Effect of Human Resource Management Practices on Employee Innovative Behavior of Banking Industry in Bangladesh: A Case Study on Premier Bank Limited

By

TASIN SHAFIN ISHAN

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

Master of Business Administration (MBA)

BRAC Business School

BRAC University

December 2024

Declaration

It is at this moment declared that

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

Student's Full Name & Signature:

TASIN SHAFIN ISHAN

Student ID: 22264077

Supervisor's Full Name & Signature:

Supervisor Full Name: Mohammad Rabiul Basher Rubel

Associate Professor, BBS

BRAC University

Letter of Transmittal

Mohammad Rabiul Basher Rubel

Associate Professor

BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka-1212

Subject: Submission of Internship Report on Effect of Human Resource Management Practices on Employee Innovative Behavior of Banking Industry in Bangladesh.

Dear Sir,

Being an academic requirement for my master's degree, I have had the honor of highlighting my internship's report, "Effect of Human Resource Management Practices on Employee Innovative Behavior of Banking Industry in Bangladesh: A Case study on Premier Bank Limited." I believe it a great privilege to be an aspect of a qualified, creative and well-mannered community. I am positive about the info provided will meet your requirements and demands. I tried all possible attempts to ensure that this report serves as genuine, useful, dependable and appropriate as possible. I've skimmed through several books, magazines and online papers, performed several interviews and prepared a report every year.

I would appreciate it to be of service if you happen to have additional questions or demand additional clarification concerning the contents of this article.

Sincerely yours,

____

TASIN SHAFIN ISHAN

22264077

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Premier Bank Limited and the undersigned TASIN SHAFIN ISHAN, a student at BRAC University, to avert the unauthorized disclosure of the company's privileged information.

____

TASIN SHAFIN ISHAN

Student ID: 22264077

BRAC Business School

BRAC University

Acknowledgment

First of all, I would like to thank my Almighty for giving me the patience and capability to complete this report with my full consciousness. I am really thankful to Faculty as a Supervisor Mohammad Rabiul Basher Rubel, now an Assistant Professor at BRAC Business School. For his Cordial help and continuous support during the internship time. It would have been extremely tough for me to finish my report if the following kind person did not assist me by giving information. I would like to express my heartfelt gratitude to Md Mosharrof Hossain, SEO and GB In-charge of Mohakhali Branch of Premier Bank Limited, who provided me with extremely valuable and confidential information about Premier Bank Limited, as well as a wide range of ideas and documents that were critical to the completion of my report. Having received a large support from my university supervisor, bank employees and my family I have made a great deal of effort to complete this report and I'm thankful to everyone.

Executive Summary

Premier Bank Limited is a private commercial bank in Bangladesh, which started operation in 1999 and delivers corporate, SME and retail banking services in conjunction with other related financial services. It is established in Dhaka, the bank has become to open up branch, ATM and digital banking services to improve accessibility of customers in the country. For these years, Premier Bank's strategic management had focused on Innovation and Technology, where the Bank had installed modern banking Technologies for secure banking activities and to fulfill customers' needs. Its offering comprises of deposit taking, lending, trade finance, mobile banking, internet banking and card business. Since its operation, the bank has been growing through commitment to excellent corporate governance, effective risk management and customer relationship management to be the ideal financial partner in the context of Bangladesh's flourishing banking sector. Furthermore, Premier Bank has recognized corporate social responsibility, participates in offering education, health and environmental causes.

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Chapter 1 Overview of Internship

Student Information

Name: TASIN SHAFIN ISHAN

Program: Master of Business Administration

Major: Human Resource Management

Internship Information

1.1 Period, Company name, Department

Period: 3 months, 18^{th} November, 2024 – 15^{th} February, 2025

Company Name: Premier Bank Limited

Address: MS Centre, 8 Mohakhali C/A**,** Dhaka 1212

1.2 Internship Company Supervisor's Name and Position

Name: Md Abu Hanif and Md Mosharrof Hossain

Position: SAVP & Investment In-charge and SEO & GB In-charge

1.3 Job Scope: Job Description/Duties/Responsibilities

During my internship, I had the privilege of working under the supervision of a Senior Executive Officer at the general banking division. I was assigned diverse duties that were carefully designed to offer me practical exposure to the banking sector. Listed below are some of my duties and responsibilities:

- I had to collect and record customer information by obtaining essential documents like their National ID card, TIN certificate, employers' certificate and driver's license or passport. This information includes the client's name, account number, National Identification Number (NID), Contact information, Taxpayer Identification Number (TIN), Address and other necessary nominee details.

- Document all the transactions that have been processed through the RTGS system into a designated file, which will have the details of the Sender account number, time, Receiver Account number, date, transaction amount and client name, other necessary information.
- Maintain all the transaction records within the foreign transaction department.
- Applying seals to a variety of documents.

Internship Outcome

1.1.1 Contribution to the Company

As I lack the same level of experience as the full-time employees of the bank, I gave my full effort to help the bank's employees by being eager and willing to learn. Though the transaction hours at Premier Bank Limited were from 10:00 a.m. to 4:00 p.m., the office hours for the employees were from 10:00 a.m. to 5:00 p.m. Around peak transaction times, the employees become extremely busy with customer support inquiries, making financial decisions and managing transactions. I tried to lighten the load on senior employees by doing routine administrative duties which included data input, applying seals and stamps and making different files for customers so that the employees at a bank could more focus on the more difficult tasks that they face at the peak transaction hours. Moreover, I helped the investment department and also gave my contribution to the general banking division and foreign transaction department. I have created a collection of contacts and papers that the bank uses to form contact with clients at the investment banking department. The people at the investment division asked me to do these things as it would lighten their workload as they need to handle other more important things which include giving customers strategic guidance and investing in new projects.

1.1.2 Benefits to me during the internship

My internship at Premier Bank Limited gave me invaluable learning opportunities as it helped me to bridge the gap between the conceptual knowledge that I learned in my formal studies and all the practical skills that I developed in my workplace.

- This workplace exposure to the banking industry has provided me with a unique opportunity to gain banking experience. As the hiring manager often prefers candidates who have a background closely aligned with the banking industry, this practical knowledge of the banking industry will undoubtedly be beneficial in my future career pursuits.

- Working in a bank as an intern helped me to understand how the financial world works. I saw all the day-to-day operations of banks. This day-to-day operation made me excited to have a career in the banking industry.
- My internship not only helped me to improve my technical skills but also developed my essential soft skills such as managing and organizing time, tackling issues and flexibility. I also learned how to organize my work and my problems and collaborate with others.
- This internship also gave me a great opportunity to enhance my professionalism. The internship also taught me how to interact with my supervisor and colleagues respectfully and it also taught me to understand the expectations and all the etiquette of the office environment. I also learned the right approach to communicate respectfully and effectively with people in any workplace.
- My time as an intern at the bank helped me with the opportunity to make communications and meet professional people from the banking and finance industry. Throughout the internship at the bank, I had the privilege of gaining critical insight into risk management and understanding how banks assess and mitigate risks. All of this knowledge will undoubtedly be a valuable asset in my future career.
- I also had a profound understanding of the need to maintain solid customer connections inside the banking industry. This internship experience at the bank will enhance my customer service skills and also highlight the importance of client retention and silent satisfaction in the finance industry.
- My internship at the bank played a crucial part in nurturing my adaptability skills. Sometimes I found myself in a situation where I had to switch between tasks take up new challenges and situations and navigate in those unfamiliar situations. These experiences helped me in enhancing my problem-solving abilities and giving me the ability to work under pressure.
- My internship period in the banking industry helped me understand the compliance and regulatory aspects that banks had to follow as per the Bangladesh Bank's guidelines. My experience at the bank has laid a solid foundation for me to make ethical decisions with the industry standard throughout my professional career.
- This internship also gave me exposure to various departments within the banking department. Investment banking, Retail banking and general banking are a few of the banking division that plays a part in the banking world. This banking exposure gave me

valuable exposure which will assist me in making my career-oriented decision. This will also help me to make a possible for me to choose whatever particular field of banking fits my abilities and which direction is right for me.

1.1.3 Difficulties encountered during the internship

There were some valuable learning experiences with various obstacles that tested my adaptability and problem-solving abilities. My supervisor gave all his effort to ensure that I could have a smooth internship experience.

- A significant challenge that I encountered at the bank was the lack of clear guidance in doing my day-to-day tasks. The employees at the bank were preoccupied with their tasks and sometimes I found myself in a situation where a task was given to me without providing detailed instruction or precise guidance. This lack of clarity hampered doing my given tasks and duties effectively and accomplishing them on time. As a result, I something had to encounter ambiguity and uncertainty and had to find the solution on my own to bridge the information gap.
- The hectic timetable of the bank's employees meant that they couldn't give regular feedback. It became difficult for me to measure my progress, identify the areas for improvement and where any further development was needed as there was this lack of feedback from the employees. So, I had to look for chances to learn and develop on my own because of a lack of feedback.
- As I was an intern, I had lack of access to the tools and systems that the regular bank employees had. This made my work harder as I could not do my work efficiently and sometimes caused delays in my work.
- The duration of the internship which has a limited number of weeks specified by the university, is making it challenging for us to accomplish the goals, attain the learning outcomes and develop personal competencies. Three months is not enough to have a profound understanding of all the investment banking operations.
- Communication barriers within the team due to the use of banking-related terminology and acronyms which was new to me. So, I had to ask them for clarification. This also led to misunderstandings and delays in some tasks.
- It was the duty of full-time employees to handle the deals with clients and stakeholders and I was only asked to help the employees. My role as an intern was often limited to only

providing assistance and support which restricted my exposure to the client engagement aspect of the banking industry.

- Understanding the bank's corporate culture was a barrier for me and also the unwritten rules and hierarchies are to be proved less straightforward. Understanding the bank's way of doing things takes a lot of time to see how employees behave because these unwritten rules greatly impact employees work together and make their choices.

1.1.4 Recommendation to the company about future internship

The following suggestions can be implemented by Premier Bank Limited to improve its internship program:

- An intern's internship can significantly benefit from a structured onboarding process. The banks should consider providing interns with precise and clear instructions to enhance the intern's understanding of their responsibilities so that they can contribute effectively. Bank can give the interns a handout which will be specifically designed as a guide for the internship journey. Mainly the mission and vision of the organization and the specific roles and responsibilities for the intern should be in the handout. On the handout, they should also include a section that will address the frequently asked questions, which will have the common questions of the interns. This will help the interns to feel backed and it will also ease their transition into a working life from a student. This handout will also help save time for the employees as they are the ones who have to answer the questions the intern asks.

