker. Moreover, the team also bands together with the finance and payroll divisions in order to allocate funds properly. The HRD of Trust Bank PLC has a separate structure for Increment and bonus programs. They are given below.

### **Increment**

The increment system of Trust Bank PLC becomes effective from 1st July each year. The Compensation and Benefits team relies on two types of increment systems.

- Cost of Living Adjustment (COLA)
- Merit Increment

A banker has to confirm a minimum of 180 days of service to be eligible for COLA, where each variable of the salary structure is changed. On the other hand, Merit Increment is based upon the Annual Performance Appraisal rating where only basic salary and house rent allowance are changed.

**Bonus**

Festival bonuses are distributed on the occasion of Eid-UI-Fitr and Eid-UI-Azha, and 1 month of basic salary is disbursed. Additionally, 20% of the Monthly Basic Salary is being disbursed on the occasion of Pahela Baishakh. Moreover, based on the Annual Performance Appraisal rating, performance bonuses are allotted to the bankers when the board of directors declares retained earnings—however, a minimum of 180 days of service per performance year.

**2.3.3 Recruitment and Selection**

The HR planning and recruitment team plays a significant role concerning recruitment and selection. By collaborating with the Organizational Development team, the HRD drafts Job Descriptions. Additionally, the team advertises vacancy announcements through job platforms like bdjobs.com and social media platforms like LinkedIn. The team identifies qualified candidates by meticulously screening CVs, formulating and executing written exams and interviews as well as aiding in their hiring procedures, impacting a positive recruitment experience for the candidates. The recruitment criteria of Trust Bank PLC are illustrated below.

*Table 5 Educational Qualifications*

| Category | Eligibility criteria As Per Policy | Criteria as Practiced   |
|----------|------------------------------------|---|
| MTO      | Post-Graduation/<br>Masters or MBA | Result:<br><ul style="list-style-type: none"> <li>• Minimum CGPA 3.0 in Graduation and Post-Graduation</li> </ul> |

|                                  |  |   |
|----------------------------------|--|---|
|                                  |  | <ul style="list-style-type: none"> <li>• Minimum GPA 5.00 in both SSC &amp; HSC</li> </ul>  |
| TJO                              | Graduation/ Post-Graduation/<br>Equivalent Degree    | Result:<br><ul style="list-style-type: none"> <li>• Minimum CGPA 3.0 in Graduation and Post-Graduation</li> <li>• Minimum GPA 4.00 in both SSC &amp; HSC</li> </ul> |
| TAO                              |  | Result:<br><ul style="list-style-type: none"> <li>• Minimum CGPA 2.5 in Graduation and Post-Graduation</li> </ul> Minimum GPA 3.00 in both SSC & HSC                |
| TACO                             |  |   |
| Lateral Entry in Any Designation | Minimum Bachelor/<br>graduation or equivalent Degree | As deemed fit by the management based on previous banking experiences.  |

On the other hand, various selection-related activities are carried out by the HR planning & resources team. HR managers contribute their technical competence and HR insights in order to determine proper selection criteria along with candidate assessment. Additionally, the team collaborates with the interviewers to establish a selection framework, design evaluation methods as well as deploy pre-employment tests. This systematic method smoothens selection operations and aids the bank in creating a pool of talented workforce.

### **2.3.4 Training and Development**

In order to comply with Bangladesh Bank and other regulatory bodies as well as improve banking services and operations, Trust Bank PLC's HRD's OB team organizes Training and Development for every banker throughout the year. All this training not only helps the bank attain its goals but also enables career growth and enhances KSA for job roles. As a result, Trust Bank Training Academy (TBTA) was established in order to fulfill both organizational goals and regulatory compliance. By directly collaborating with the HRD, the TBTA manages to ensure industry-standard training and development for all the bankers of Trust Bank PLC. Additionally, the institute provides training and guidance on general banking, retail finance, financial control, and act, legal, IT, SWIFT, and GSSD, as well as human resources and many other specialized programs and roles. The training that is offered to the bankers is described in detail below.

The academy provides five sorts of training programs throughout the year, and they include House training, Software & Hardware, networking, and finally, training for card division.

#### **In House Training**

In order to increase the overall competence, productivity, and abilities of the bankers, Trust Bank Training Academy, along with HRD, conducts four core banking training for entry-level MTOs. They include

- **Foundational Exercise Course**

Includes introduction, employee benefits, and service manual, corporate governance, IT policy, ethics, financial products, trade services, remittance, cash management, sustainability, as well as CSR activities and policies are taught thoroughly.

- **Retraining Program on Credit Risk Management (A)**

Pledge, Lien, Mortgage Backed Securities, Hypothecation, Ledgers, Credit Management, Regulatory compliance towards credit policy, Money market securities & their management, loans & advances, common lapse, mortgage valuation and pricing, CRG, Professional Wrongdoings of

sanctioning loans, provisioning, renewal, write-off, ADR, single borrower exposure limit, Financial projections, analysis, and cash flow management, and finally, loan supervision are covered here.

- **Retraining Program on Credit Risk Management (B)**

General and loan documentation, Islamic Banking, Features of Debt instruments, MBS compliance issues, Certificate valuation, DCR, Mutation Ledger, Value Added Tax, various laws and legal terms relating to the transfer of property act, ERM policies, EDD guidelines, ESRM, etc.

- **Retraining Program on Banking Malpractices Prevention**

Includes Introduction to fraud, malpractices, embezzlement, forgeries, irregularities, policies and guidelines for the board of directors, how to detect fraudsters and scammers as well as how to prevent them, fraud-prone sectors of banks, mismanagement in liquid assets, irregularities in Letters of Credit and Trade Securities, Forgery in Card division, Prevention of fake currencies, Action against financial fraud and money laundering, prevention of terrorist funding.

### **IT Training**

- Flora Banking and Trust Bank Intra Banking Software
- Bug Detection applications
- HR Orbis
- Internally manufactured software training programs

### **Connectivity**

- Branch Networking
- IP calling support
- Internet services
- Malware and hacking prevention and maintenance
- Email server

### **Hardware**

- Basic equipment and device-related training.

