INTERNSHIP REPORT

ON

TRUST BANK: Workforce Analysis of Different Departments in Gulshan Branch

Trust Bank
A Bank for Financial Inclusion

www.trustbank.com.bd

Submitted to:

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BRAC UNIVERSITY
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LETTER OF TRANSMITTAL

18 August 2015

Syed Mahmudur Rahman
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Dear Sir

Subject: Letter of Transmittal

I have completed the Internship Report required to be submitted as a precondition for the completion of M.B.A. Degree. The title of my report is "***Trust Bank: Workforce Analysis of Different Departments in Gulshan Branch***".

The Internship Report is based on my 3 months attachment in Trust Bank Limited, A private commercial bank in Bangladesh. I have been attached to three different departments of Trust Bank Gulshan corporate branch. In writing this report I had to consult with several people of the bank, without whom this would not have been possible. Many thanks to them.

I specially thank you for allowing me to do an Internship Report on a subject in which I have great interest. I would like to thank you for your encouragement and support which inspired me to work enthusiastically.

It will be kind of you if you accept my report on the aforesaid topic. I hope you will be pleased with the report. For further query, I am always available

Thanking you,

Salmin Morshed

Salmin Morshed 25.8.15

ID: 12164068

MBA

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EXECUTIVE SUMMARY

Trust Bank Ltd. is one of the most prominent and progressing bank in Bangladesh. As the bank progressed, it emphasized the value of its core resource – employees. Thus the need for HR department to grow in size and scope came into major focus. To properly plan HR Management, it is imperative to analyze the employees, the workforce to understand their work environment, motivation factor and overall job satisfaction.

The main goal of this report is to study how the satisfaction and motivation of the workforce of a bank is dependent on various aspects, such as work environment, peer relations, benefits and development. Since Gulshan branch is the chosen branch, the departments and workforce of this branch is analyzed. Each department is analyzed for 3 major criteria – Work Environment, Job Satisfaction and Training & Development. For each criterion, in-depth analysis is done as to how different elements like employee age, hierarchy, working hour, promotion frequency and gender ratio can have impact on that criterion.

The main source of the report was discussions with authorized bank personnel of the organization. Apart from the observing the operations, various relevant information was collected by casual discussion with the branch employees. For secondary materials, annual report, website, previous files, reports and other data have been collected and analyzed.

Sincere gratitude goes to all the personnel who helped us with their time and information. Finally, it is believed that this report will enhance my ability to analyze various aspects of workforce from HR perspective, link them with employee performances and suggest recommendations to mitigate any gap.

1.0 INTRODUCTION

In every organization, human resource plays a very important role. It is the essential part of the organization that deals with the main resource of any organizations - people. Like other organizations, Trust Bank Limited has a very strong and efficient human resource department. Human resource is the principal component of an organization. According to Leon C. Megginson : From the national point of view, human resources are knowledge, skills, creative abilities, talents and attitudes obtained in the population; whereas from the view-point of individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of employees (Megginson, 1981).

The main role of HR department is to ensure the welfare of the employees – which covers their motivation, work environment, job satisfaction, proper recruitment, training etc. However, in order to perform these activities, workforce analysis is a must. Without analyzing the workforce, it is not possible to identify the gaps or identify what needs to be done and where. So, one of the most important roles for HR analysts is analyzing the status of the workforce in different locations – their satisfaction level, their benefits, needs for trainings, performance etc. Based on those result HR head can decide and layout a plan to improve the efficiency.

1.1 OBJECTIVE

The primary objective of the report is to analyze the workforce in Gulshan Corporate branch to understand overall HR practices and gaps:

1. To understand the roles and responsibilities of all individual departments and required training & development.
2. To have a sense of employee satisfaction in different departments – their motivation factors, peer communications, benefits and appraisals.

1.2 SCOPE OF THE REPORT

As part of internship requirement, a selected organization was analyzed. The organization was Trust Bank Limited Gulshan Branch. The report is the outcome of my hands-on experience in different departments of the branch during my 3 months internship:

- General Banking department
- Credit department
- Foreign Exchange department

1.3 METHODOLOGY

The final report has been a mix of library research, internet research, casual discussion with personnel, expert opinions and comments, and observations. For the report, my supervisor provided as much help as needed.

In general, Methodology is the systematic description of sequence of activities required to manage a project. Extensive web research has been conducted to gather as much secondary data as possible. For the study both qualitative and quantitative instrument has been chosen. Casual discussions along with existing data from different sources have been used to write the report.

The primary source of the data has been the casual discussion and observation – which was translated into numbers and logics. Data entry table is prepared based on observation from department attachments. Annual Reports of different years, websites have been a good source for secondary information.

1.4 LIMITATIONS

The scope of the report is limited to Trust Bank Gulshan Corporate branch only. The analysis and findings described here may not be applicable for any other branch.

Also, due to confidentiality and sensitivity of many information like salary, appraisal ratings, an approximation was made in many cases.

Due to short time, it is not always possible to have a good idea about the culture and environment of one department. Without close observation, true sense of the department's culture, communication flow and environment cannot be captured.

2.0 LITERATURE REVIEW : ANALYSIS OF WORKFORCE

Workforce analysis is one important job for HR department. To continuously monitor the work environment, employee satisfaction, employee's need for training and development is a very important and challenging job. Whenever any of these does not go smoothly, HR department should step in and apply Human Resource Management tools to improve the situation. Workforce analysis provides information about the current workforce across the organization. This information is very important in indentifying the trend impacting the workforce as a whole or in part.

In other words, workforce analysis is the first step that defines the need for further activities for the HR department. Also, properly analyzing the workforce, identifying the gaps and steps taken to rectify that will always help increase the workforce efficiency – which in turn will impact the organization's performance as a whole. A good organization believes that, true strength and resource is not investment or capital, it is the human resource. So analyzing and nurturing the workforce is of utmost importance.

2.1 WORK ENVIRONMENT AND CULTURE

One of the most important HR practice is good working environment and culture. Creating a healthy environment is one of the most important things that leaders can do. A high-performance environment encourages and supports people to perform at their best. It helps people have more energy, handle stress, manage conflict, build collaboration and teamwork, be more adaptable and resilient, and get better results.

Organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations (Schultz, 2006).