- Constructive and regular feedback on interns' work is an essential component for interns in their internship life. Banks should have structured feedback so that interns will have a comprehensive understanding of their work performance and what areas they need improvement. Banks can create student feedback schedules during the internship program and they can also encompass one-on-one meetings between interns and their workplace supervisors. This one-on-one meeting can happen at mid-term and end of internship time. These meetings should also have a performance evaluation process. In these meetings, interns should also ask their queries about the challenges and goals of their internship.

- The internship has a big role in a student's life it is the first step toward their professional life. The bank can also play a part by nurturing the growth and development of the intern by ensuring they have opportunities to expand their skills and expertise. So, they can do this by providing structured development and training programs that will help interns gain valuable insights and knowledge. All of this can be achieved by conducting mentorship programs and workshops which must be conducted by the senior executives of the bank. This senior executive can share their industry-specific insights, knowledge and their viewpoints on the industry. This session will provide interns about the banking industry and they will also learn real-world insights from these executives which they cannot learn from the textbook. Bank can establish a structured training session which should have various aspects of banking operations, financial services and retail banking. It should also have an alignment with the intern's roles and responsibilities. By conducting these kinds of sessions for interns, they can have a more thorough knowledge of the bank's operation and the diverse career paths they can choose in the banking sector.

- To create a continuous cycle of improvement in the internship program, it will be helpful for the bank to seek feedback from interns through exit interviews after the completion of the internship. This will be a beneficial opportunity for the interns to share their innovative ideas, insights and experiences during the internship program. The exit interviews should be cautiously planned to boost interns to provide overall feedback. The interns can also share their favorable experiences and areas where reformation is needed. By collecting and analyzing this feedback banks can identify the areas of concern and they can also develop action plans to implement essential changes. The bank can also include former interns to improve its internship programs.

Chapter 2 Organization Overview

2.1 Introduction of Banking Industry in Bangladesh

After the Independence Bangladesh's banking sector had made a speedy start, six nationalized commercial banks were formed; three of them belonging to the government were specialized banks and also there are nine foreign international commercial banks. Significant growth in the banking sector of Bangladesh took place during the 1980s as private commercial banks were introduced, the horizon of the banking industry expanded significantly. Currently, there are at least 61 scheduled banks and all of these scheduled banks are supervised and administered by the Bangladesh Bank. The banking institutions of the country were given a standardized and regulated operation by this framework of regulation as per the Bank Company Act of 1991 and the Bangladesh Bank Order of 1972. At present time, there are no more than 10 Islamic Shariah based commercial banks in the country banking landscape. Sources reveal that these Islamic banks have mainly adopted Islamic finance principles and follow principle of profit – loss sharing in banking.

2.2 Overview of Premier Bank Limited

Premier Bank Limited is one of the leading select financial Institutions of Bangladesh that was founded in 1999 and now it is the main private sector player. Its coverage is for retail, SME and corporate banking and it covers individuals as well as businesses customers. Premier Bank has its head office located in Dhaka but has managed to build its presence nationally through a large network of branches, ATMs and how to serve customers easily. Premier Bank, famous for its push toward technology, has established advanced systems that allow the bank to deliver secure and efficient banking services via mobile and internet banking thereby bringing about easier customer experience.

Apart from its core banking services, Premier Bank is involved with corporate social responsibility, placing high priority in education healthcare and environmental sustainability initiatives. The bank has built a reputation for reliability and steady growth in the Bangladesh banking industry by concentrating on sound corporate governance and risk management. Premier Banks commitment to innovation and customer satisfaction has propelled it to evolve as one of the lead players in the nation’s financial landscape.

2.2.1 Vision

The vision of Premier Bank Limited is to be able to become a leading financial institution in Bangladesh by providing excellent customer service, innovation and dedication in social development. Committed to fostering integrity, reliability and customer centricity, the bank wants to create sustainable value for its stakeholders. Armed with technology and the ability to improve its service, Premier Bank intends to be the bank of choice by intimating comprehensive financial base for and create value for customers as well as contribute to economic growth of the country.

2.2.2 Mission

Premier Bank Limited mission is to provide exceptional financial services to customers by an innovative approach built around customer focus and provided by the highest standards of integrity and professionalism. The bank will create long term relationship with its clients to satisfy them with own needs and aspiration by providing appropriate solutions. Our vision is to become a truly professional bank by supporting economic development of Bangladesh through financial inclusion, empowering our small and medium enterprises and creating a remarkable difference in the lives of people who we serve. Sustainable growth, operational efficiency and a focused team are what the bank uses to build a long-term value to its customers, the shareholders and the community at large.

2.2.3 Commitments

Several core principles guide the operating and relationships of Premier Bank Limited with stakeholders. It puts customer satisfaction first place by trying hard with the best possible quality financial services to the needs of different customers. Financial inclusion is very much part of the bank’s mission that is to say, the bank's products and services are as accessible as possible to all segments of society, including underserved communities and small businesses. In addition, as a premier bank, the focus of innovation is also in the improvement of the technology and systems needed to provide convenient, secure and efficient banking for all clients.

Corporate governance of the bank is based on integrity and transparency, the banks give zero percent of responsibility behind any matters and hence we always try to gain trust and stand upon ethical standards in its jobs. Premier Bank Limited is also very firm on corporate social responsibility (CSR), wholeheartedly infusing itself in societal well-being through education, environmental protection, healthcare or reducing poverty. Premier Bank wants to generate sustainable value to its customers, employees and shareholders and the wider community through these commitments.

2.2.4 Strategy

The strategy of Premier Bank Limited is to achieve sustainable growth, customer satisfaction, technical advancement and market expansion. To sustain expansive development, the bank underpins sound risk administration, productive operational unwinding and viable cost control. The aim is to shore up its presence in such areas as retail, SME and corporate banking, by designing products to cater to emerging market demands and responding to them.

The strategy of Premier Bank is based on customer satisfaction. The bank aims to provide a personalized banking experience and is investing in training and development to support a person and customer orientated workforce. Technologically, Premier Bank is advanced and it uses the latest banking systems and digital platforms to offer safe, accessible and efficient services, mainly internet and mobile banking subscription which responds to today's needs of the digital minded customers.

The strategic priority for expansion includes further expansion into new markets that the bank is planning to achieve by expanding the branch network and digital presence of bank across Bangladesh. Furthermore, the Premier Bank is engaged in securing partnerships and partnerships to enhance its service portfolio and provide more values to its customers. Premier Bank sets objectives of growth, creation of long-term value and gaining momentum in our business strategy through alignment with these objectives.

2.2.5 Profile of the Company

Corporate Profile

Registered Name of the Company
The Premier Bank Limited

Legal Form
A scheduled commercial bank incorporated on June 10, 1999 as a Public Limited Company under companies act, 1994 and Bank companies act, 1991.

Incorporation Certificate
C-37922 (2222)/99, dated June 10, 1999

Commencement of Business Certificate
Ref. no. 16370, dated June 10, 1999

Bangladesh Bank Approval Certificate
BRPD (P) 744 (72)/99-1638, dated June 17, 1999

Formal Launching of Banking Business
October 26, 1999

Registered Office
Iqbal Centre (4th Floor), 42 Kemal Ataturk Avenue, Banani, Dhaka-1213
Tel: +880-2-222274844-8, Fax: +880-2-222274849

Number of Branches : 123 (one hundred twenty three)

VAT Registration
18131074117, dated July 31, 2000

ETIN Certificate
545319115583, dated October 17, 2000

Capital as on 31st December 2021

Authorized Capital	BDT 15,000,000,000.00 (Face value per share: BDT 10)
Paid-up Capital	BDT 10,430,707,270.00 (Face value per share: BDT 10)

Ownership Structure as on 31st December 2021

Composition	Status	
	Number of Shares	% of total shares
Sponsors & Directors	364,774,939	34.97
Financial Institutions	186,453,906	17.88
Foreign	20,334,639	1.95
General Public	471,507,243	45.20
Total	**1,043,070,727**	**100%**

Auditor
M/S K. M. Hasan & Co., Chartered Accountants
Home Town Apartment (8th & 9th Floor), 87 New Eskaton Road, Dhaka- 1000

Legal Advisor
M/S Rokanuddin Mahmud & Associates
Delta Dahlia (8th floor), 36 Kemal Ataturk Avenue, Banani, Dhaka-1213

Subsidiary company of the Bank
Premier Bank Securities Limited (PBSL)
Iqbal Centre (12th Floor), 42 Kemal Ataturk Avenue, Banani, Dhaka

Table 1: Company Profile of Premier Bank Limited

2.2.6 Features of Premier Bank Limited

Premier Bank Limited's distinctive features make it a prime player in Bangladesh banking sector. Here are some of its notable features:

Diverse Product Range: Premier Bank Limited offers a large portfolio of services and products offering savings and current account, loans, trade finance, remittance services and investment options to individual, SME and corporate clients.

Digital Banking Solutions: Digital transformation has taken the bank to new heights, while internet and mobile banking channels help customers carry out transactions, check information about their accounts, pay bills and other transactions from anywhere anytime. Such commitment to technology makes things nice and convenient and also accessible.

Customer-Centric Approach: Personalized services and a customer focused workforce is what Premiers Bank Limited placed as a priority in order to satisfy customers. It intends to build long lasting relationships with clients through focus on relationship management.

SME and Corporate Support: In particular to provide for small and medium sized enterprises (SMEs) and corporate clients, the bank puts more emphasis on supporting growth of these businesses and providing financial solutions they require to develop the economy.

Corporate Social Responsibility (CSR): As a dedicated CSR resource provider, Premier Bank takes pleasure in its participation in CSR activities in the areas of education, healthcare, environmental sustainability and poverty alleviation through genuine support.

Financial Inclusion: Premier Bank's focus on financial inclusion means that these services are available to the underserved communities and the far corners of Bangladesh especially in rural and semi urban areas.

Risk Management and Corporate Governance: In order for the bank to follow a strong governance framework with strict risk management, transparency and accountability in all business processes, clearly it needs to be properly managed and monitored.

Innovative Financial Products: Owing to continuous evolution of market demands, Premier Bank offers various types of loans and deposit schemes alongside modern credit card services.

These features are based on these principles and continue to contribute the growth, innovation and the satisfaction of customers towards the financial and social development of Bangladesh.