### **Card Division**

- All Visa related programs
- International compliances for Visa
- Promotional activities for Visa

Finally, the Organizational Development managers are also responsible for internship placements, providing certifications, professional examinations, and training nominations. The OD team plays a pivotal role towards its stakeholders in order to achieve financial inclusion in the banking industry.

### **2.3.5 Annual Performance Appraisal**

In order to ensure growth, KSA and technical expertise, performance appraisals are conducted so that potential gaps can be identified and HR can provide further necessary actions that will be beneficial for not only the banker but the company as well, promoting a win-win scenario. The OD team of Trust Bank PLC conducts a comprehensive framework, and every banker who has performed a minimum of 180 working days of service is qualified to attend the 100-marked appraisal. In order to determine the various elements that are correlated with employee work performance they are given below.

- **Business Development (20%)**

The OD team of the bank mainly looks for whether an officer has been able to meet the financial targets, providing superior customer service and increasing value to the business model as well as fulfilling other organizational strategic objectives.

- **Job Performance (20%)**

In this segment, HR managers from the OD team try to determine whether a banker can conduct his day-to-day duties and responsibilities in a timely manner, as well as how knowledgeable they are in terms of innovation and technical expertise.

- **Qualitative Performance (20%)**

This particular segment generally deals with the soft skills that a certain banker possesses, such as teamwork, problem-solving, analytical abilities, leadership, and adaptability. This segment is important as soft skills need time to develop and monitor but are a long-term beneficial asset for a banker.

- **Professional Attributes (20%)**

Banker's behaviors, moral codes, and sophistication towards the day-to-day conversations with peers, clients, and related stakeholders are monitored in order to maintain the bank's values and standards.

- **Job Attributes (20%)**

In this scenario, HR managers from the OD team try to determine the exhibition of bent on job attributes like leadership skills, generating innovative ideas, learning mentality, and adaptation are seriously observed as these attributes are important for promotion and more important job roles as well as contribute to the bank in the long run.

For the duration of the Annual Performance appraisal, the OD team regularly participates in feedback sessions, goal setting, and learning and development blueprints to support continuous performance improvement along with employee growth.

## **2.4 Marketing**

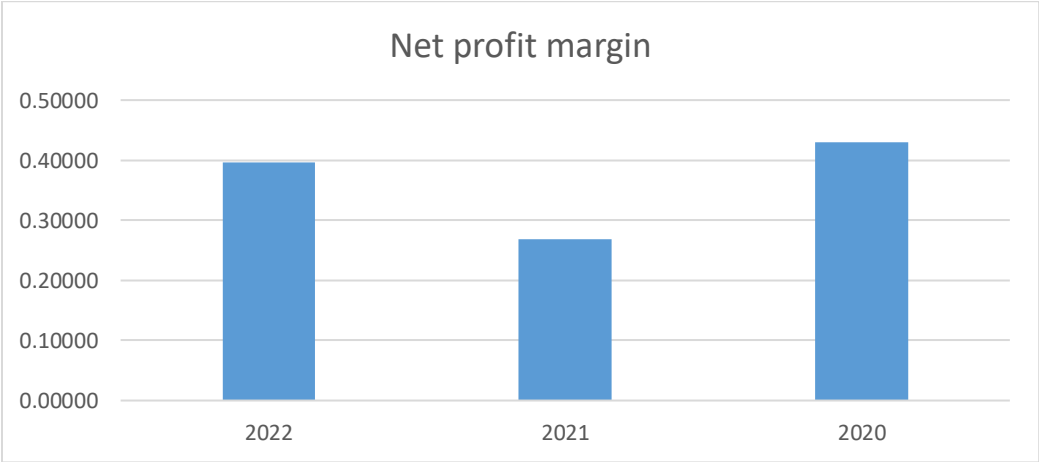
The Trust Bank PLC do not have a dedicated marketing division to support the bank's promotional activities. However, the bank do relies on a 3<sup>rd</sup> party marketing agency called Creative Marketing Company (CMC) which carries out promotional activities such as billboard advertising, sponsorships in various sports programs, newspaper & magazine advertisements, as well as prepares banners, festoons, emails, webpages and other promotional tools for social media marketing. The brand communication manages of Trust Bank PLC work extensively to generate ideas or promotional suggestions and they are implemented by the marketing vendor companies like CMC. To add, the bank is highly active on professional social media platforms like LinkedIn

and BDJOBS. Furthermore, direct selling is a popular approach for the bankers at Trust Bank PLC as this One to One communication approach as it helps bankers to understand the need and wants of the potential client and tailor the offerings that satisfies client’s needs.