While the most obvious incentive for increasing employee productivity is often thought to be based on salary and promotions, this is not always the case. In fact, recent thought on the true nature of optimal human resource management has concluded that in a large number of cases, salary has less to do with motivation than do other important factors.

It is important to recognize the truly human element in workplace relations. Many experts have noted that workers while on the job do not produce more simply because they are being paid more. After all, it is not expected that employees will constantly calculate the monetary value of every action they perform. Workers, for instance, do not keep a record of how much they earn every time they send out an email, approve a document or complete some other task. It's just not human nature.

Thus it brings the obvious question: what motivates employees to work efficiently and give out their best? The answer would be Work Environment. One must remember, employees spend more than 8 hours in office – which is more than they get to spend with their families. So it is a must that in order for them to perform their best, the environment needs to be friendly and comfortable enough.

2.2 EMPLOYEE JOB SATISFACTION

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects of jobs, such as nature of work or supervision.

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. Based on one of the most widely used definitions, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. Spector (1997) lists 14 common facets:

- Appreciation
- Communication
- Coworkers
- Personal growth
- Policies and procedures
- Promotion opportunities

- Fringe benefits
- Job conditions
- Nature of the work
- Organization
- Recognition
- Security
- Supervision

2.3 TRAINING AND DEVELOPMENT

Employee training is a learning experience; its purpose is to seek a permanent change in the employees that will improve their job performance. Thus training involves changing skills, knowledge, attributes or behavior (Duncan, 2002).

The main purpose of training is to produce change and upgrade a person's skill; addition of a new skill and increase efficiency. Target of employee training is to bring about the desired change an organization is seeking. Although training alone cannot motivate a work force, it is an integral part of what is needed to accomplish the long-term goals of the organization.

Benefits of Training:

- To improve employee performance in order to foster growth and development of the organization
- To build the employees to accept greater challenges
- To boost employee self-confidence and commitment to their job
- To aid employees in contributing to the achievement of department goals and the organization's mission and vision
- To bring about the desired changes the organization is seeking

Determining Training Needs:

- Request from employee – Employees usually are the first to recognize the need for additional training
- Change in vision or mission – Organization vision and mission can sometimes change due to change in strategy or legislations. Thus employees may be assigned new duties or positions may be restructured

- Determination through performance management review –Based on the employee's self-assessment of identified strengths and improvement opportunities, an analysis should follow to determine training that may be needed to improve overall work performance

Some Cost Effective Training / Development Methods:

- Conferences and forums
- Critical incident notes
- Field trips
- Job expanding
- Job rotation
- Peer-assisted learning
- Stretch assignments
- Coaching and mentoring
- Courses, seminars, workshops

3.0 THE ORGANIZATION

Trust Bank Limited is a private commercial bank in Bangladesh which was established in 1999. The bank, sponsored by the Army Welfare Trust (AWT) is first of its kind in the country. It is one of the leading private commercial banks having a spread network of:

- 91 branches
- 7 SME centers
- 152 ATM Booths
- 65 POS in 55 Branches

With ongoing expansion, Trust Bank has plans to open more branches to cover the important commercial areas in Dhaka, Chittagong, Sylhet and other areas. With a wide range of modern corporate and consumer financial products Trust Bank has been operating its banking operation and has achieved public confidence as a sound and stable bank.

As bank's business volume increased over the years and the demands of the customers increased, bank's technology has been upgraded to manage the growth of the bank and meet the demands of the customers.

- In 2001, the bank introduced automated branch banking system to increase efficiency and improve customer service
- In 2005, the bank introduced ATM services for its customers
- In 2007, launched Online Banking Services to facilitate Any Branch Banking, ATM Banking, Phone Banking, SMS Banking, & Internet Banking to all customers
- Successfully introduced Visa Credit Cards – which can be used in any POS and restaurants all around the country and even internationally

Trust Bank remains dedicated to meet up with the ever growing expectations of the customer because at Trust Bank, customer is always at the center.

3.1 MISSION STATEMENT

Trust Bank Limited has the following Mission Statements (Trust Bank Corporate Information, 2015):

- Long Term Sustainable Growth -Diversified business with robust risk management
- Financial Inclusion -Bring unbanked population into banking network through low cost and technology based service delivery
- Accountable to all stakeholders-Customers, shareholders, employees & regulators
- Highest level of compliance and transparency at all levels of operation

3.2 VISION

Trust Bank has the following Vision Statement:

- Build a long-term sustainable financial institution through financial inclusion and deliver optimum value to all stakeholders with the highest level of compliance

3.3 POSITIONING STATEMENT

Trust Bank has the following Positioning Statement

- Trust Bank is a contemporary, upbeat brand of distinctive quality of service and solution that offers a rewarding banking experience as preferred choice of banking partner every time, everywhere

3.4 VALUES

Trust Bank wants to grow by exercising the following values:

- Trustworthy
- Dependable
- Reliable
- Professional
- Dynamic
- Fair

3.5 ORGANIZATIONAL HIERARCHY

During my three months attachment in the bank, I have talked to the employees to understand the hierarchy and career ladder of the bank – where a fresh graduate starts from and how over the years he / she climbs the ladder to reach the next level in the hierarchy. An organizational hierarchy based on my observation and discussions with the employees are given in next page.

The bank offers a long hierarchy line – starting from Junior Officer to Managing Director. A fresh university graduate normally starts with Junior Officer while the high potential candidates, MBA graduates can try to the Management Trainee program.

A long hierarchy chain has both merits and demerits. One of the merits is, due to the long chain, employees have a long way to go up. This ensures promotion at standard intervals without being clogged at any point soon. Also, employees feel motivated as they know where they will reach next.

At the same time, there are demerits. Due to long chain, there is very little communication between the top level executives and junior level executives. Also, whenever there is a strategic direction, instructions or guidelines from the top level, it tends to get distorted as it reaches down in the chain.