2.2.7 Organogram of Premier Bank Limited

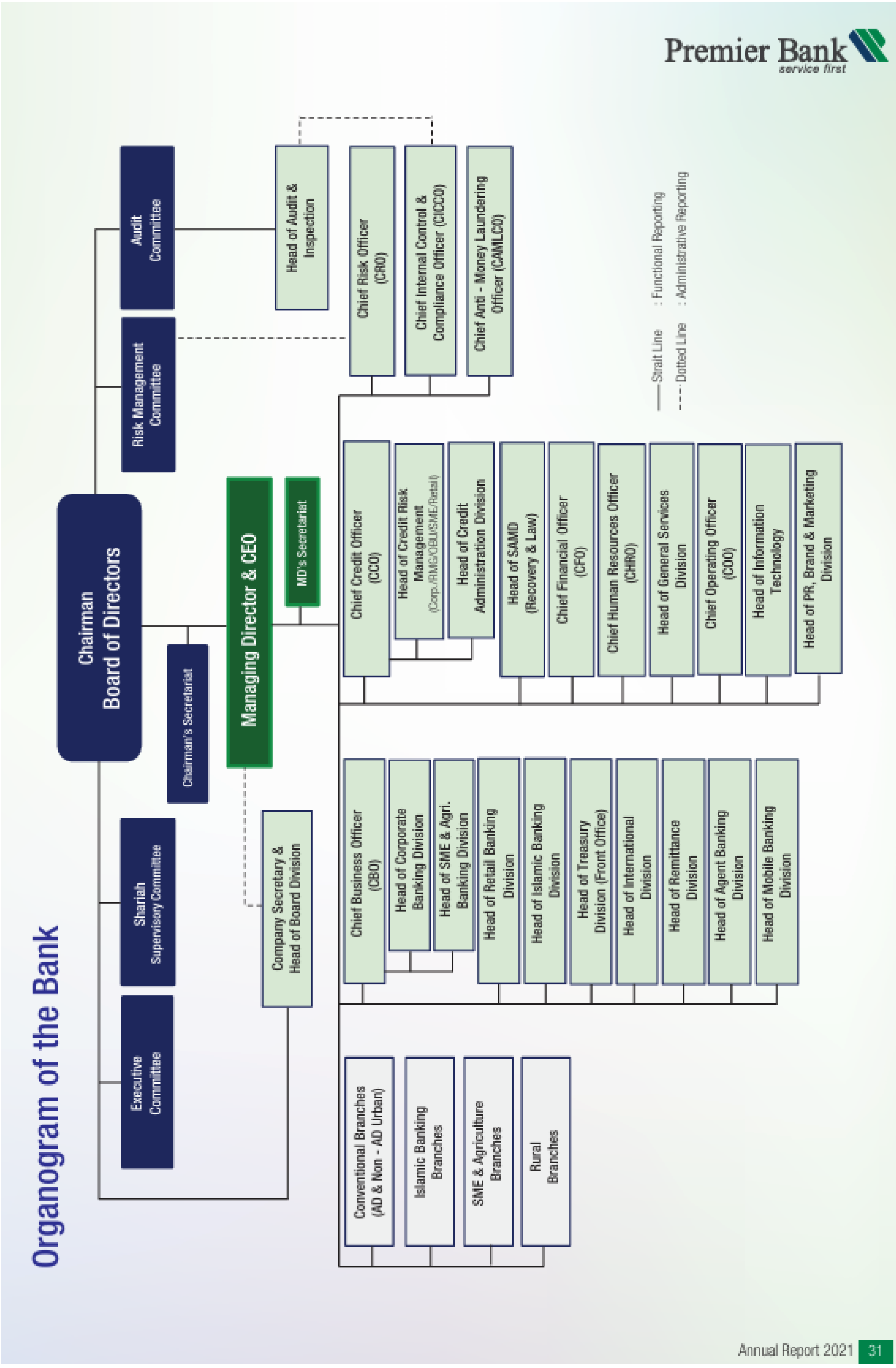

Figure 1: Organogram of Premier Bank Limited

2.3 Management Practices

Premier Bank Limited is in the business of resource organizing and integral support to its goal as a corporation so the bank's operations are vital for achieving its objective.

2.3.1 Leadership Approach

The transformational leadership approach for all the staff of Premier Bank Limited is to put their focus on vision and innovation. Leadership at the bank promotes an inclusive environment where everyone is involved in a participative democratic culture in decision making. It inspires teams to help gain the success and align their efforts with the bank's strategic objective by promoting a clear organizational vision. The management focuses on providing professional development and continuous learning, which focuses on training programs to train employees on skills, to boost performance and take ownership of the roles. This also cultivates the responsibility sense and also creates a practice of creativity and innovation so the bank can adjust to the fast and dynamic market environment and customer needs. Not only does Premier Bank put an emphasis on ethical practices and corporate governance, but it involves an outstanding ethical practice as well as intangible integrity and accountability within the organization. This is the leadership at Premier Bank Limited believing that by applying these principles the institution can drive sustainable growth and create a positive work environment that will attract and keep best of the talent.

2.3.2 Process of recruiting and selecting personal

The process of recruiting and selecting staff at Premier Bank Limited is designed to look and catch qualified candidates and at the same time, perform a thorough selection to identify the best match to the organization. Once with the staffing needs identified on different departments, it recruits and then details a job description that should entail skills and qualifications to be fulfilled in such a department. To reach a large population of applicants in diverse channels, the bank uses different channels such as online job portals and social media and professional networks to attract candidates. After applications are received, the first screen is an evaluation of resumes and applications to identify those who qualify for the job. Those who are shortlisted then receive invitations for an interview, using a balanced approach to assess their skills, experience and cultural fit with the organization either by asking behavioral, etc. questions. In addition, there may be assessments or tests depending on what role you fill. After carrying out our interviews we then look to do background checks and reference verification of the selected candidates just to confirm that they are qualified and also do it to confirm their integrity. Finally, after choosing the best candidates, they extend an offer to them and complete a thorough on boarding process to allow them to blend with the banks culture and processes. The systematic approach to it definitely means that premier Bank Limited is not only hiring qualified personnel but also enabling the bank's values and mission to hold.

2.3.3 Compensation Scheme

Premier Bank Limited takes into account their plan to attract, motivate and retain talented employees and also make fairness and equality to all people working in the organization. The scheme offers a competitive salary structure which is benchmarked on an ongoing basis, to secure remuneration packages reflective of the skills and experience the Bank has to offer. Base salaries are only a part of the story, since employees are entitled to performance-based bonuses and incentives that the business pays out and are designed to reward extraordinary contributions and help align with the bank's strategic goals. About the compensation scheme also includes benefits such as health insurance, retirement plans allowances for transportation and housing to make the employees financially secure and secure all over. Premier Bank offers opportunities to learn even more and train, and often with financial assistance or sponsorship. Cash flow is set through a competitive regular salary review for employees to be paid in line with market trend and relative individual performance. Integration of these elements in the compensation scheme of the Premier Bank Limited has developed a culture of excellence and engagement among employees by giving them rewards on performance and making them assure of continuous growth of the bank.

2.3.4 Initiatives for training and development

Premier Bank Limited aspires to continue to further create human capital through extensive training and development initiatives to fulfill its wealth potential objectives. A solid foundation for new hires understanding the organization's policies and procedures is provided by the orientation of the bank comprehensive program for new hires to familiarize them with organization's culture.

Premier Bank also delivers various training programs aimed at providing the continuous learning that is needed in bank industry. Topics include customer service excellence, compliance and regulatory, risk and financial product knowledge and so on. The bank however also supports external training seminar and professional development courses which keeps employees well-informed with industry trends and best practices.

Other initiative key is leadership development programs focusing on the identification and development of future leaders within the organization. Often, these programs involve mentorship, coaching and a specialty training to lead future leaders of the bank to become equipped with the knowledge required to drive the bank’s strategic goals.

2.3.5 Mechanism for Performance Appraisal

A structured performance appraisal mechanism is used by Premier Bank Limited to evaluate employee contributions effectively and aligned individual performance to organizational goals. It's usually a process of setting clear performance objectives at the start of appraisal period, which are in parallel to the bank's strategic objectives. Ongoing communication is carried out through monitoring and feedback of employees through the year to get the management feedback from the employees.

In the course of the appraisal period, supervisors evaluate the employee performance in term to the objectives set up with a pre-fixed evaluative form. In this process, there is some factors such as quality of work, productivity, teamwork to stop company values to be adhered. The other opportunity for employees to self-assess their own performance and submit suggestions as to how this can be improved.

After evaluation, feedback is given at one-on-one meetings to discuss the results and identify development opportunities. Appraisal ratings affect decisions concerning promotions, salary adjustments and training needs and performance ratings ensure that the appraisal process reinforces both employee growth and organizational effectiveness. Premier Bank’s performance appraisal mechanism is built on developing a culture of accountability and continuous improvement that also helps the overall employee engagement and productivity.

2.4 Marketing Practices

There are several marketing strategies used by Premier Bank Limited to release revenue, service promotion, partnership with a notable company or partner, memberships attraction, customers commitment, formation of a perception and globalization. It is an essential tool, particularly in the present context of intense banking industry rivalry in Bangladesh.

2.4.1 Marketing Strategy

Premier Bank Limited has been designed such a way where their brand is strengthened, new customer is enticed and existing are retained by focusing on customer needs and preferences. The strategy encompasses several key components:

Target Market Identification: Premier Bank Limited breaks down its market into three different types of groups such as retail, small and medium enterprises (SMEs) and corporate clients. This would enable marketing efforts that are all tailored to the particular financial requirements and obstacles of a particular segment.

Product Diversification: Premier Bank Limited provides different range of financial products and services such as savings accounts, loans, investment option and digital banking solution. The bank continually innovates and diversifies its product offerings to meet the bank's customers evolving needs and sustain competitive advantage.

Digital Marketing Initiatives: Premier Bank Limited places great emphasis on digital channels, such as social media, email marketing and search engine optimization to contact potential customers. Content marketing in financial sector is to help the bank gain trust and authority in the financial sector by providing informative articles and resources to educate the customers on financial literacy.

Customer Relationship Management (CRM): CRM is used by the bank to mine consumer data and preferences and personalize communication and targeted marketing campaigns. This approach creates better relationship with customers, increase the customer loyalty and satisfaction.

Promotions and Incentives: Premier Bank Limited usually offers promotional campaigns, offers to its customers such as low interest rates on loans or will give a bonus to new account holders. In addition, these incentives attract new customers and cement the existing customers usage of the bank's services.