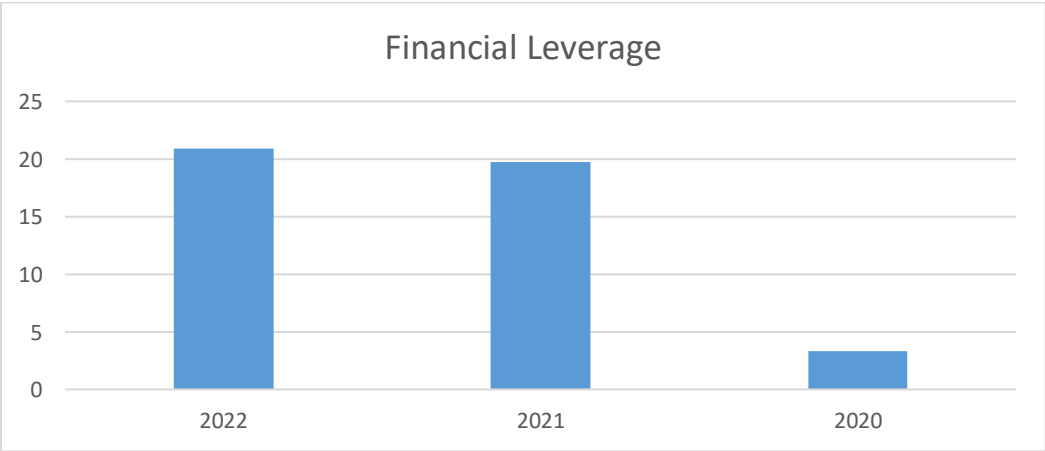
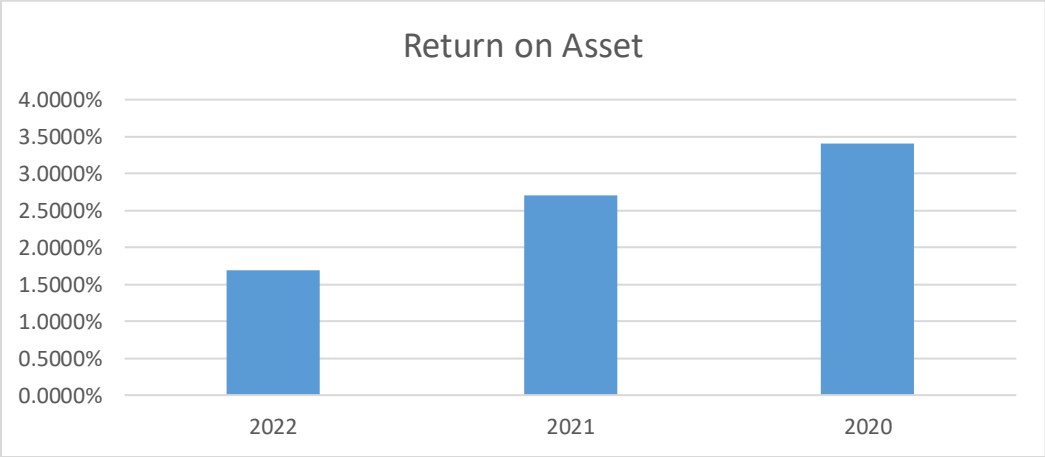
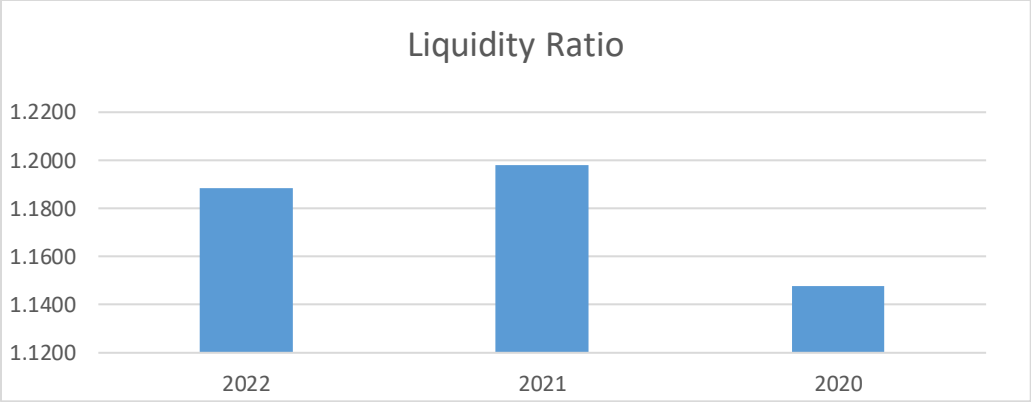
## 2.5 Financial Performance and Accounting Practices

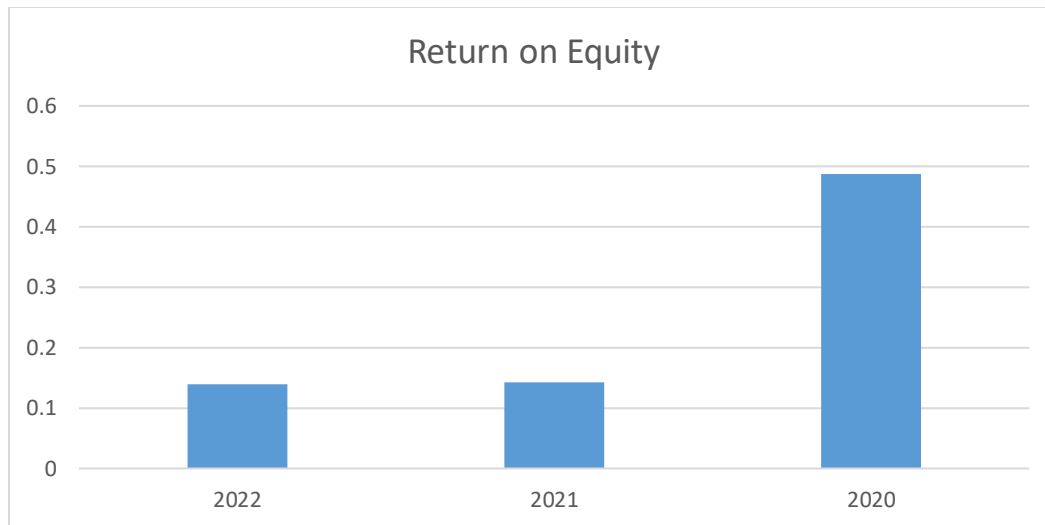
### 2.5.1 Financial Performance

In order to determine the financial performance of Trust Bank PLC in the years 2020, 2021, and 2022, some key financial parameters such as Liquidity Ratio, Net Profit Margin, Return on Asset, and Return on Equity, Financial Leverage, and finally Earnings per Share will be discussed here in order to determine the financial health of the bank. All financial information was collected from the audited annual reports, and the findings are described below









From the five graphs above, we can initially observe that the profit margin of the bank decreased from 2020 to 2021, but the situation started to improve in 2022. This volatility occurred due to the effect of the COVID-19 pandemic, giving rise to expenditures, changes in operations, along changing strategies. The second graph illustrates the liquidity ratio, and we can observe that the bank has been able to manage stable operations regarding current assets and liabilities, with values changing from 1.1477 to 1.1982. However, we can observe a decreased ROA over the three years, indicating that the bank has yet to be able to generate revenue in accordance with its assets. Also, over the three years, the bank has become highly leveraged. Using debt instruments to finance operations and investments may ensure returns, but it also increases the financial risk. Moreover, we can also observe a declining trend in Return on Equity, which indicates lower profitability over the last 3 years. Finally, the rising EPS indicates a positive sign for shareholders.