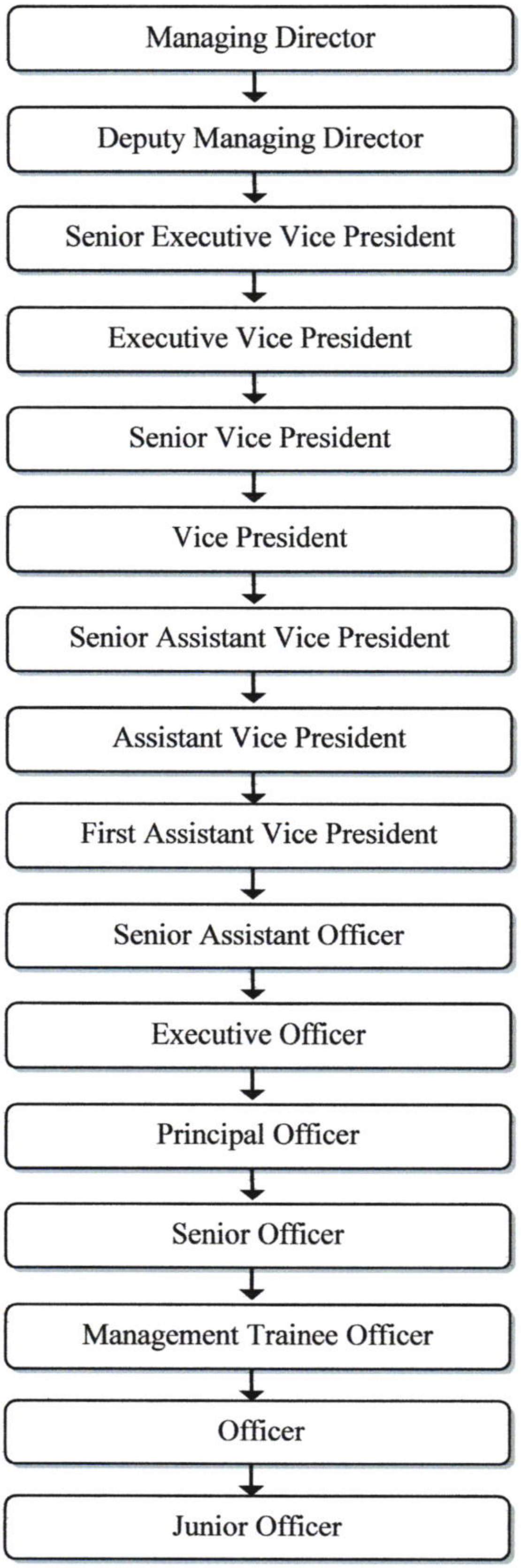

Figure 1 : Organizational Hierarchy

4.0 TRUST BANK GULSHAN CORPORATE BRANCH

Out of the 91 branches throughout the country, Gulshan Branch is one of the most profitable branches of the bank. This is a corporate branch mainly dealing with corporate clients and high valued retail customers. This is also foreign exchange enabled branch to support the international transactions for the corporate clients. The branch currently has 53 employees and following department structures:

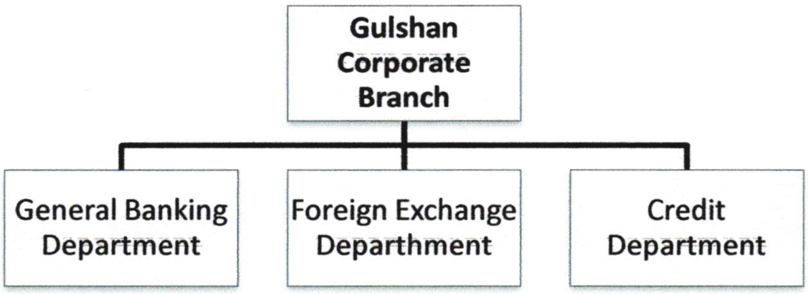

Figure 2 : Gulshan Branch Structure

4.1 GENERAL BANKING DEPARTMENT

General Banking is the starting point and very basic of all the banking operations. This department deals with daily customers and assists them for their daily financial needs – taking deposits, withdraws, receive and en-cash cheqes and other account related services. Under general Banking section in Trust Bank Limited Gulshan Corporate Branch, there are several sections:

- Account Opening and Lockers services
- Cash Department
- Remittance Department
    - Account Opening (FDR & other schemes)
    - Pay Order
- Financial Control & Accounts Department (FCAD)
- Clearing Section

4.2 FOREIGN EXCHANGE DEPARTMENT

Foreign Exchange Department deals with import, export, letter of credit, foreign remittance and post import financing. Being a corporate branch this department plays a very crucial role to assist the corporate clients with their transactions with foreign buyers and sellers. This is one of the important revenue generating departments where majority of the revenue comes from fees and commissions related to various foreign exchange services. In Trust Bank Gulshan Corporate Branch, foreign exchange department is doing following activities on a regular basis:

- Export & Import document processing
- Letter of Credit
- Foreign Currency Endorsement
- Wage Earner Development Bonds (WEDB)
- Foreign Currency Account
    - Private Foreign Currency Account
    - Non-residential Foreign Currency Deposit Account
    - Residential Foreign Currency Deposit Account

4.3 CREDIT DEPARTMENT

This is the core revenue generating department of the bank with one purpose – to create and disburse of loan-able funds for individuals and for commercial & industrial activities. Bank distributes its collected funds among various sectors to earn sufficient interest income. The credit department of Trust Bank Gulshan Corporate Branch provides mainly 3 category loans:

- Corporate Loan
- Retail Loans
- Small Medium Enterprise (SME)

5.0 WORKFORCE ANALYSISIN GULSHAN BRANCH

Every employee's performance depends upon different traits and factors. Work environment, own skill-sets, experience, age, knowledge about industry, work life balance etc.

As an HR analyst, it is imperative to understand the needs of each employee, their satisfaction level, factors affecting their performance, their work life balance and any other gaps they may have. Any HRM planning needs to be done based on this analysis. Every organization is moving to the concept of "Human Energy" – as people being the primary resource. It is the job of HR to ensure the well being and soundness of this resource.

As Gulshan branch is one of the most strategic and important branch of the Bank, it is important to ensure the employees enjoy job satisfaction and at the same time contribute to the bank with their excellence.

Each department has different conditions based on nature of job, department structure and hierarchy level. Hence, each department needs to be looked at different angle to identify the gaps and understand the soundness of its employees.

5.1 GENERAL BANKING DEPARTMENT

With 22 employees, General Banking department is the largest department in the branch. The department has good male-female ratio and comparatively younger but experienced workforce.