Corporate Social Responsibility (CSR): Premier Bank Limited enhances its brands reputation and the bank's image. Often, marketing campaigns on the bank's involvement in the community development, education and the environmental sustainability is used by socially conscious consumers.

Partnerships and Collaborations: In order to extend its scope and provide co-branded product the bank is keen to establish strategic partnership with local business and organizations for better visibility in the market.

Customer Feedback and Adaptation: Since Premier Bank values customer feedback, it spends much time on customer surveys and gives insights to the satisfaction levels and service quality. It gives us the information we need to use marketing strategies and feature new products in a way that we know will be in line with customer expectations.

2.4.2 Target audience, Positioning strategy and targeting

The target audience for Premier Bank Limited includes of individual consumers, small and medium sized enterprises (SMEs) and large corporate clients. The bank is positioning itself as a customer centric financial institution that combines innovative and accessible banking solutions that meet the needs of each segment. On the retail end, the focus is on providing individual customers with convenient retail banking services, which include; Saving accounts, loans and digital banking solutions to improve financial literacy and ease of access. Specialized financial products and advisory services aimed at promoting growth and sustainability of SMEs are the emphasis of Premier Bank Limited. Comprehensive banking solutions of trade finance and treasury services are provided to the corporate segment meeting the complex requirements of larger organizations. Its positioning strategy of exceptional customer service, technological innovation and social responsibility underscores its unique competence to make the position of a trusted financial partner to its equally diverse clientele. Through this activity-based targeting, Premier Bank Limited is going to forge lasting relationship with its customers and encourage loyalty to the organization, thus sustaining the bank's presence in the competitive banking scenario of Bangladesh.

2.4.3 Marketing Channels

The multi-channel marketing strategy employed by Premier Bank Limited for effective marketing to a mixture of customers. To promote its products the bank uses traditional marketing channels of print adding TV and Radio, they try to create awareness and communicating with a large audience. It is also because digital marketing channels are also very important, as the bank uses social media sites, email marketing and SEO to interact with the tech savvy customers so as to promote its products and services via the Internet. Website of the bank functions as a central information point with services on its site, making the customers able to browse banking solutions, manage accounts and get educational resources. Additionally, Premier Bank Limited uses community events to help promote themselves and get its name out there in local markets. Premier Bank Limited efficiently spreads its messages and become customer engaging and building the long-term relationship with customers in competitive banking environment of Bangladesh.

2.4.4 Development of new products and competitive pricing

Premier Bank Limited follows a strategic approach in marketing such new products by developing the products and low market price to sustain a leadership position in the market. Market research and customer feedback are conducted by the bank to understand the gaps of the existing product offerings or the initiation of new trends and other paras. The customer centered approach is used to design and develop innovative financial products like a specialized loan package for small and medium sized enterprises (SMEs), digital banking and tailor investment.

In regards to competitive pricing, Premier Bank Limited often assesses the marketplace, the pricing of its competitors and the views of its customers to determine pricing strategies which entice and keep customers while at the same time achieving financial success. The bank assures its clients about its price structure in its words are transparent, so that the customers can clearly understand the fee, interest rate and the possible charges related to the financial products they availed. Promotional pricing, including lower interest rates on loans and irresistible incentives for new account holders. It is another way in which affordability is psychologically manipulated so as to stimulate demand and acquire customers. Premier Bank Limited combines the innovations in its product development with price competitive strategies to provide exceptional value to its customers, to enhance its competitive edge and facilitate sustainable growth of the banking sector.

2.4.5 Branding Initiative

Premier Bank Limited is aimed at improving its visibility, reputation and customer loyalty in the elastic banking landscape. A strong brand identity with a modern logo, unified messaging and a cute, visually bright face given to marketing materials, it is one of the main initiatives. Building on this cohesive branding approach gives added credibility for a recognizable presence in the market.

Apart from the sector's outreach and corporate social responsibility (CSR) programs, the bank also projects itself as a socially committed institution that adds value to the society. It is these initiatives not only to enhance brand perception but also attractive to customers who demand corporate citizenship. Likewise, Premier Bank uses digital platforms and social media to spread the word of its brand, telling success stories, dispensing financial tips and updating on new products to encourage engagement and create a community around its brand.

2.4.6 Strategies for Promotion and Advertising

Promotion and advertising strategy of Premier Bank Limited is multi-faceted which targets to reach to its target audience and helps to make the brand stand out. To reach out widely, the bank makes use of a blend of traditional and electronic advertising channels. Awareness about new products and services is created for traditional markets through strategically used media such as print ads, newspaper, magazine, radio spots and television commercials. Additionally digital marketing is a key element of the bank's strategy and the bank has positioned itself as a social media marketing heartland and endeavors on search engine marketing as well as email newsletters as a medium to engage with technology savvy customers and provide timely information as well as offers.

Other promotional strategies include seasonal advertising and special offers of lower interest rates for loans, or cash bonuses for new account opening, to attract new customer and retain existing customers. Moreover, bank organizes community events and workshops regarding financial literacy and that do not only help the bank to educate its customers but also enhance brand engagement. These distinct promotional techniques when blended together have helped Premier Bank Limited to create brand recognition, promote customer loyalty and increase growth in a highly competitive banking Arena.

2.4.7 Key Marketing shortcoming

This high strength is however, coming at the expense of some considerable marketing weaknesses which might bog down the progress and customer's engagement. One notable is doing business with traditional marketing channels that may not reach the youth connected permanently online within the digital savvy arm. The bank has improved its capability in digital marketing; however, it may not be leveraging all the social media advertising and influencer partnerships that are now effective at reaching greater audience. Moreover, the bank may lack good processes in place for customer feedback, thus failing to leverage the opportunity for product shaped by customers' insights. Additionally, if the bank is trying to communicate different messaging across various channels of marketing, it will end up diluting brand identity and confusing potential customers on the bank's core values and offerings. Premier Bank can address the deficiencies of its digital presence, customer engagement strategy and the communications between the bank and customers leading to effective and competitive positioning and marketing effectiveness by improving customer engagement strategies and enhancing digital presence.

2.5 Financial Summary and Accounting Practices

2.5.1 Financial Summary of Five Year

Balance Sheet Statement					
Particulars	2023	2022	2021	2020	2019
Cash	20,104,577,327.00	22,038,784,578.00	16,459,601,913.00	34,287,295,474.00	14,573,807,702.00
In hand (Including foreign currencies)	3,303,197,044.00	3,040,015,028.00	2,809,049,860.00	1,908,972,046.00	2,330,011,078.00
Balances with Bangladesh bank and sonali bank (Including foreign currencies)	16,801,380,283.00	18,998,769,550.00	13,650,552,053.00	32,378,323,428.00	12,243,796,624.00
Balance with other banks and financial institution	**8,754,221,758.00**	**10,175,774,958.00**	**4,840,045,701.00**	**4,338,899,392.00**	**751,394,589.00**
In Bangladesh	6,063,432,816.00	6,650,000,884.00	1,795,388,343.00	2,436,538,548.00	33,047,589.00
Outside Bangladesh	2,690,788,942.00	3,525,774,074.00	3,044,657,358.00	1,902,360,844.00	718,347,000.00
Money at call and short notice	-	**1,700,000,000.00**	**600,000,000.00**	**290,000,000.00**	**1,390,000,000.00**
Investment in shares & securities	**58,011,755,559.00**	**59,263,718,204.00**	**57,409,629,299.00**	**40,793,209,271.00**	**39,997,578,885.00**
Government	43,662,015,446.00	45,246,129,275.00	46,881,030,376.00	33,512,417,145.00	33,448,294,671.00
Others	14,349,740,113.00	14,017,588,929.00	10,528,598,923.00	7,280,792,126.00	6,549,284,214.00
Loans, cash credits, overdrafts/General Investments	274,792,101,141.00	246,298,159,546.00	229,174,159,439.00	201,091,832,549.00	180,741,241,851.00
Bills discounted and purchased	16,552,301,192.00	20,378,732,462.00	22,817,160,300.00	14,124,102,314.00	10,374,512,668.00
Total	**291,344,402,333.00**	**266,676,892,008.00**	**251,991,319,739.00**	**215,215,934,863.00**	**191,115,754,519.00**
Land, building, furniture and fixtures (Including leased assets)	**4,925,903,277.00**	**3,310,713,160.00**	**3,335,265,181.00**	**3,204,492,647.00**	**2,653,211,269.00**
Other assets	**31,825,515,373.00**	**22,378,799,477.00**	**22,790,758,047.00**	**18,483,143,849.00**	**12,123,118,981.00**
Total assets	**414,966,375,627.00**	**385,544,682,385.00**	**357,426,619,880.00**	**316,612,975,496.00**	**262,604,865,945.00**
Borrowings from other banks, financial institutions and agents	30,267,898,234.00	27,931,991,371.00	34,725,903,112.00	26,790,530,656.00	13,211,794,714.00
Current /Al-Wadeeah current and other deposit accounts	**134,805,866,665.00**	**124,659,315,380.00**	**102,397,355,339.00**	**97,217,199,460.00**	**73,202,407,482.00**
Bills payable	4,802,110,462.00	7,289,424,063.00	3,799,665,381.00	3,900,204,756.00	4,121,451,346.00
Savings deposits/Mudaraba Savings Deposits	26,704,191,692.00	26,576,799,438.00	20,860,458,810.00	15,729,821,128.00	12,380,483,071.00
Mudarabba/ Term and Fixed deposits	150,546,464,332.00	137,960,708,256.00	141,808,661,634.00	124,943,990,991.00	119,577,990,650.00
Total Deposits	**316,858,633,151.00**	**296,486,247,137.00**	**268,866,141,164.00**	**241,791,216,335.00**	**209,282,332,549.00**
Other liabilities	30,105,420,792.00	22,616,478,273.00	19,470,249,662.00	17,631,317,126.00	12,358,734,185.00
Subordinated Debt/Mudaraba bond	8,506,000,000.00	11,675,000,000.00	10,000,000,000.00	10,000,000,000.00	9,000,000,000.00
Premier Bank Perpetual Bond	2,000,000,000.00	2,000,000,000.00	2,000,000,000.00	-	-
Total liabilities	**387,737,952,177.00**	**360,709,716,781.00**	**335,062,293,938.00**	**296,213,064,117.00**	**243,852,861,448.00**
Capital /Shareholders" Equity:	27,228,400,791.00	24,834,941,419.00	22,364,300,917.00	20,399,886,448.00	18,751,979,574.00
Paid up capital	**12,334,311,330.00**	**11,473,777,990.00**	**10,430,707,270.00**	**9,702,983,510.00**	**9,240,936,680.00**
Statutory reserve	9,749,464,006.00	8,697,333,746.00	7,461,553,588.00	6,372,883,331.00	5,637,793,056.00
Foreign Currency Translation Gain	-	39,395,993.00	-	-	-
Retained earnings	4,723,949,767.00	4,159,517,820.00	4,057,490,306.00	3,859,218,383.00	3,753,773,952.00
Other Reserve	120,675,688.00	164,915,870.00	114,549,753.00	164,801,224.00	119,475,886.00
General reserves and others	300,000,000.00	300,000,000.00	300,000,000.00	300,000,000.00	-
Minority Interest	22,659.00	24,185.00	25,025.00	24,931.00	24,923.00
Total Equity	**27,228,423,450.00**	**24,834,965,604.00**	**22,364,325,942.00**	**20,399,911,379.00**	**18,752,004,497.00**
Total liabilities and shareholders' equity	**414,966,375,627.00**	**385,544,682,385.00**	**357,426,619,880.00**	**316,612,975,496.00**	**262,604,865,945.00**
NAV	**22.08**	**21.44**	**21.44**	**21.02**	**20.29**