## 2.5.2 Accounting Practices

In order to comply with the regulatory guidance sanctioned by Bangladesh Bank, all regulated banks are bound to follow the approved accounting principles, and Trust Bank PLC is no exception

to that. Therefore, bank is obliged to follow accounting methods like the International Accounting Standards (IAS) and the International Financial Reporting Standards (IFRS). Financial analysts are liable to prepare financial statements and maintain a double-entry bookkeeping method so that they can fulfill the requirements of IFRS. Moreover, With a view to getting to the present financial scenario, the bank follows the accrual accounting approach where whether earnings are collected or not, revenues and expenditures will be recorded whenever they occur. To add more, two 3rd party organizations are responsible for performing annual audit operations precisely for the bank. In terms of the dealings of foreign transactions, Trust Bank PLC adheres to the guidelines imposed by Bangladesh bank for dealing with both local and foreign currencies. Finally, the bank follows a straight-line depreciation method for its fixed assets in order to determine the proper valuation of assets.

## **2.6 Operations Management and Information System Practices**

### **2.6.1 Operations Management**

Trust Bank PLC promises financial inclusion through delivering unexceptional banking services while ensuring operational efficiency with regulatory compliances sanctioned by Bangladesh Bank. To make the operational activities more sound and efficient, the firm focuses on variables such as organizational structure, risk management, customer service, and technological adaptation. The management team is responsible for optimizing resources, establishing proper communication channels, enhancing customer service, and managing risk. All these actions help experienced professionals oversee various divisions, SMEs, and branches and ensure the fulfillment of strategic objectives.

In order to protect the interests of stakeholders, Trust Bank PLC stays very diligent in terms of risk management. The bank has dedicated risk assessors who try to determine and mitigate systematic risks such as credit, market, compliance, and operational risks. By ensuring robust risk management practices, the bank ensures the safeguard of its reputation and financial stability. Additionally, Trust Bank PLC always puts excellent orientation toward personalized and productive consumer banking experiences. Hence, customer service is a top priority for the bank. By extensively working with the Trust Bank Training Academy, the bank invests in learning

programs where bankers can increase their service skills and deliver high-quality customer service. Furthermore, leveraging technological marvels for banking operations is another way to increase operational efficiency. Automating processes, improving operational procedures and bringing more innovative financial products will help the bank stay ahead of the competition.

### **2.6.2 Management Information System**

Almost all of the major banks and NBFIs have been adapting to the technological advancements in terms of Fin-tech, and in order to properly utilize the full spectrum of the information technology-based advancements, Trust Bank PLC's HRD has established HR MIS or Management Information Systems so that the division can proactively accomplish strategic objectives and protect stakeholders' interest. The MIS team acts as a centralized database management framework where HR managers use their IT-based insights and technical expertise with the purpose of recording and maintaining bankers' information, payroll management, keeping tabs on compliance, processing performance appraisals as well as training and development.

By aligning with the compliances sanctioned by the Bangladesh Telecommunication Regulatory Commission and Digital Security Act-2018, HR managers have established a robust security system that is only available to the bankers of the bank. Also, the team makes sure that every banker can smoothly access the HR MIS-sanctioned and monitored portals so that they can observe information regarding their performance appraisal and payroll, access service manuals as well and participate in learning programs. Moreover, the team is also bound to safeguard sensitive information such as access controls, audits, and employee information as well.

MIS plays a pivotal role in terms of adapting Trust Bank PLC to the new technology-oriented banking landscape of Bangladesh. By ensuring the preservation of sensitive data, prompt access to the portals, as well as communication of HR and IT-related regulatory compliances, the MIS team contributes to the bank by ensuring HR efficiency and process, a higher level of satisfaction, and bringing more dynamics to the banking operations. Some of the major activities are explained below.

## **2.7 Industry and Competitive Analysis**

### **2.7.1 SWOT Analysis**

In order to determine what an organization provides its best shot on a certain operation as well as how the firm will implement a successful strategy, SWOT analysis is a very helpful tool where business analysts can get a proper observation of business functions. Trust Bank PLC utilizes this systematic method in order to determine its stand in the banking sector properly.

#### **Strength:**

- Although the is a publicly traded company, it is mostly governed and monitored by the Army Welfare Trust, where the chief of Army staff and other senior adjuvants act as a board of directors. Being the only one of Army financed banks, Trust Bank PLC managed to establish greater public confidence and trust to the customers and corporate clients through transparency and astounding service.
- Despite hiring fresh graduates, Trust Bank PLC normally prioritizes candidates who have actual banking experience in order to keep the quality of the bank's service. Thus, a pool of competent workforce of administration, Information technology, and security, as well as professional bankers, are readily available for the bank.
- Initially, the bank's main focus was to provide wealth management and banking services to the personnel of the Bangladesh Armed Forces. However, throughout the years, the bank managed to provide excellent customer satisfaction and provided new value offerings so that the bank could stay competitive in the market. As a result, civilians and private businesses, along with NGOs, also started to deal with Trust Bank PLC for more financial efficiency and transparency.
- As the Bangladeshi banking sector is saturated with many commercial banks, NBFIs along with MFS, Trust Bank PLC managed to hold and sustain its market share by introducing and adapting itself with new technological advancements in order to smoothen its operations. For instance, the bank has introduced ATMs, Debit and credit cards, and

Internet banking, along with prominent banking software such as Flora Banking and Orbis HR. Additionally, the bank also managed to introduce fin-tech like Trust Amar pay and T-cash for paying utility expenses, government fees, fund transfers, and many more. These smartphone-based applications are integrated with modern blockchain technology, which makes their security and reliability durable.