5.1.1 Employee Overview

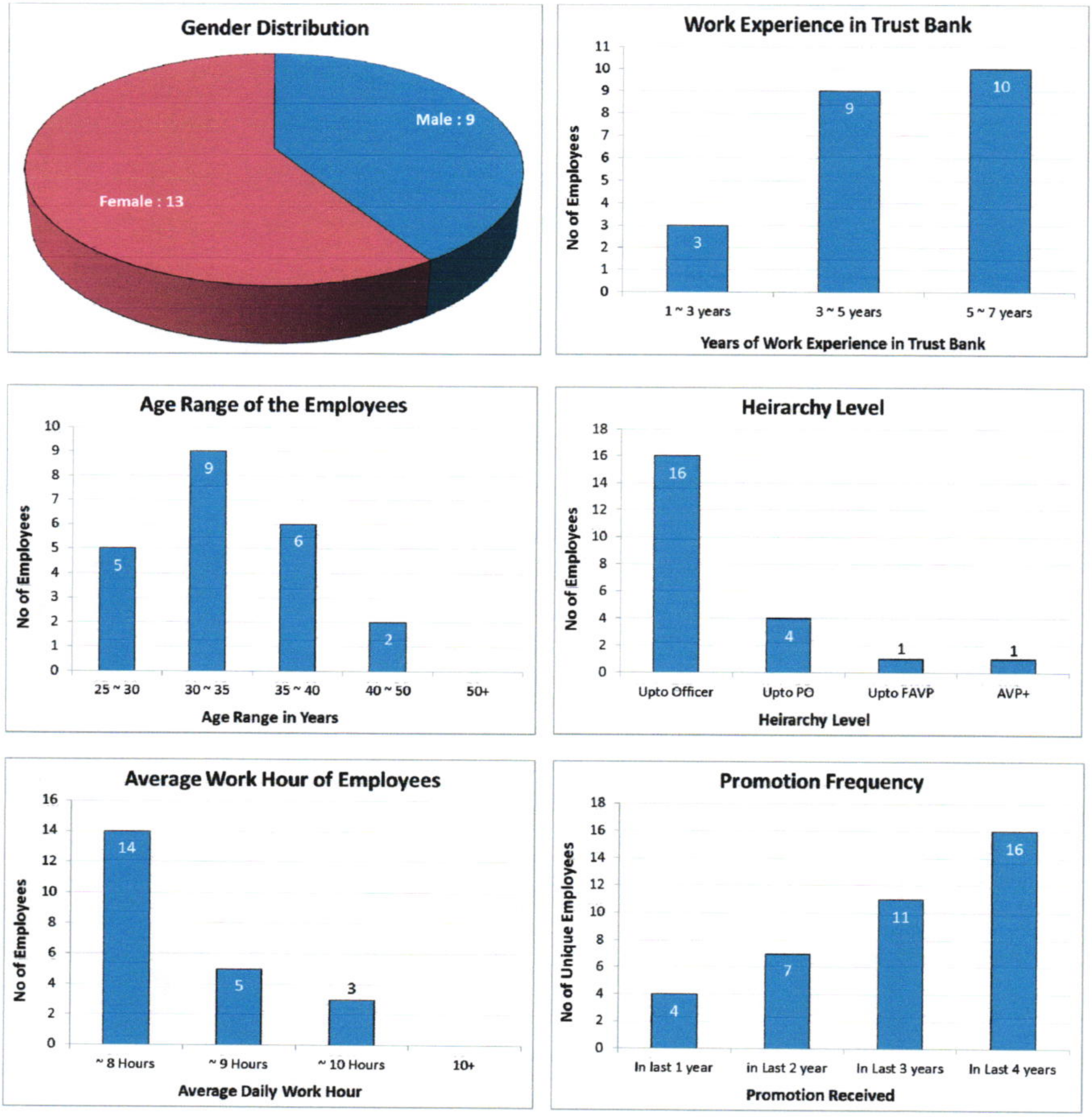

Figure 3 : General Banking Department at a Glance

5.1.2 Working Environment

The gender distribution of the department is pretty healthy: around 60% employees are female. This creates a good working environment for the female employees. Many other offices / departments where Female to Male ratio is less than 10%, the female workers face difficult time to adjust in the department and most of the time they do not feel comfortable. Unlike those places, General Banking department has a good healthy environment where the female workers can share their duration in the office with each other and share their thoughts freely (Sastry, 2000).

This also eases the situation with the male workers. Comparing to a male dominated department where all the behavioral patterns are guided by male attitude, General Banking department has a softer behavioral environment (Sastry, 2000).

This is very helpful for a new employee, as female employees are more to open to warm welcomes comparing to male employees.

Age range is also very important to understand a blend of culture and personal traits. Majority workforce in General Banking department is under 35 – this helps flourish a young, yet experienced generation with their values, norms and ideas. The only two employees with 40~50 years age ranges are in mid managerial level and likely to exhibit more of leadership behavior than open mixing behavior (Lawler, 1973).

Hierarchy level has influence on work environment also. In an environment where gap between hierarchy levels are bigger, it is sometimes difficult to have a healthy mixing environment. Junior employees will always have somewhat reservation when it comes to mixing and communicating freely with much senior employees. Also, senior employees being seniors will sometimes be hard on the juniors (Lawler, 1973).

This also creates miss-communication. When there is an instruction from senior employees to the juniors, most of the time juniors do not gather enough courage to clarify the instruction or ask follow up questions / discussion if there is any confusion. This situation never brings out any good result as there will be delays and flaws in delivery and in many cases, finger pointing and blame games.

This is however, not the case in General Banking department. 16 employees are within Officer level and 4 more up to PO level. Only the two mid managerial level employees are FAVP and above in the organization hierarchy.

This reduces the communication gap and removes any invisible barrier within the employees. They intend to clarify the tasks assigned to them. Knowledge sharing, idea sharing are common in the department as one employee is not reserved to ask questions to the person sitting next to him / her.

Overall, the working environment in General Banking is good and healthy. It promotes team-work, peer communication and knowledge sharing.

5.1.3 Employee Job Satisfaction

Employee Satisfaction or commonly known as Job Satisfaction is function of many different items. It involves culture or work environment, nature of job, appreciation and recognition, benefits and organization's brand value as a whole (Røssberg, 2004).