Table 2: Financial Summary

https://lankabd.com/Company/Search?searchText=PREMIERBAN&cn=The_Premier_Bank_PLC._(PREMIERBAN)

2.5.2 Accounting Practices

In terms of reporting reliability, accuracy, transparency and compliance, the bank implements conventional accounting to standards. The bank follows IFRS and standard policies and procedure of Bangladesh Bank regarding all financial reporting and disclosure and preparation of financial statements. The following financial practices are in place: authenticating revenue recognition, independent reconcilement of accounts and direct access to information by external auditors in isolated locations, supporting these PRC practices is a sound internal control system, which has been audited, both internally and externally. Similarly, significant importance is accorded to risk management; with considerable attention devoted to record-keeping of loan portfolios, asset quality and provisioning to minimize credit and operational risks. Sophisticated tools and software help in the proper collection, processing and generation of relevant data necessary for producing efficient financial statuses and informing the analysis. In a way, these discipline accounting practices help Premier Bank Limited to maintain the transparency and accountability which in-turn provide confidence and vitalistic tool in creating sustainable growth of financial identifications.

2.6 Operations Management

There are four key objectives which guide the operations management of Premier Bank Limited: efficiency, service quality and internal control for effective banking operations. The bank uses a process structure whose focus is on integrating various services across branches, its web presence and support functions with the goal of optimizing the manner in which customers, loans and accounts are dealt with. A focus is made on technology utilization; most of the core banking applications are automated; banking services and operations and customer relationship management systems are less manual and provide faster services.

Risk management activities are also prioritized as a key process of operations as they have individuals or departments that are deployed to oversee potential operations, financial and compliance risks. This includes steadily performing audit and compliance that check on the level of compliance of the bank to the rules and regulation, as well as the policy of the bank. Also, at Premier Bank Limited there exists improvement orientation through assessment of performance indicators and Discovery of constraints together with the implementation of specific procedure and practices with the aim of increasing on process cycle time. By applying these operations management strategies, the bank is also in a position to offer good quality services to its consumers as well as speaking of stability and flexibility in performing operations in a constantly evolving banking sector.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis

It could be feasible that Premier Bank Limited uses the SWOT analysis to realize the organization's place in the banking line in Bangladesh while developing strategies to develop on the opportunities, respond to the weaknesses and minimize threats.

Strength

- The bank has also cultivated a good reputation for making a stronger customer relation and providing services at through its client base in Bangladesh.
- This is true with the wide number of services offered by the bank, which include retail banking, SMEs products, CORP banking and Digital banking.
- Internet and mobile banking investment of Premier Bank Limited is determined to improve customer convenience and easy access.
- A social responsibility that aims at developing employee competency ensures that the human resource has been trained to deliver quality services.

Weakness

- While Premier Bank has somewhat online characteristics, it is probable that this company often does not use such social networks and online advertising with young audience.
- A considerable proportion of the services offered still falls under the traditional category and thus, faces intense competition from innovative banks.
- The bank may lack effective ways on receiving and analyzing customer feedback, it might be lacking in ideas for constant advancement.

Opportunities

- As more and more customers in Bangladesh are going for digital banking services, Premier Bank Limited can develop more online facilities and can grab the ear of young customers.

- The bank can deepen the existing portfolio by focusing on products and services for SME segment, which is crucial for the overall development of Bangladesh's economy and holds great revenue opportunity.
- It can expand on its service offerings and reach various new clients through cooperation with fintech firms and other enterprises.
- This they can expand service provision to such areas to enhance financial access and thus attract many customers.

Threats

- The Bangladesh banking sector is very much saturated with the numbers of bank and non-bank financial institution such as mobile banking and online banking services.
- Sensitivity of economic environment exposes the organization to high and variable loan repayments, low customer deposits and volatile profitability.
- Changes in base regulatory standards by the central bank or government may have implications to cost and profit.
- When the bank extends its products and services online, it becomes prone to attackers and hacking disrupts the banking services and the clients' confidence, which leads to the loss of millions, if not prevented and controlled adequately.

2.7.2 Porters Five Forces

As it can help to assess the rivalry environment of the banking segment and to design the gaining strategies for competing, Porter's five-force tool is the effective instrument for the banks.

The Threats of New Entrants

The entry barriers are high in the case of the banking industry in Bangladesh because the official authorities have taken stringent control to enter into such sectors with high capital investment and prohibitory banking licenses in the country. Nevertheless, the access to the market has been gradually opened to fintech companies and non-banking financial institutions (NBFIs) that offer digital banking and related services that interest niche technological customers. It may be shielded to some extent; however, the incursion of players who leverage technology may pose a moderate threat to traditional banks such as Premier Bank Limited for which this threat may arise where the bank cannot adapt at a faster rate.

Bargaining Power of Suppliers

In the context of operations management, the suppliers are sometimes regarded as depositors and providers of capitals. The bargaining power of depositors is moderate because they can withdraw and seek deposit with other institutions depending on interest and other services and security offered. The 'Supplier' influence also encompasses regulatory institutions such as the Bangladesh Bank as well; their regulations are compulsory and mandatory. In particular, Premier Bank source digital banking platforms and cybersecurity solutions from technology vendors hence providing them with some level of bargaining power. But as mentioned due to the competition between suppliers the bargaining power of this factor is not very low or very high.

Bargaining Power of Buyers

Customers in the field have high bargaining power because they can decide to get services from different banks and other financial institutions that offer the same services at reasonable rates of interest. With the advent of digital banking, it becomes easier for customers to transfer their business from his bank to another, thus, adding more power to customers. First, high customer demands for quality digital services, low prices, and individual products also mean that authorities remain highly relevant to banks. Therefore, customer satisfaction coupled with reasonable prices are one of the significant drivers to increase customer loyalty at high buyer power as shown at Premier Bank Limited.

Threat of Substitute Products or Services

The threat of substitutes is moderate to high in the selected banking sector for the following reasons. Therefore, as Bkash, Nagad, Rocket, P2P lending or other financial technologies, they provide similar products and/or services as payments, loans or investments. These alternatives can be particularly engaging to the young clients and such residents who maybe lack understanding of traditional banking. Drivers such as, increased use of digital payments and micro-finance services are a concern for Premier Bank due to competitive pressures claiming that the bank must develop a wider range of digital services.

Competitive Rivalry

According to the nature and structure of the banking business, Bangladesh banking sector is highly competitive where both public and private sectors together with a number of foreign banks are in the race. Competition is further strengthened by customers' demise differentiation on product and service offering by different banks, charge of interest on loans offered and marketing strategies. Herein Classic will need to differentiate at customer service, through adopting digital technologies and by diversifying products. Competitive rivalry is high; the bank competes with other well-established players in the market as well as contestants from the growing fintech industry and to remain relevant and relevant in this setting Premier Bank Limited has to invest in its service delivery and brand image to meet the market demand.

2.8 Summary and Conclusion

Premier Bank Limited is an existing bank of Bangladesh, which is showing good brand image, category of products and services and concentrating on customer care services plus many more. To sustain its market competitiveness in the financial sector, the bank has employed a competent workforce, continuous adoption of technology and the combination of outsourcing and external advertising, as well as internet advertising factors. However, there is always a challenge. It relies primarily on offline marketing, has restricted growth in online media, and lacks adequate customer feedback systems. Further, the threat level is high for competition from fintech and other non-banking financial institutions, and the pressure from customers to deliver digital services is emerging rapidly.

Policies, strategies such as customer-focused approach, CSR activities and product diversification makes Premier Bank Limited in a good vantage point to provide financial solutions especially to individuals, SMEs and the corporates. Though knowing and addressing the dynamics that shape mortgage market by adopting more digital solutions, improving brand identity, improving marketing and selling strategies will be vital for the future. Fortunately, by addressing those areas mentioned above, Premier Bank Limited has a unique opportunity to strengthen its positions in a highly competitive market, improve customer retention and eventually generate sustainable revenues in a constantly changing banking landscape.

2.9 Recommendation

- To win in todays and tomorrow's markets, organizations should increase development of digital banking as consumers grow more accustomed to carrying out transactions through the internet or their mobile devices. Expanding online facilities, adopting AI-based customer services and strengthening the security measures as a customer, as well as investing in metadata security and integrating customer services. It will open a new page for turning this bank to be a hub of international banking.

- For reaching the youth people, the bank should become much more active in the social networks, employ the tools of digital adverting and consider the practice of using 'influencers. Using data analytics to better tailor promotional offers as well as content enhances brand recognition and consumer relationships.

- Use regular feedback mechanisms to identify on the spot feedback of their customers as to what they like or dislike. Surveys, web-based questionnaires and observation of customer engagements with the firm will go a long way in highlighting issues that needs improvements and how services can better meet customers' needs in the future.

- In order to grant the clients in the utmost number especially those in the rural and semi urban areas the bank could open the following; Namely, low expense accounts, micro finance and financial education. This approach not only diversifies the circle of the clients for the Premier Bank Limited but also strengthens its positions connected with the company's social obligations.