**Weakness:**

- For the last couple of years, the employee turnover rate has increased rapidly. The bank has been following a low-cost strategy, and hence, the bank has yet to be able to hire officers with higher salaries. In terms of hiring candidates with no banking experience, the bank has been offering compensation that is as close as the industry average. As a result, more employees are switching workplaces for better salaries and environments, causing a brain drain.
- Compared with other commercial banks, the total number of retail branches, corporate branches, and SMEs is quite low. In spite of having hundreds of branches throughout the country, Trust Bank PLC still needs to serve the major areas and attract more customers.
- One of the major problems in the bank is the need for more advertisements and promotional activities. To add more, the bank still needs a dedicated marketing team, and as a result, a large portion of people are out of media coverage and often mistake Trust Bank PLC for Mutual Trust Bank, which is a far more reputable and financially strong bank.

**Opportunity:**

- As more and more government-sponsored economic zones and software and technology parks are being established, Trust Bank PLC can set up operations in certain areas in order to gain a larger customer base.
- Many commercial banks, along with various NBFIs and MFS, are now investing in microcredit investments in order to market banking services to the unbanked population.

A good amount of capital can be raised through such limited risky investments. Trust Bank PLC can focus on such segments more for greater profitability.

- Technological advancements such as AI, blockchain technology, cloud computing, open API, and many other fin-tech technologies are rapidly being used and adapted by various banks and NBFIs as well as MFS in order to diversify businesses like asset management, equity management, personal finance and even moving towards digital banking. Therefore, Trust Bank PLC has the right amount of technical expertise, workforce, and financial capability and should invest in fin-tech so that the bank can ensure growth and sustainability.
- More fringe benefits and a better workplace can retain employees better, and a high turnover rate does not provide a positive image towards stakeholders; therefore, the bank needs to focus on retaining employees.

**Threat:**

- The banking sector in Bangladesh is a highly saturated and very competitive market. Hence, Trust Bank PLC has been facing intense competition in terms of operations, credit card services, promotional activities, and workforce from existing contemporary commercial banks such as Dhaka Bank, Premier Bank, AIBL, Dutch Bangla Bank, bank Asia, IFIC, and Mercantile Bank. Furthermore, some better-performing banks like Brac, City, EBL, and MTB have been carrying out aggressive promotional activities in order to hold more market share. The bank needs to focus more on their rival's strategies in order to outperform them.
- As our country has seen rapid economic growth from various booming sectors such as the energy and infrastructure sector, light engineering and manufacturing, the rapid growth of the ICT sector, pharmaceuticals as well as automation has given a rapid expansion of MNC banks and has been creating a serious threat to the local banks and more foreign banks are expected to enter Bangladesh. Additionally, existing MNCs like HSBC, SCB, Habib and Bank Al-Falah, Citi NA, and Commercial Bank of Ceylon PLC are now executing aggressive strategies in order to gain more market share. As foreign banks have a tremendous amount of financial securities globally, it will not pose a serious threat to not only Trust Bank PLC but the better-performing banks in the banking sector.

- Every economic industry is interconnected to one another and the banking sector is no exception. As a result, the failure of a certain bank can have a significant negative impact on other banks and financial institutions as well because of human psychology. For example, when the Islami Bank Bangladesh Limited massive loan fraud was discovered, consumers started panicking and withdrew their capital, as a result, there was a major bank run among not only the Islamic banks, but also commercial banks suffered from that disaster.

## **2.7.2 Porter's Five Forces**

Porter's five forces model is a systematic analysis of operations that helps business managers look for competition in a business. It also aids in overseeing the competitive environment of the banking sector and preventing a possible banking crisis.

### **Threat of New entrants**

In order to open banking and investment operations in Bangladesh, one has to face a lot of hassle and challenge due to the high banking regulations, bureaucracy, huge paperwork, and many other factors that make it challenging for new entrepreneurs to take part in this industry. Despite that, the government is taking new initiatives in order to introduce and promote sustainable finance such as Digital banks and Fin-tech and MNC banks. This challenge will surely put pressure on existing established banks.

### **Bargaining Power of customers**

Customers, both individual and corporate, have tremendous bargaining power. Due to the high availability of various sorts of banks and financial institutions, consumers easily switch banks if they are not happy with the services provided are not satisfactory.

### **Bargaining Power of suppliers**

Banking operations mostly rely on, without reluctance, available technology and Manpower. In terms of capital, banks mostly lend each other on call money rate short-term debt instruments. Hence, suppliers need to possess a great deal of power in the banking sector.



### **Threat of substitution**

With the emergence of new technological advancements, the general population finds new fin-tech applications more reliable and cost-efficient, and most importantly, these new MFS and digital banks have reached many lower-income unbanked populations to the banking network that contemporary banks could only reach for a while. For instance, Bkash, Nagad, Rocket, and Upay apps are some of the major players in this emerging fin-tech sector. Thus, new business models will surely endanger bank's profitability to a greater extent.

### **Competitive rivalry**

In the last 10 years, a good number of various financial institutions started targeting more market share, creating a very competitive scenario for the banks. The rise of this intelligent machine-based financial institution is reshaping the industry by offering attractive financial products and interactive satisfactory service.

## **2.8 Summery and Conclusion**

Trust Bank PLC is one of the reputable commercial banks in Bangladesh that established itself as a role model of transparency within the Bangladeshi Banking sector. In order to outcompete the

competitors in a very saturated industry, the bank has been offering a variety of financial products, debt securities, and Islamic banking along with locker services in order to attract and retain new clients. The bank also managed to adapt to the dynamic patterns of the industry and introduced technological advancements such as ATM services, Credit cards, Internet banking, MFS, and mobile banking. In order to provide superior client experiences and ensure seamless banking operations, Trust Bank PLC meticulously hires experienced bankers. By showing extraordinary services in divisions like retail banking, SME, foreign exchange, and trade operations, we got recognition as a stable, better-performing bank. Although, for the last few years, the bank has been facing productivity issues and higher turnover rates, the bank has the financial resources along with the right workforce in order to turn things around. Establishing a dedicated division that will be responsible for aggressive promotional activities as well as restructuring retention systems and employee engagement programs, and bringing innovation will help the bank attract and retain a competent workforce and fill up the shortages. Also, offering new values to extend the bank's financial product lines will surely help to attract new clients. Finally, the bank has the opportunities and resources to become a major player in the Bangladeshi banking landscape and that is possible by introducing innovation, increasing customer satisfaction as well as ensuring workplace flexibility.