The work environment of General Banking department is good and healthy as described. There is a good communication flow, co-workers are friendly towards each other and have proper respects for each other's value and traits.

This is particularly important. An employee spends more than 8 hours in the office. This is somewhat more than what he / she gets to spend at home with families. It is eminent that the employees feel like comfortable with the co-workers and with the environment. If the environment and people inside it is not welcoming, these daily 8 hours would become very unpleasant. Continuing that for year after year can cause depression, change in attitude, hamper emotional and mental state and last but not the least, will have impact in family life as well.

Having a healthy work environment, General Banking department takes the first step for Job Satisfaction. When an employee joins the organization, the first thing he/she gets to exhibit is the office and work environment. The other factors like appreciation, appraisal, organization's brand value – these things kick into the play slowly and gradually. So, the first idea about job satisfaction comes from work environment.

The nature of Job in this department is somewhat monotonous. General Banking department involves cheque clearing, teller services, account opening etc. The scope of innovation here is really limited. Employees have to do more or less the same kind of job day after day.

Although in account opening and other customer services one has to constantly apply good communication skills and friendly attitude towards the customers, teller service is more stressed. During the banking hour one would hardly get anytime to breathe or relax for a minute. Mistakes here are also of high significance as one is dealing with money, cheques and account sensitive information.

The work environment plays a great role to mitigate the stress and monotony from job nature. Friendly co-workers, knowledge sharing, good communications helps the employees relief some of the stress (Melamed, 1995).

Also, as most of the employees here are comparatively young in age, their enthusiasm level is higher than comparatively senior employees. As a result, their capacity to cope with the repetitive job nature is higher than others. With time, they learn to get habituated with the job.

Daily average work-hour in this department is satisfactory. Official time is 10:00 AM to 06:00 PM. The transaction hour is 10:00 AM to 04:00 PM. After transaction hour is over and the last customer leave the premises, employees have some breathing space and time to relax. After that it's all about closing. The employees behind teller desks complete all their balance and checks. Employees at account opening and other customer dealings gather all documents, sort, process and stores them or send back to head office if needed.

All of these formalities and activities are done within the time in most days. Out of 22 employees, on an average of 14 employees can leave office by 06:15 PM. Some of the male employees take longer time as they spend some time hanging around, ordering snacks. Some of them tag along with others as their houses are in the same area. Occasionally 2 or 3 employees stay till 08:00 PM as sometimes reconciliation and balancing takes bit longer than expected.

Overall, all though during transaction hour the job is really stressful, but since most of the daily works can be finished within office time, employees have a work-life balance and can enjoy their time with families or outside the office.

Promotion and growth is one of the most important factors for job satisfaction. From the chart it can be seen that, in last 2 years 11 employees (50%) got promoted. However, there are 6 employees that have not seen any promotion in last 4 years.

It is already discussed that, due to the nature of work, it is difficult to show innovation and creativity. The success factor that differentiates one employee from the other is really difficult to assess here. In many other departments, good customer relationship is awarded while in this department, good customer relationship is basic criteria. In order to get noticed for performance, one has to go extra mile with customer dealings. Since they directly deal with customers all day and without any break, it is difficult to maintain that welcoming attitude all the time.

On the other hand, customers have tendency to complain for every single little thing that goes wrong. Even when they are treated nicely and some factors like slow network or computer malfunction is disrupting service, they take it out on the employees. Many times it creates issues and involvement from the manager is needed.

These kinds of situation, although is not employee's fault or lack of due diligence, can still hamper their year-end performance appraisal. For these reasons, promotion and appreciations here are bit difficult comparing to other departments.

Benefits are mostly tied with hierarchy level and appraisal ratings. Since most of the employees here are junior level employees, salary, increase and bonuses are less than many. At the same time, when someone gets promotion due to his outstanding performance even with all the difficult customer dealings, it increases their motivational level. The salary increase in Trust Bank varies based on appraisal ratings. With a 2+ rating, the increase is around 12% with good bonus. Thus, the benefits increase with good performance.

Organization as whole gives the employees a 'feel good' state. Trust bank is one of the most reputed banks in the country. Ran by the Army, this bank has proven itself over the years. Being a part of this bank gives the employees a good feeling about their jobs. They feel more proud to say they work in Trust bank and not some random local companies. This raises their status to their families and friends also.

Sense of job security is another important factor. Although the job in General Banking department is stressful and sometimes thankless, there have been no incidents of employee cut / termination due to non-performance. While many other banks are reducing head-counts to cut operating expenditure, Trust bank values all its employees. Moreover, since this is a customer oriented department, reducing headcount would only hamper customer service and create negative impact for the bank's image.

So the employees in this department have good sense of job security. Unless there is integrity issues involved, they do not expect any warning / termination or lay-off threats in near future.

5.1.4 Training and Development

Employee development in General Banking department takes place in many different ways. Starting from on the job training to daylong / weeklong workshops, seminars are arranged from time to time.

Knowledge sharing, coaching and mentoring is a good way for employees to teach and learn from one another. This department maintains a healthy environment and good communication flow between peer team-mates. This nurtures the practice of sharing one's experience and knowledge with the others. Over the years what one has learnt and seen are shared with the others so that they take less time to learn those. This also increases the efficiency of the team as a whole (Bartol, 2002).

"Lesson-Learned"s is one of the most powerful learning tools. The comparatively seniors in the department has experienced different situations over the years while dealing with customers. They share this "lesson-learned" s with their peers so that they can be prepared and proactive for similar kinds of situations. These situations not always ended with good resolution. Situations like fake cheques, counterfeit notes and other such serious matters took place in the past. The employees who learned "what to do"s in the hard way, try to share these with their team mates so that others do not have to face similar difficult situations.

This has increased the efficiency of the employees over the years. Although there are some incidents which keep happening despite all the lesson-learn sharing and precautions, but the numbers have gone down over the years.

Specific trainings are also there for employees. Specially trainings on communication skill development, customer handling, banking policies etc. Normally these are day-long trainings and done in Head Office seminar rooms. Sometimes selected employees are sent to different training institutes like BIM (Bangladesh Institute of Management), BIBM (Bangladesh Institute of Bank Management) and BDJobs training centers.