- It is imperative for Premier Bank Limited to expand on some value-added services such as individual budgeting, wealth management and specialty services targeting the SME's. In particular, the variety of products will allow the bank to attract specific value segments and expand its clientele base.

- As for staff development, it's crucial for the bank to uphold a high standard of services provided; for that reason, it is crucial to extend the budget on training and development that targets digital competencies, communication and leadership skills. Engaging workers who perform the tasks empower customers, and boost organizational performance.

- It is advisable that established firms periodically appraise the current pricing strategies regarding loans, deposits and other related services with a view of adopting real competition pricing models. Additional offers that can be introduced are the establishing of lower charges linked to digital operations as well as other seasonal interest rates that will attract more clients.

Chapter 3 Project Part

3.1 Introduction

The banking industry and contrast of Bangladesh have been growing very fast due to technological improvement, competition and customer demand. In such a context, banks are forced to adapt to new essential client needs and find specific market niches in which they can offer innovative solutions. Among some of the key determining factors that affect the level of innovation in the banks, is the human resource management practices. There is a strong correlation between HRM practices and organizational commitment, attitude and behavior including innovation. Key mechanisms practiced by HRM that contribute to achieving the goal of encouraging innovation among the employees include: training and development, performance and incentives as well as supportive leadership (Uddin, Ali, Khan & Ahmad, 2021). Nonetheless, developing innovations in the workforce make use of the different elements of HRM practices and synchronizing them with the goals of the organization as well as developing a culture that supports risk taking and innovative decision making. Using Bangladesh's banking industry, this paper establishes the effects of HRM practices on innovation behavior while analyzing how appropriate HRM strategies may foster innovation for the sector's sustainable future.

3.2 Problem Statement

Challenges such as high levels of competition, the increasing demand for cost leadership, product differentiation and ripped changing consumer behavior and technology advances the need for innovation especially in Bangladesh banking industry. Still, encouraging innovative behavior at the place of work in this sector proves difficult based on structural, cultural and motivational factors in organizations. The social scientific literature demonstrates that managerial practices in the field of human resource management (HRM) can to some extent control behavior at the workplace and stimulate creativity among the employees (Rachadatip & Muhammad, 2023). While talent management practices such as training, performance incentives and work culture that support innovation, have been established to enhance this impact, there is little evidence on how organizations in Bangladesh's banking sectors are adopting these best practices to increase innovation performance among its employees. This gap therefore calls for a need to establish the relationship between HRM practices and employees' innovation, because the extent to which bank incorporate innovation through HRM maybe central to their competitiveness and the ability of the bank to deal with changes in the industry.

3.3 Research Question

This question aims at examining how training, performance incentives and workplace support impacts on innovations of employees given the increase in competition and dynamism in Bangladeshi Bank environment more specifically. It seeks to fill a gap on the extent to which HRM practices promote creativity and flexibility in the workforce a factor that enhances organization development and competitiveness.

- What is the role of HRM practices for stimulating employee innovative behavior in the context of the banking industry in Bangladesh?

3.4 Research Objective

3.4.1 Broad Objective

To see the effect of HRM practices on Employee Innovative Behavior.

3.4.2 Specific Objective

- To see the effect of recruitment and selection on Employee Innovative Behavior.
- To see the effect of training and development on Employee Innovative Behavior.
- To see the effect of performance appraisal on Employee Innovative Behavior.
- To see the effect of rewards and recognition on Employee Innovative Behavior.
- To see the effect of compensation and benefits on Employee Innovative Behavior.

3.5 Significance of the Study

This research is important as it will help to reveal how exactly the human resource management practices contribute to the innovative behavior of the employees in the banking sector of Bangladesh. With rising competition and many changes in the micro environment brought by advance in technology, the pressure to reinvent its self has become more central for banks. In detailing out the roles of HRM practices including training, rewards and organizational support for promoting innovation among employees, the study is beneficial top bank managers and HR practitioners who would want to foster adaptability and innovation.

Moreover, the knowledge of the connection between HRM practices and employee innovation gives suggestions as to how structural and cultural barriers to creativity might be surpassed. It implies improved policies and efficient management of the actors in the field of banking. The research conclusions derived from this study might be used by other researchers and practitioners to develop new perspectives on the theoretical model and to provide practical guidelines for other industries in Bangladesh and other similar developing countries to innovate and use human resources as a strategic asset for gaining competitive advantage. Finally, this study confirms the significance of orientation of the HRM towards the innovation objectives for the improvement of HRM as a result for individual employees and the banking industry in general.

3.6 Literature Review

3.6.1 Employee Innovative Behavior

Employee innovative behavior has also attracted a lot of literature interest in organizational research in particular as organizations seek to unlock competitive advantage in emergent environments. Employee innovative behavior can be defined as the deliberate creation, sponsorship and implementation of new ideas in an organization environment (Shreya & Rajib, 2017). This behavior is useful for organizational success because employees who participate in inventive activities can positively affect the company’s products through their innovation contributions. They can also impact on the organizational operational processes and methods and the way they deal with the environment around them. Its encouragement in the banking context is especially relevant since the industry is constantly learning and implementing new ideas and innovations influenced by technology and changing customer base needs.

3.6.2 HRM Practices

HRM practices are widely considered as proactive within the development and support of the employee innovative behavior. Strive HRM principals prepare a firm environment in which individuals feel appreciated, encouraged and endowed with the tools, possibility and impetus to innovations. Here are some key HRM practices that positively influence employee innovative behavior:

- **Training and Development:** Ideas performance training involves developing skills in skill, establishing innovation training to enhance and use creativity, as well as teaching and learning activities within organizations to improve knowledge since they foster the acquisition of idea generating tools among the personnel. Previous research also finds that training that promotes learning and exploration of new knowledge adds much value to cultivating innovative frame of mind (Zhang, Li & Wang, 2023).

- **Performance-Based Incentives:** Financial incentives, non-financial incentives such as recognition, incentives for promotion and incentives for creating new ideas are the most essential in encouraging innovativeness of workers. Employees observe that creative endeavors are welcomed by the organization and appreciated, they will be encouraged to come up with many new ideas and implement them (Cherif, 2020).
- **Supportive Leadership and Autonomy:** There ought to be accommodation across the leadership on issues to do with autonomy, risk taking and idea creation so as to encourage innovation. Managers who promote the idea of having workers questioning conventions and making personal decisions on their own steer the process of innovation in the right direction. However, the studies showed that leadership behaves as a moderator of innovative activity and particularly transformational and participative styles of leadership increase the innovative activity of employees (Nguyen & Tran, 2022).
- **Work Environment and Culture:** Teamwork culture, management culture and culture that support risk taking is supportive to encourage the employees to innovative behavior. Mature HRM policies that foster a friendly environment enable the workers to express ideas even those that involve risk taking (Cherif, 2020).
- **Job Design and Flexibility:** Employees who exercise certain amount of decision making in the workplace are associated with higher levels of innovation. If people are allowed to showcase versatility in the assign tasks; they are likely to try out new things in order to produce something new (Cherif, 2020). With proper mapping of the works to be done, challenging and differentiated, alongside with employee freedom, HRM practices can result in higher creativity and innovation.
- **Knowledge Sharing and Collaboration:** Thus, ideas and competitive knowledge are spread through the working groups and departments which are bound by definite HRM practices, and the combination of different ideas and impressions often results in innovations. Collaborative and communication give out an indication that will encourage everyone to work together thus facilitating cross functional integration (Nguyen & Tran, 2022).

3.6.3 Factors of Employee Innovative Behavior

Employee innovative behavior is not determined by a single factor but several factors which include; the individual factors, job factors and organizational factors. The individual variables vital to the process include personal motivation because all the effort towards the creation of innovations will only be viable if the individual is motivated to innovate. Furthermore, there is perform dynamic that suggests that discretion awarding jobs and those that offer freedom to express the self will elicit innovation. Organizational factors are mostly influential, that is training and development, the rewards as well as leadership support are some of the major frameworks in human resource management that foster an environment that encourages innovation (Aman, Qaiser and Noreen, Tayyba and Khan, Imran and Ali, Rafaqet and Yasin, Asim, 2018).

3.6.4 Dimensions of HRM Practices

From the study, it is clear that there are several key dimensions that make up the aspect of human resource management (HRM) practices when designing or improving its promotion of the employee innovative behavior. Each identified dimension captures a different aspect or factor of HRM that is particularly important to the cultivation of the right climate for innovation. Below are the primary dimensions of HRM practices influencing employee innovative behavior:

- **Recruitment and Selection:** Promising techniques which aim at creating a stock of mechanisms for selecting candidates with creativity, adaptability and problem-solving potential can embed innovation into the whole process of recruitment. Basic methods such as the behavioral interview and psychological tests are useful in determining people who are willing to embrace change and improve things within the organization (Chatzoglou & Chatzoudes, 2018).
- **Training and Development:** It places value on training, development and accumulation of more knowledge in any given discipline. Training that targets problem solving creative thinking skills and technical training help employee to look at things in different ways and have the confidence of coming up with new ideas (Zhang, Li & Wang, 2023). Training programs that also include employees with new information and ideas also equip them with tools to operate within the expanding industry and keep abreast with new development which is extremely important in industries such as the banking sector where advancement is rapid.
- **Performance Appraisal:** The performance appraisal aimed at innovation and creative output can actually strengthen the perception of innovative conduct. Supervisors who review creative output, propose goals connected with innovation and evaluate workers' readiness to generate and take risks contribute to the development of innovation as an organizational performance value (Cherif, 2020). Another model is oriented on daily/weekly feedbacks and clear goals setting; so, everyone knows that innovativeness is expected from him or her.

- **Compensation and Benefits:** Organizational incentives such as bonus, stocks options and flexible benefits encouraging risky and innovative behaviors among the employees. Other mobile source of support promotion of the culture of innovation include; Improved working conditions including flexible working hours and career progression, which increase satisfaction and control over the working conditions (Nguyen & Tran, 2022).
- **Reward and Recognition:** Promotions, bonuses and any other reward scheme with structures that motivate employees to seek and suggest innovation is included in this dimension. Prizes as incentives for idea generation, for instance, some incentives in terms of bonuses for innovation, or thank-you notes for ideas submitted that have led to product improvements, can serve as motivation and signals that everyone in the firm has to search (Fu, Cherian, Rehman, Samad, Khan, Athar Ali, Cismas & Miculescu, 2022). It is notable that the reward systems are the most helpful when they are prompt, relevant and focused on the organization's innovation agenda.