## **2.9 Recommendations**

- Any financial institution can enhance its profitability through superior customer service. Trust Bank PLC can improve its operational efficiency by introducing Artificial Intelligence chatbots. It will help the bank enhance its overall client experience because the waiting time for a customer service operator will be significantly reduced.
- By strategically promoting Green Banking and sustainable finance, Trust Bank PLC can gain eco-friendly recognition. By investing in sustainable businesses and renewable energy, the bank can attract the young, environmentalist fractions to its client base.

- Since Trust Bank PLC conducts its banking operations in a very saturated landscape, the bank can highly invest in a dedicated marketing team that will aggressively conduct promotional activities to attract new customer segments and enhance brand communication.
- Educating clients about various financial trends and raising awareness is another way of establishing a sense of trust among the mass market for the bank. By regularly conducting both physical and virtual seminars, conferences, and trade shows, the bank can establish superior client relationships by raising awareness and helping stakeholders make important financial decisions.
- Utilizing technological marvels such as big data, AI, IoT, and digital analytics will help the bankers at Trust Bank PLC to forecast possible economic downturns and financial crises, enabling the bank to prepare a contingency plan.

## Chapter 3

### Project Part

#### 3.1 Introduction

The Human Resources division of a commercial bank plays a pivotal role in terms of managing a good number of **workforces** efficiently and maintaining the developments of day to day operational activities. The major functions of HR often include hiring and firing, training and development, performance evaluation with employee welfare, as well as compliance with labor laws and federal bank policies. In the context of the Bangladeshi banking and NBFIs sector, the term “Human Resources Management” is relatively new for a good number of financial institutions. For example, Trust Bank PLC officially started HR operations in September 2012. Before that, the workforce and organization maintenance was adhered to by either the administration or personnel management departments. One of the major problems here was that the field had no emphasis on very contrasting employment practices on overall banking performances. Also, there were no practical correlations among the practices, along with a lack of absence in a unifying paradigm. However, as the Cold War ended with the dissolution of the Union of the Soviet Socialist Republic, massive changes also occurred in the Western counterparts, and such elements are globalization, cultural sensitivity, deregulation in the finance and energy sector, as well as rapid growth in technology. As a result, American businesses realized that old ways of doing business are over and a systematic framework needs to be established and hence, Human Resources gradually started to form. However, the contemporary aspects of administration are still considered an important part of HRM. Moreover, strategy formulation and implementation have become a significant part of HRD’s functions. The latest adaptation is Strategic Human Resource Management, where HR managers work closely with board members in terms of goals and

mission. Then, HR sets strategic objectives to attain those goals. The regular functions and operations of the Human Resources Division of Trust Bank PLC are illustrated in this study, along with detailed suggestions for further developments for the organization.

The framework of this report is as follows. They are commencing with a short run-through of the bank. Chapter 2 illustrates the bank's management, accounting, operations, CSR, and detailed competitive analysis. The background, study objectives, and significance of this study are illustrated in Chapter 3. Additionally, this study contains a complete explanation of the major operations and policies of Trust Bank PLC's Human resources Division. Furthermore, the paper also includes additional recommendations for the operating challenges the Human Resources Division is now experiencing.

### **3.2 Literature Review**

Over the last decade, all Bangladeshi banks and financial institutions have transferred from people's management and administration towards Human Resources. Apart from financial resources, a bank's most important capital is technological advancements and a competent workforce. Although technological advancements can often be reverse-engineered or acquired, the same thing is not that easy for the workforce as banking operations services always differ from one bank to another and that happens due to different separate workforces along with HR practices and how efficiently they can formulate and implement strategic objectives. As a result, we can understand that the only sustainable competitive advantage a bank can have is its highly competent employees.

Human Resources Management (HRM) is one of the major, pivotal components that determines a bank's success, explicitly impacting the overall performance and relationship with the stakeholders. By crafting strategic frameworks that are aligned with organizational goals, HR can cultivate a good number of highly skilled, inspired, and competent workforce. (Subat, Rahman & Rahman, 2020)

Trust Bank PLC's HR division works relentlessly to ensure high stakeholder satisfaction and fulfilment. In order to ensure extraordinary service among retail finance and general banking, foreign trade, customer service, information technology, and card division, along with other banking departments, the HR team established a set of board-approved guidelines so that the hiring and selection process can go smoothly and the bank can get the desired workforce for the job. HR managers also retain and nurture the workforce through satisfactory compensation and fringe benefits, training and development, workplace safety and a culturally diverse environment. However, some significant obstacles have been hindering HR operations. Significant challenges were initially major for many differentiated structures following banks like MTB, EBL, and BRAC, as well as financial institutions like IPDC and Lanka Bangla. Because they have been able to draw competent and knowledgeable employees by offering much higher compensation and benefits, a better workplace and promising career growth and development. Consequently, those employees can draw more clients to their prospecting employer's revenue model by offering revolutionary and innovative services. (Ray, Bagchi, Alam & Luna, 2021)

On the other hand, how Trust Bank PLC conducts business often hinders them from hiring the best. The bank follows a low-cost strategy, so HRD cannot hire high-salaried bankers or offer them other non-financial compensation packages. Additionally, lack of strategic HR planning, availability of fewer applicants, complexities in recruiting qualified applicants, competition to hire the same applicant, high expenditures regarding the hiring process, and lack of linkage between HR objectives and organizational goals are the major challenges that are common in the Bangladeshi banking landscape. (Eva, 2018)

Considering the effectiveness of this particular subject, we hope that future studies will provide deeper insights into recruitment and talent acquisition challenges within the banking sector.

### 3.3 Findings and Analysis

#### Recruitment and Selection Process

HR managers who are responsible for hiring and selection process has to work meticulously in order to comply with regulatory guidelines. By collaborating with other divisions within the bank, HR managers try to determine the manpower need and then act accordingly. The flowchart below provides an idea of how recruitment and selection works in Trust Bank PLC.