In-The-Office trainings are also common here. One of the common practice is, senior / management level employees visit the branch and conduct a 2/3 hour session on specific subjects, issues, "lesson-learned"s etc. These kinds of trainings are also helpful as they are time and cost effective.

Comparing to other departments, Specific trainings are less in numbers in General banking. Due to the nature of Job, they receive more In-The-Office trainings, mentoring and coaching.

5.2 FOREIGN EXCHANGE DEPARTMENT

With 19 employees, Foreign Exchange department is the second largest department in the branch. Although it is the most male dominant department, it still has good male-female ratio and comparatively senior workforce.

5.2.1 Employee Overview

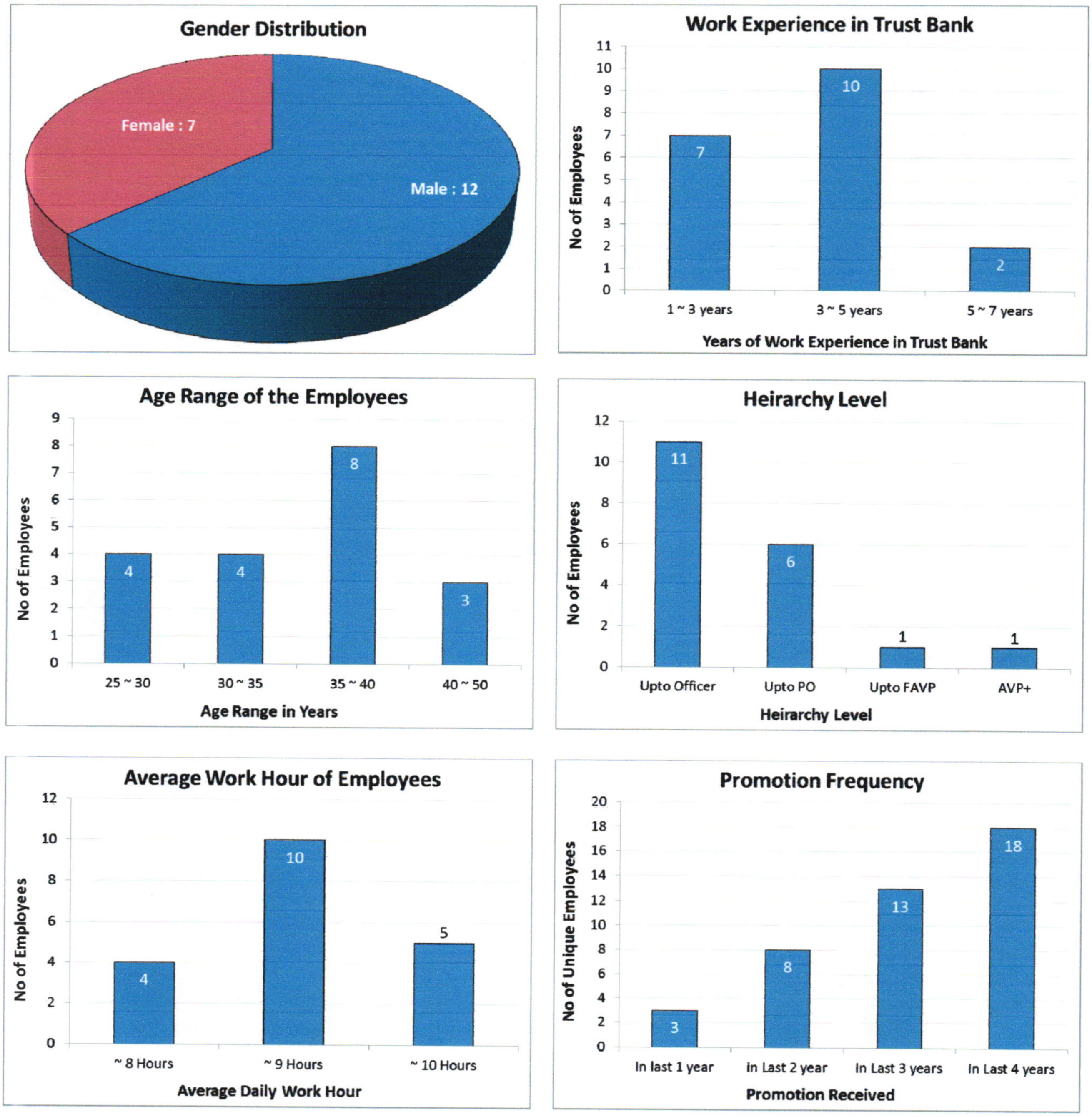

Figure 4 : Foreign Exchange Department at a Glance

5.2.2 Working Environment

The gender distribution of this department is more inclined towards male employees. Female employees however, still have a good number (7 female employees) which helps them blend into the department easily. Although on a gender basis, it is male dominated, but due to the number of females, this department still offers a comfort zone for the female employees.

Age range in this department is more inclined to 35 ~ 40 years of age. This sometimes maybe perceived as a barrier for cultural mix. Comparing to General Banking department, although it is partially true, but due to bank's hiring and recruitment process, a polished and smart workforce gets to join the bank. As a result, even after being in the job industry for around 15 years, they are open to new ideas, culture and new generation social tides.

Hierarchy level in this department has one key point to be noticed. In General banking department, majority of the employee was up to officer level – which was consistent with their age level. However, in this department even with majority of the employees being above 30 years of age, are within officer level.

This does not necessarily mean that employees here get slow promotion or are bad performer. The "Work Experience in Trust Bank" chart can give another side of the story. Form the chart it is seen that, there are 7 employees who joined the bank within last 3 years. So one derivation is, comparatively senior employees from many other banks joined in Trust bank limited in officer level.

This also tells another side of the story – how employees from other bank perceive Trust Bank. Due to the brand / organizational value, culture and sense of job security and benefits, they joined here without any position upgrade.

Hierarchy level in this department is somewhat similar to General Banking department – with majority being within officer and a good number up to Principal Officer. Only the two mid managerial level employees are FAVP and above in the organization hierarchy.

Communication gap is not that much visible here. Since most of the work here is paper-work in nature, employees intend to clarify the tasks assigned to them. Knowledge sharing, idea sharing are common in the department as one employee is not reserved to ask questions to the person sitting next to him / her.