3.6.5 Gap of the research

The existing studies on HRM practices and employee innovative behavior have revealed some essential findings but there are still some research gaps including the within the banking sector of the developing nation like Bangladesh. Firstly, still prior research has pointed out that most HRM practices, including training, compensation and leaders are positively associated with the innovative behavior However, little research has empirically analyzed these relationships in highly bounded sectors such as banking, where innovation can be more restricted. Secondly, most empirical studies are developed based on a single HRM practice and fail to recognize a comprehensive framework that may present the interrelated effects of a number of practices on innovation. Finally, there is a lack of research on the moderating effects of organizational culture and leadership support on the effects on HRM practices on innovative behavior, which is principally important for creating favorable innovation in security sensitive industries (Amabile & Pratt, 2016). Overcoming these gaps could give a more extensive depiction of how the context of HRM practices can be deployed strategically to boost innovation especially in banking industries.

3.7 Research Framework

The report focuses on analyzing drivers of Employee Creative Behavior in the banking industry of Bangladesh. Four main drivers are taken into account: Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefits. The proposed research framework for the report is shown in Figure 2.

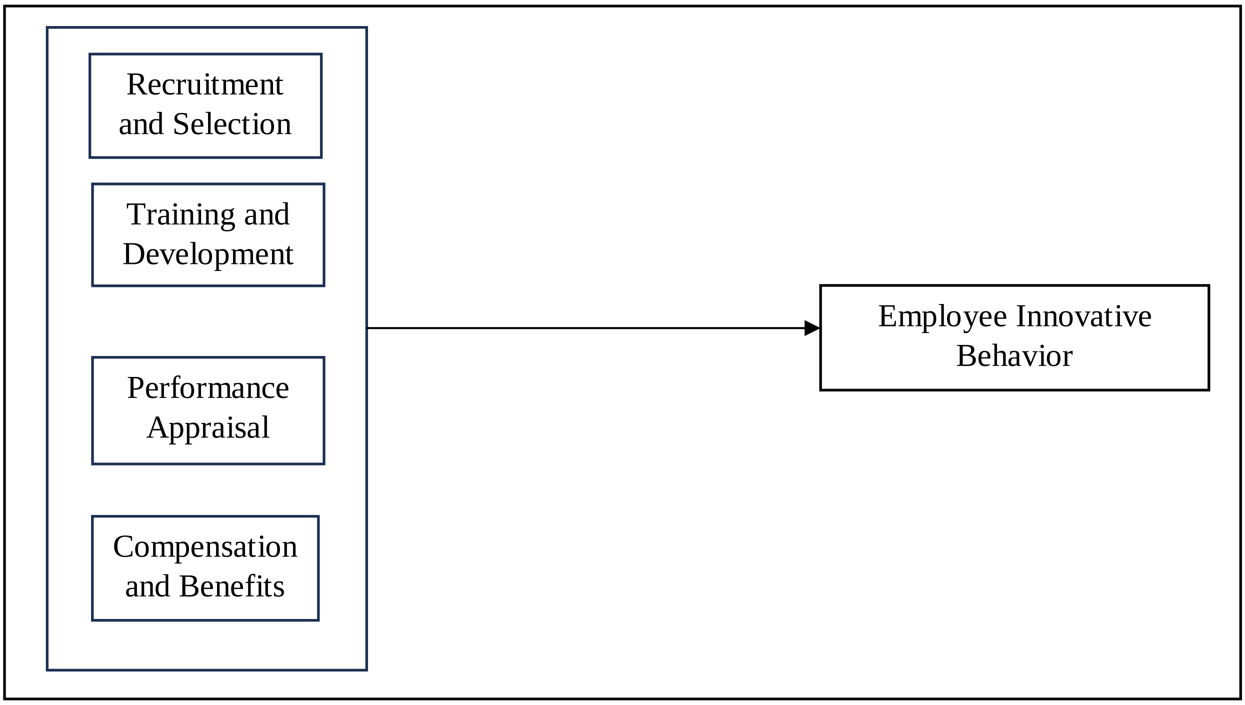

Figure 2: Research Framework

3.8 Hypothesis Development

3.8.1 Relationship between Recruitment and Selection and Employee Innovative Behavior

The relationship between recruitment and selection and employee innovative behavior is critical, as hiring the proper talent lays the foundation for an organization's development potential. Recruitment and selection forms that prioritize creativity, problem-solving abilities and flexibility help attract people who are more likely to engage in innovative behaviors (Uddin et al., 2021). Organizations that execute organized selection strategies, such as behavioral interviews, psychometric tests and assessment centers, can way better recognize candidates with high innovative potential.

Besides, employees who see fair and straightforward recruitment forms are more likely to be engaged and motivated, which fosters a culture of innovation (Msuya & Kumar, 2022). Hiring diverse talent with diverse viewpoints and experiences enhances development by bringing in new thoughts and approaches. Therefore, an organization's ability to improve is altogether influenced by how effectively it recruits and selects employees with the proper competencies, mindset and eagerness to try new ideas.

H1: Supervisor support has a positive effect on Employee Innovative Behavior.

3.8.2 Relationship between Training and Development and Employee Innovative Behavior

Organizational growth and innovation depend heavily on the collaboration between employee's creative behavior and training and development. Training and development provide employees with all the abilities, expertise, and resources they need to come up with creative solutions and how to adapt to an ever-shifting environment. Training programs enable employees to discover creative concepts, explore various approaches, and collaborate with their colleagues effectively if they get the opportunity for development and skill growth. When organizations set guidelines and standards to train employees, the output of employees comes out better (Kassa, 2021). Employees who are well trained and well nurtured face no problem when they are assigned to some duties and responsibilities compared to those people who do not have sufficient training. There is a positive relationship between employees' creative behavior and training and development which drives organizational success.

H2: Technological support has a positive effect on Employee Innovative Behavior.

3.8.3 Relationship between Performance Appraisal and Employee Innovative Behavior

The relationship between performance appraisal and employee innovative behavior is noteworthy, as an effective appraisal system can motivate workers to engage in inventive and innovative activities. Performance appraisal frameworks that recognize and compensate for innovation encourage employees to think outside the box and contribute modern thoughts. When employees see that their innovative efforts are recognized and remunerated, they are more likely to take risks and explore novel solutions.

A fair and straightforward appraisal framework fosters a culture of belief and mental security, which is fundamental for advancement (Rodrigues et al., 2023). Organizations that incorporate innovation-related criteria in performance assessments, such as problem-solving skills, initiative and collaboration, can adjust employee goals with the company's innovation strategy. Moreover, useful feedback from performance appraisals helps employees refine their thoughts and progress their inventive contributions. Hence, a well-structured performance appraisal framework not only enhances employee motivation but also plays a vital part in driving organizational advancement.

H3: Training and development have a positive effect on Employee Innovative Behavior.

3.8.4 Relationship between Compensation and Benefits and Employee Appreciation and Employee Innovative Behavior

The relationship between compensation and benefits, employee appreciation and employee innovative behavior is vital, as a well-structured compensate framework can essentially enhance employee's motivation to engage in development. When employees feel esteemed through fair remuneration and benefits, they are more likely to be committed to their work and take initiative in creating imaginative solutions (Paulyne, 2023). Competitive salaries, performance-based incentives and non-monetary benefits, such as career development opportunities and recognition programs, strengthen employee appreciation, fostering a sense of belonging and inspiration.

Employee appreciation plays a key part in innovation by making a positive work environment where people feel energized to share modern thoughts without fear of disappointment (Basu Mallick, 2023). Recognition through rewards, promotions, and verbal appreciation strengthens employee's intrinsic motivation, making them more willing to contribute innovative ideas. Moreover, compensation models that remunerate risk-taking and problem-solving efforts adjust employee goals with organizational innovation strategies, advancing a culture of continuous improvement. In this way, when compensation and benefits are strategically outlined to show appreciation and incentivize creativity, employees are more likely to engage in innovative behavior, profiting both the individual and the organization.

H4: Appreciation has a positive effect on Employee Innovative Behavior.

3.9 Methodology

This study covers sample size, procedures and calculations, questionnaire, demographics, study measures, sample and units of analysis. A description of the method of gathering and analyzing the information has been included in this section.

3.9.1 Research Design

To do a research project, a successful and efficient approach is crucial. When it is a quantitative study, it is way better to utilize open-ended, closed-ended and mixed-type overview surveys when distributing the study survey to the target group. All the data on the drivers of Employee Innovative Behavior within the banking sector in Bangladesh is included in the study. All the data accumulated in this study comprises the opinions and comments of the officials of different age groups. In this study, a questionnaire-based study was utilized. Most of the individuals who were used for the study were primarily the individuals who were employed by Premier Bank Limited.

3.9.2 Population and Sample Size

Population is defined by the total number of people that are taken into consideration. To do any research target groups must be identified to prevent any kind of mistake during the sample selection. The term units primarily come from the "unit of analysis" which is being used by the analysts to draw generalizations and conclusions. As an illustration, consider a substance as a city, person, nation, individual, office and many more. The target audience of the study basically comprises all white-collar workers in different work area, professional, administrative or management positions in financial institutions in Bangladesh. In this study, sampling methods were consolidated into an uncertain sampling approach. Evaluative sampling was utilized as there was a non-attendance of a total list of members. When there's no correct list of participants within the survey then evaluative sampling strategies are the finest choice. It is worthy for any analysts to create a predictable determination if the sample they select meets a wide range of criteria. For this study sampling technique was utilized to gather data from a predetermined group of respondents. The respondents of this consider are chosen from the financial institutions of Bangladesh.

3.9.3 Measurement Items

This part describes the analytical tools used in the present study. The first section has been part into four areas with variable-related questions. Section A contains Recruitment and Selection. Section B addresses Training and Development. Section C consists of Performance Appraisal. Section D includes Compensation and Benefits.

Variable	Author	Items
Recruitment and Selection	Rubel and Kee (2015)	4
Training and Development	Rubel et al. (2020)	5
Performance Appraisal	Hansen, Saridakis & Benson, (2018)	3
Compensation and Benefits	Hansen, et al. (2018)	3
Employee Innovative Behavior	Saridakis, Hansen & Benson, (2018)	3

Table 2: Measurement items

3.9.4 Data Collection

A few instruments and strategies were utilized during this study to test and evaluate the data hypothesis. The Social Science Statistics Package (SPSS) was utilized for data entry, quantitative data analysis, reliability evaluation and testing of the hypothesis.