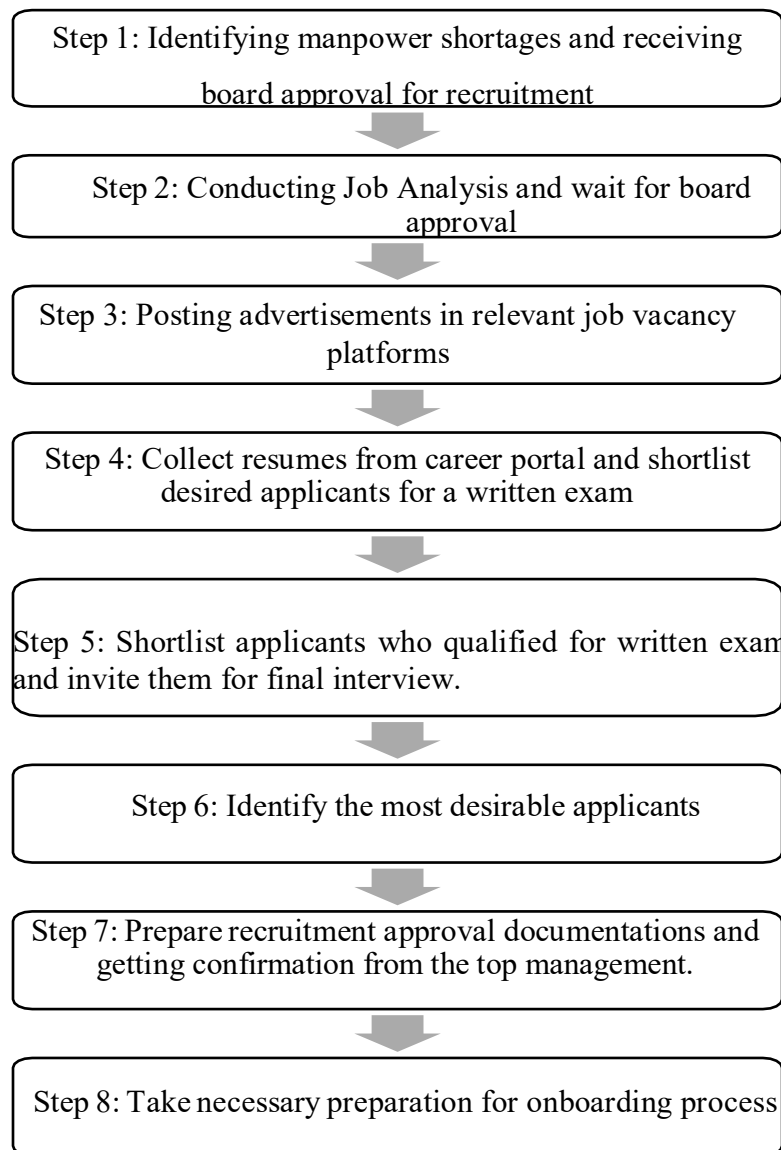


Figure 3 Flowchart of Recruitment and selection process

The initial process of recruitment and selection starts as the HRD gets workforce requests from other divisional Senior Executive Vice Presidents along with details like the number of vacant positions and the deadline to fill them, and then the head of HR prepares an office order where the approval of the senior management team is needed. Once the top management approves, HR managers use their expertise to conduct job analysis and set the job descriptions and specifications to the industry standards. HR managers also need to ensure that they follow all the guidelines sanctioned by Bangladesh Bank as well. Once the HR team prepares the final job analysis draft, the board takes the necessary steps for approval, and once approved, the HR team moves to the next step of recruitment. The 3rd step deals with job advertisements, where the bank posts vacancy announcements throughout various platforms, often including LinkedIn, BDOBS, and newspapers. However, the HRD also relies on internal sources such as transfer or promotion to fill vacant positions if the division faces a strict deadline. Afterward, HR managers initiate screening resumes to look for candidates with minimum educational qualifications and other relevant soft skills. Then, HR managers email the screened candidates for a written exam. HR managers are also responsible for setting question patterns and negotiating with the Bangladesh University of Professionals (BUP) for written exams and other facilities. Afterward, the applicants passing the written exam are anointed for a final interview, where the SEVP of HR, CBO, DMD, and CEO conduct the interview. Note that the interview rating sheets have three criteria: Selected, Pool, and Not Qualified. The senior management team determines the best applicants through this framework. HR managers can also attract applicants from Pool if the vacancy still needs to be filled. The HR team congratulates the applicants selected for the final interview and instructs them to bring passport-size photos, provisional certificates, tax identification numbers, experience and salary certificates, and other vital documentation, along with a deadline for joining. Once an applicant accepts the job offer, his/her written exam sheet, Interview rating sheet, and CV are sent for final approval to the senior management team. Finally, once the top management team provides final approval, the HR team initiates the onboarding process by offering the applicant a joining letter with his/her duties, job roles, location of work, and compensation structure. Most importantly, applicants are also bound to sign a three-year bond, which states that the banker has to provide a mandatory service of 3 years and cannot resign under any circumstances. Also, the



HR team thoroughly determines whether a particular applicant has any criminal records through police verification.

## **Challenges regarding recruitment and talent acquisition**

HR managers face enormous complexities when it comes to recruitment and talent acquisition. As the Bangladeshi banking industry is highly saturated with competitors, attracting and retaining a competent workforce has always been an issue for every financial institution. Trust Bank PLC is no exception. As a result, there is always a need for more skilled and insightful bankers for technology-oriented and more complex bank divisions. The Human Resources Division managers have recognized some fundamental complexities that are hurdling talent acquisition and recruitment frameworks. These critical factors are illustrated in the following points.