Overall, the working environment in this department is healthy. Improvement opportunities are there but most of the behavioral issues are caused by the workload and job nature.

5.2.3 Employee Job Satisfaction

When compared on the basis of major criteria of job satisfaction, Foreign Exchange department would be very close to General Banking department. While some of the criteria will have favorable condition in General Banking department, some other will be in this department.

The work environment of this department is good and healthy as described. Knowledge sharing, open communication, comfort zone between team-mates sets the ground for a good environment.

Having a healthy work environment is one kind of necessary in order to properly do the tasks assigned. This department deals with major paper work related to foreign exchange, letter of credit opening, good deal of concentration is required to notice all the clauses, regulations, conditions of certain LC, payment clauses etc. To be able to do these properly, a good environment is required.

New employees receive warm welcome from peer team-mates. It does not always become possible from all employees due to the high workload they have. When it comes to teaching and mentoring, everyone here is very supportive. All these positive forces work as the first step of job satisfaction in this department.

The nature of Job in this department is little different from General Banking department. Where General Banking keeps the employee busy with direct customer interactions, this department is more about paper works. Job offers some variety as every foreign exchange transactions and documents vary from each other and customer to customer. Although scope of analysis is not very high here, employees still need to scrutinize each document for any inconsistency and payment / transaction terms. Whereas General Banking is all about doing routine job in a set process, this department needs the employee's attention and scrutiny over each and every file.

While General banking is a support department, this department is the revenue generating department. For processing each and every transaction document, bank earns fees and charges. Also, as part of transaction party, bank pays for imported goods on behalf of its clients – which in turns, earns interests. The payment terms are very important as this will protect the bank from any legal hassle incase of any dispute. So it is very important to analyze each document carefully.

Doing the same kind of paper-works can get monotonous sometimes. Moreover due to the high volume of work, employees hardly get time to gossip or take short breaks.

Daily average work hour in this department is more than General Banking department. While General Banking deals with daily balance, cheques, vault closings; this department deals with foreign transaction documents that need to be completed within shortest possible time and sent for management approval. As this is the fees and charges generating department, each employee is responsible for quick processing of files. Also, all corporate clients that deal with export and import rely on the bank for smooth transactions. And that involves shortest possible time. Any deviation of this will hamper the client's transactions with their foreign counterpart – which is a serious negative impact for their business. Due to this reasons, employees often need to overstay to process the files as much as possible. 9 ~ 10 hours in the office is very common in this department.

However, since it is common to overstay, employees made the environment friendly enough. As the department offers good working environment, employees feel somewhat comfortable spending the additional time in the office. Evening snacks, gossips, jokes – keep the environment lively and comfortable.

This department offers stable **promotion and growth** opportunity. From the chart it can be seen that almost all employees get at least one promotion within a 4 year cycle. High performing employees have shorter cycle time – offering more promotions and growth.

Since the job offers transactional paper works, every employee can show their unique ability while preparing the files. Also, the number of files processed is another criterion. Efficient and expert employees complete more files than others and efficiently. At the same time, they need to deal with corporate clients directly for various clarifications. This also shows their communication skills. By demonstrating these skills one can get a set and definite performance appraisal – which in turn, helps them climb the hierarchy ladder.

Benefits are mostly tied with hierarchy level and appraisal ratings. Due to the nature of job and opportunity to show skill-set, employees have good opportunity to get good appraisal ratings. With a 2+ rating, the increase is around 12% with good bonus. With promotions, salary and benefits are further increased. Thus, the benefits increase with good performance.

Sense of job security in this department is different. The jobs assigned to them are not only earning revenue for the bank but also building up a good workforce for the job market. Employees who can leverage that can create enough demand for him / her in the market and switch jobs with good offers.

5.2.4 Training and Development

Like all other department, on the job training, mentoring and coaching, knowledge sharing are common in this department. But unlike General Banking department, this department provides more opportunity for specific trainings, day and weeklong trainings etc. Since this department deals with lots of paperwork related to foreign exchange transactions, policies and conditions, employees are provided with various trainings related to foreign exchange, trade, letter of credit, various export-import terms etc.

Also, as all banks are governed by Bangladesh bank, there are additional rules and regulations that each bank must comply with. Every transactions made in foreign exchange must maintain all the conditions and policies required by the governing bodies. Not only that, exportable and importable goods, their related taxes and Government charges etc are also required to be checked by the bank before proceeding with transactions.

In order to be able to do all of these properly, the employees in this department receive lots of trainings – mostly in head office seminar rooms. Sometimes external advisors are brought in to share their knowledge and experiences.

When a new employee joins, the seniors are helpful to them and suggest what kinds of trainings they have received. Normally HR and department head arranged trainings for all the employees and for new joiners, but if any employee feels he / she needs some specific trainings, he / she can ask for it. Since it is not always possible to arrange a training for one / two employees, these requested trainings may take longer time before they are available to the employees.

5.3 CREDIT DEPARTMENT

With 12 employees, Credit department is the smallest yet strongest group in the branch. Good male to female ratio, experience work-force, comparatively senior in hierarchy level – has made this department a desirable one for employees.