3.9.5 Data Analysis

A Google form was sent to the individuals of Premier Bank Limited to begin the data collection. Individuals who volunteered to be a part of the data collection process. At that point the survey was made available to them. The survey was split into parts inquiring concerning Recruitment and Selection, Training and Development, Performance Appraisal and Compensation and Benefits. Answers to the survey were recorded on five points.

3.10 Findings and Analysis

3.10.1 Descriptive Output

The variable in the data set with the highest mean implies the average tendency. A variable's highest mean shows that, on average, its values are higher than those of the other variables under consideration. This could be vital for deciding which factors within the research have a greater overall impact. Table 2 shows the standard deviations and means for the considered variables. Both the independent and dependent variables were measured using a 5-point Likert scale. The variable appreciation has the highest mean. A high mean essentially represents the average value; it does not fundamentally recommend whether the variable is of greater importance. A large standard deviation shows that the results for that variable are more heterogeneous. This may offer assistance to clarify the level of inconsistency or scattering within the information and it may appear that this variable is more fluctuating or contains a greater range of values. In Table 2 the independent variable Recruitment and Selection has the highest SD. For example, SD = 1.023 which is the greater of all the other variables.

	N	Minimum	Maximum	Mean	Std. Deviation
AR&S	97	1.00	5.00	3.63	1.023
AT&D	97	1.00	5.00	3.78	.754
APA	95	1.00	5.00	3.67	.698
AC&B	97	2.00	5.00	3.78	.659
AEIB	97	1.00	5.00	3.57	.791

Table 3: Output of the descriptive analysis

3.10.2 Reliability Analysis

The study's results show 0.867, which is noticeably greater than the necessary 0.6 minimum dependability level. Utilizing reliability analysis, we examine the characteristics of the measurement scale and its constituent parts. The reliability analysis strategy, which moreover gives data on the correlations between diverse scale items, is utilized to produce a few regularly used scale reliability measures. The within-class correlation coefficients can be utilized to assess inter-rater reliability. Ronbach's alpha may be a metric of internal consistency. In other words, it appears how complicatedly joined a collection of parts is. This serves as a benchmark for the scale's consistency.

Cronbach's Alpha	N of Items
.867	18

Table 4: Output of the reliability analysis

3.10.3 Correlation Analysis

A statistical strategy to figure out how related variables are to each other and assess how effective their direct affiliation is. In other words, correlation analysis is utilized to determine the amount of variety in one of the factors as a result of changes within the other. In this study, correlation analysis is utilized to show an affiliation between all the factors.

		ASS	ATS	AT&D	AAPP	ACRE
AR&S	Pearson Correlation	**1**	.532**	.407**	.531**	.474**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	97	96	95	96	97
AT&D	Pearson Correlation	.632**	**1**	.588**	.731**	.505**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	96	96	94	95	96
APA	Pearson Correlation	.507**	.488**	**1**	.471**	.511**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	95	94	95	94	95
AC&B	Pearson Correlation	.341**	.631**	.469**	**1**	.513**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	96	95	94	96	96
AEIB	Pearson Correlation	.374**	.505**	.511**	.513**	**1**
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	97	97	97	97	97
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 5: Output of correlation analysis

3.10.4 Regression Analysis

Regression analysis can be used to decide the foremost significant variables, the factors that can be disregarded and how they are connected with one another. Deciding the impacts of a few concurrent inputs on just one of the dependent variables is encouraged through this strategy. Numerous regressions tend to be required when a researcher is simply looking for a single outcome of a variable because simple regression tend to overstate from missing components. Regression analysis is utilized to examine the research results to figure out the comparative importance of each variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.367	.339	.711

a. Predictors: (Constant), AR&S, AT&D, APA and AC&B.

Output of regression analysis

Hypotheses Findings

In the project part, four measurements such as Recruitment and Selection, Training and Development, Performance Appraisal and Compensation and Benefits were considered the independent variables, whereas innovative behavior is considered the dependent variable. The current project creates four hypotheses. After analyzing information three measurements such as Training and Development, Performance Appraisal and Compensation and Benefits were found critical and positive impact on Employee Innovative Behavior. On the other hand, supervisory support was found insignificant impact on Employee Innovative Behavior.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.026	.487		.062	.931	-.942	1.014
	AR&S	.038	.086	.042	.491	.607	-.133	.231
	AT&D	.234	.152	.169	1.891	.024	.067	.558
	APA	.358	.121	.291	2.653	.005	.101	.620
	AC&B	.286	.135	.213	3.021	.036	.005	.577

a. Dependent Variable: AEIB

Table 6: Output of hypotheses analysis

3.11 Conclusion and Discussion

3.11.1 Theoretical Implications

The analytic findings of this study on HRM practices and the innovative behavior of employees are important for the following theoretical reasons. It builds on RBV by providing evidence of how practices such as recruitment and training contribute to the use of strategic resources in the generation of innovation. It also supports the SET in that favorable HRM practices foster innovation as employees provide a positive response to organizational positive action for their development. Finally, it advances Organizational Support Theory emphasizing the importance of leadership support and autonomy for innovativeness, especially within the highly controlled settings such as banking. These insights assist in applying organizational theories in creating innovation within a particular sectors or environments.

3.11.2 Practical implication

The managerial implications of this research are that managers in organizations, especially in the banking sector, should deliberately position the HRM practices to encourage employee innovation. Thus, training can be a distinct investment because the workplace environment can be shaped to reward innovative behavior: creativity has to be paid for, it has to be thrown incentives and the climate within which it operates has to be made permissive. Management should have a pivotal responsibility of encouraging the people by providing encouragement and incitement for idea generation. In addition, organizations need to establish that the recruitment and compensation strategies will support creativity needed to bring about change. These practices can improve its organizational performance and competitiveness more so in industries that have numerous regulatory mechanisms.

3.11.3 Future Research Direction

To expand the knowledge of the future research, there should be several directions to investigate the relationship between the HRM practices and the employee innovative behavior. First of all, research could investigate the effect of selective group of HRM practices like leadership or performance management in the different cultural environment with the focus on emerging countries like Bangladesh. Besides, there can be studies about the future changes in the banking industry and how the use of technologies in changing organizational environment affects the management of people and innovations in the organizations. It could also be useful to undertake longitudinal research in order to discover if the contemporary HRM practices have positive impacts on the levels of innovation in the long run. Besides, future research could examine whether and how specific individual characteristics (e.g., personality), mediate the relationship between offers and innovation. Ultimately, research could go further to examine whether decisions related to the selection and implementation of HRM practices include organizational culture, as well as external environment conditions that helped or hindered the creation of an innovation culture.

3.11.4 Limitation

There are several areas of limitation in this research. First, it is confined mainly to the banking industry of Bangladesh which may have restricted generalization of findings to other industries or different context of other countries in terms of regulatory environment, economic development and culture. Second, the study employs cross-sectional data which provide an only a single-time point assessment of the link between the independent variable and the level of innovative behavior while discounting for time-related effects. Third, study limitation might be response bias, since the study's data were based on the employee's self-reporting and would not necessarily indicate the actual behavior or practice in the organizations. Furthermore, since innovation and its outputs are abstract constructs here, there is a possibility of cases where high measurement precision in a sector like banking is difficult due to a number of factors. Last but not the least, the research fails to analyses explicitly, how the changes in macro environment may impact the ability of HRM practices to promote innovation.

3.11.5 Conclusions and Recommendation

By undertaking this research, the nature and extent to which HRM practices affects employee innovative behavior in the banking industry has been well captured. This shows that various strategies of human resource management in recruitment, training, remuneration and leadership all contribute to the blueprint in promoting innovation at the workplace. Doing so allows organizations to not only raise individual creativity but also step up organizational effectiveness and competitiveness. The research also establishes the fact that innovation potential can be enhanced when the organization's HRM practices are in tandem with its strategic objectives. However, there are some limitations that need future investigation to confirm and extend those results, including the focus on a single sector and the use of the cross-sectional design.

Recommendations:

- **HRM Alignment with Innovation Goals:** Similar to the recommendations made in prior studies, it is suggested that banks factor innovation objectives into their HRM in the following areas: creativity recruitment, creativity development and creativity reward.
- **Leadership Development:** Policies which promote creativity and innovation must be practiced, senior management engaging employees and allowing them to work independently.
- **Holistic Approach to HRM:** Take an anatomy approach to HRM that goes beyond implementing single best practice elements, like changing job discretion to support long-term innovation.
- **Longitudinal Studies:** Further research should focus on examining the enduring consequences of HRM practices for innovation as well as use multiple types of firms to increase external validity.
- **External Factors:** To explore the moderating influence of external factors such as technology and regulation on the subject of this literature, namely the influence of HRM practices on innovative behavior.

By adopting these recommendations, the scenario of the banking industry and the banks of Bangladesh in particular would be more powerful so that they can face future challenges and exploit future opportunities of their specific banking sectors.

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Appendices

Questionnaire

Part 1: Section A

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

Recruitment and Selection						
1	In my organization recruitment process for a job is very extensive.	1	2	3	4	5
2	My organization places adequate importance on selecting the best person for a given job.	1	2	3	4	5
3	My organization provides adequate emphasize on recruiting the best person.	1	2	3	4	5
4	The staffing process in my organization gets first priority.	1	2	3	4	5

Part 1: Section B

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

	Training and Development					
1	In my organization all categories of employees have the opportunity to receive training.	1	2	3	4	5
2	My organization provides various kinds of training and development programs for every individual employee.	1	2	3	4	5
3	Each employee receives sufficient training in my organization.	1	2	3	4	5
4	My organization uses adequate time and resources to train every typical member.	1	2	3	4	5
5	In my organization all number of employees compulsorily receives training and development facilities.	1	2	3	4	5

Part I: Section C

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

	Reward and Recognition					
1	In my organization rewards are sufficient.	1	2	3	4	5
2	When I do good quality work, my organization appreciates me.	1	2	3	4	5
3	In my organization, the benefits we receive are fair.	1	2	3	4	5

Part I: Section D

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

Employee Participation						
1	In my organization employee participation are available.	1	2	3	4	5
2	In my organization employees have the opportunity to participate in organizational activities.	1	2	3	4	5
3	All level of employees in my organization is allowed to participate.	1	2	3	4	5

Part II

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

Innovative Behavior						
1	I have the intention to contribute exceptionally to my organization	1	2	3	4	5
2	I always try to explore differentiated behavior for others.	1	2	3	4	5
3	I always focus on innovation in my services to my organization.	1	2	3	4	5