- From the flowchart from the Findings and Analysis section, the first two steps can be very time-consuming due to the reluctance of the senior board members. Also, HR managers need to follow all the major guidelines that Bangladesh Bank imposes while conducting job analysis. Additionally, banks are often discouraged from getting assistance from third-party hiring agencies to do their work. This activities lengthens the overall hiring and selection process.
- Throughout the last few years, Trust Bank PLC has been facing banker shortages in sensitive divisions such as credit operations, card division, Swift, information security, and digital banking. Although the banking sector still has a positive growth rate, there needs to be more talented and technologically competent personnel. As the bank faces tremendous pressure to fill vacant positions, the competition is rising rapidly. This scenario will create hiring costs and more employee poaching in the industry.
- The HRD of Trust Bank PLC regularly conducts job analysis and pushes its best efforts to develop job descriptions that are industry standard and adopted by the major players. However, there is a considerable talent gap among most candidates who need the

competence to attend to their job descriptions well. Also, even if the interview team finds competent and experienced bankers, they often demand higher salaries and compensation packages. HR cannot hire them due to strategic objectives and budgetary constraints. As a result, there is always a workforce shortage within the important divisions since MNCs and top-tier banks contain the capital and resources, aiding them in screening out the most innovative and observant bankers and offering them premium compensation packages and fringe benefits. This obstacle may force Trust Bank PLC to lower the standards of the hiring and selection process, and this action will hamper operational efficiency and loss of value offerings in the long run.

- Since Trust Bank PLC does not have a dedicated marketing division, the HRD faces tremendous challenges in properly promoting Employer branding. As the banking sector is covered by 60 or more banks, creating a highly competitive landscape, the employer branding activities of the HRD need to be adequate compared to the other commercial banks such as EBL, BRAC, City, MTB, and SCB. These rival banks are aggressively investing in promoting their organizational values, work cultures, and growth opportunities, which helps them to attract a talented pool of aspiring bankers. On the other hand, the bank's HR managers need help promoting the bank's vacant positions due to the absence of a marketing team. As a result, HR managers need to attract and retain a competent workforce for the bank.
- Any organization that executes a low-cost business strategy faces some demerits of this particular strategy, such as very few innovations, lower consumer services, and workforce satisfaction, and banks are no exception. Since Trust Bank PLC has been formulating and executing low-cost strategies for a few years, there needs to be an adequate budget for retention strategies compared to the other innovative MNC banks. For instance, the last salary increment of Trust Bank PLC occurred in 2020. Also, Trust Bank PLC offers only four types of staff loans, whereas many differentiated banks provide their bankers with 8 to 10 types of staff loans and other fringe benefits. As a result, the bank has been facing a higher employee turnover rate for a while, hurdling operational efficiency.
- Other external variables, such as economic downturn, can restrict the budget for recruitment and selection programs. For instance, when the Russo-Ukraine war increased

oil prices and a dollar crisis in Bangladesh, all the local and MNC banks initiated a hiring freeze on some positions. Trust Bank PLC's HRD has also imposed a hiring freeze on positions such as Letter of Credit Division, Trade Operations, and other divisions related to currency dealings.

From the findings above, we can observe that the Human Resources Division has been facing tremendous challenges regarding recruitment and talent acquisition, and some of the significant factors behind these challenges include the short supply of talent pool, skill mismatch, inadequate employer branding, and shortage in it based positions as well as outer environmental factors that indirectly impact the bank. These problems will surely complicate banking operations in the long run.

### **3.4 Summery and Conclusion**

The Human Resources Division of Trust Bank PLC is a critical agent that aids the bank and the bankers. It is a significant division of Trust Bank PLC. HR managers use their banking experience and technical insights to distribute resources and communicate important information to the concerned parties, enhancing banking operations, client experience, and better trend analysis and risk management. Developing organizational structure, recruitment and selection, HR planning, training and development, database management, HR services, payroll and allowances processing, and compensation and fringe benefits designing are some of the significant activities that the Human Resources division of Trust Bank PLC regularly conducts—using intelligent systems like HRIS, Flora banking, HR Orbis, career management portal, Trust Bank Intra messaging, and other domestically built robust systems that speed up and reduce errors of banking operations. Furthermore, Since the HR managers gain vast knowledge about the banking sector and the standard practices, HRD often advocates for the senior management team and board members along with various matters concerning organizational development and HR planning, as well as educating bankers on various administrative issues.

### 3.5 Recommendations

- With the mission of prevailing over the challenges of a limited talent pool, the HRD of Trust Bank PLC can emphasize restructuring a robust talent channel by communicating partnerships and meticulously working with universities, professional institutions, and third-party job placement providers to fill the vacant positions. Additionally, investing in internship programs and treating them like the MTO program, such as attractive stipends, providing interns with projects, continuously administering them, and cultivating interns for future permanent or contractual positions, will surely aid the bank by lessening the talent pool crisis in the long run.
- The skill mismatch problem mainly occurs due to evolving job descriptions, misalignment between academic and corporate practices, and inadequate learning opportunities. However, Trust Bank PLC has a significant opportunity here. Since the bank possesses a specialized training academy, the management can leverage it and collaborate with third-party training providers to organize training and development programs regarding risk assessment, digital marketing, credit and card operations, blockchain, and other IT-based training. Also, new reward systems must be introduced to motivate and encourage bankers to participate in learning programs. This attempt will aid Trust Bank PLC in gaining a more knowledgeable and competent workforce to increase operational efficiency.
- Trust Bank PLC operates in a highly saturated banking sector. Thus, the sooner the bank considers establishing a dedicated marketing division or outsourcing marketing activities towards any reputed third-party marketing agencies. HR managers will meticulously collaborate with the marketing team to promote the bank's culture, values, career developments, growth opportunities, compensation packages, and benefits to aspiring bankers. In the long run, this will aid the bank in becoming an employer of choice and enriching a pool of talented candidates.
- It has been quite a while since Trust Bank PLC has been following the low-cost strategy. However, this strategy can always backfire by declining market shares within a

highly saturated market. Therefore, it is high time for the bank to bring innovation towards financial products, customer care experience, and automation of banking operations by adapting to the differentiation strategy. Since the firm contains technological advancements that are similar to most of the competitors, Trust Bank PLC can leverage this situation by hiring innovative, technically competent, and insightful bankers and offering them attractive compensation packages and benefits that will utilize Trust Bank PLC's intelligent systems and enhance more productivity towards operations, customer experiences, and stakeholder relations along with risk assessments.

- Providing attractive compensation packages, new fringe benefits, transportation facilities, flexibility, and restructuring retention systems with attractive reward systems and compensation packages always attracts and retains an innovative and talented workforce.

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