5.3.1 Employee Overview

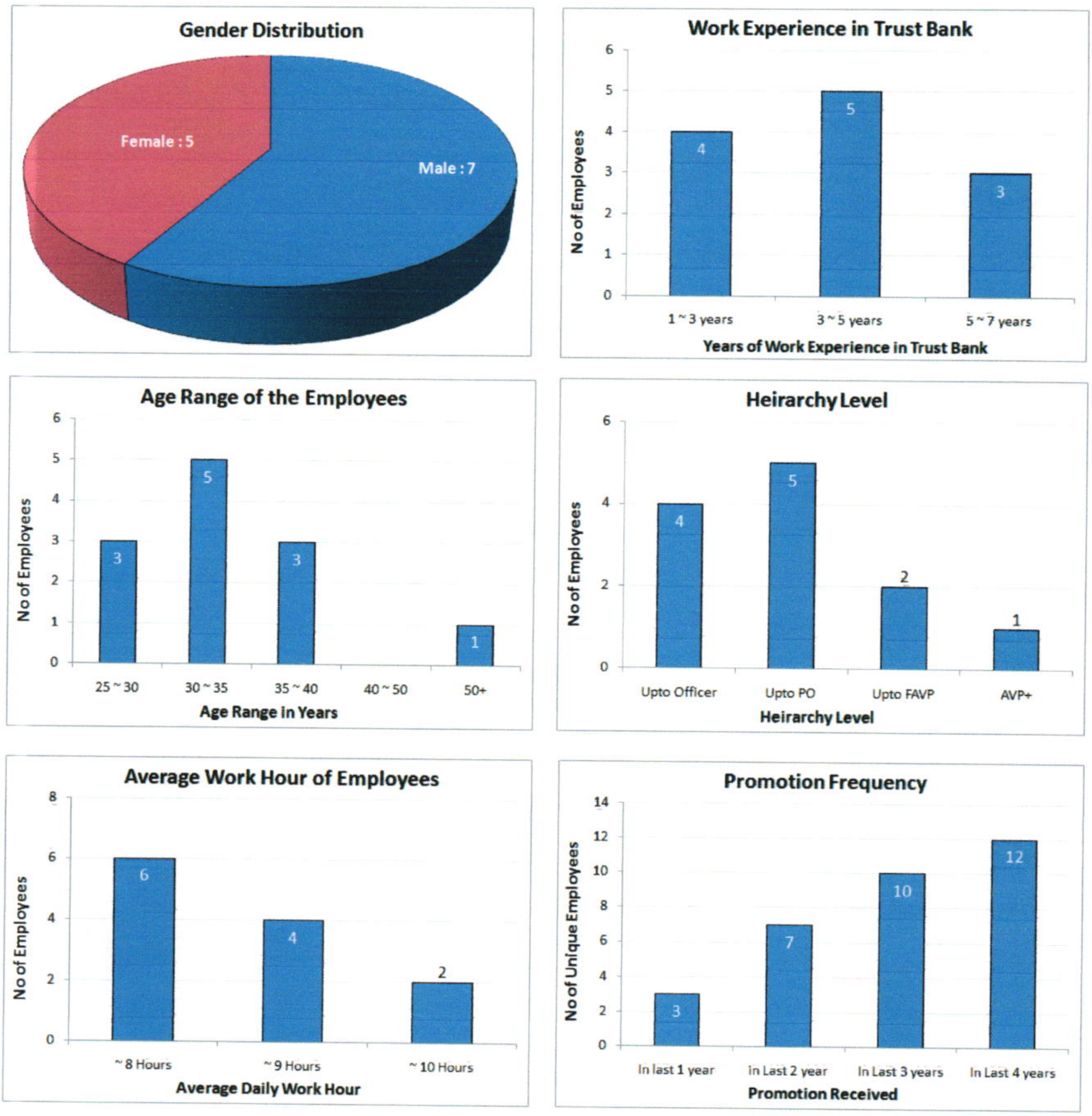

Figure 5 : Credit Department at a Glance

5.3.2 Working Environment

The **gender distribution** in this department is very balanced. Out of 12 employees, number of female is 5 and male is 7. This gives very good blend of male and female in the department and provides good, comfortable environment for the female employees.

When we look at the **age range**, most of the employees are from 30~35 age range. Although it provides a good mix for all age ranges, the dominating range is 30~35. This is a young yet experienced age group who has creative and innovative minds at the same time open to new ideas.

Due to the nature of the work, this department employs a comparatively senior in hierarchy level as employees. The mix ranges from officer to AVP and above. The comparatively juniors sometimes may feel little suppressed. It is up to the seniors to make them comfortable.

Overall, the department provides a good working environment. The mix of age range and hierarchy level provides flow of all sorts of ideas and communications. When positively used, this can prove to be a strong force for the department.

5.3.3 Employee Job Satisfaction

When compared on the basis of major criteria of job satisfaction, credit department is different from both the other departments. With environment, hierarchy and appraisal, this department offers a good satisfaction level to the employees.

The work environment of this department is good and healthy as described. Knowledge sharing, open communication, comfort zone between team-mates sets the ground for a good environment.

Like the Foreign Exchange department, having a healthy work environment is important in this department also in order to properly do the tasks assigned. As this department deals with Credit approvals for loans, a good deal of analysis is involved. Unlike General

Banking, analysis quality varies from person to person. So blending in the department, embracing the culture helps one to invest effort and merits into their work.

The nature of Job in this department is very different from the other two departments. Job offers some variety as types of loan and documents vary from loan to loan and customer to customer. Unlike other departments, this department requires the employees to have proper analysis and checks before completing a file. Whereas General Banking is all about doing routine job in a set process, this department needs the employee's attention and scrutiny over each and every file.

Also, this department is the core revenue generating department and not only fees and charges. By providing loans to customers who apply for loans, the bank earns profit for next many years. This involves significant risks also. If the other party fails to pay regular installments or pay-off the loan, then instead of earning revenue, bank will incur loss. So it is very important to analyze the customer type, their ability to pay-off, the reason behind the loan, sufficient security as guarantee for failed payments etc. In one word, it is the job of the analyst to bring all the issues to the front and prepare the file in such a way that management can take quick decision whether or not to approve the loan.

Since every application is different – purpose, individual or company, earnings, profiles, personal / company asset etc – the job does not get monotonous. Although doing the same kind of paper-works, same analysis can get monotonous sometimes, it's up to the analyst to make his / her job interesting. Different ways of analysis, applying past learnings, making calls to the customer to understand anomalies, gaps, asking for more documents or information, looking for different angles, studying the customer to understand the nature of business etc will enhance the quality of the loan papers. This will also help the management look at the client from all different angles. As long as the analysts continue doing this, chances of getting monotony are really less.

Daily average work hour in this department is more than General Banking but less than Foreign Exchange department. This department deals with loan processing files that need to be completed within shortest possible time and sent for management approval. As this is the core revenue generating department, each employee is responsible for quick processing of files. Due to this reasons, employees sometime need to overstay to process the files.

Promotion and growth opportunity is most lucrative in this department. From the chart it can be seen that almost all employees get at least one promotion within a 4 year cycle. High performing employees have shorter cycle time – offering more promotions and growth.

Since the job offers analysis types of work, employees have ample opportunity to show their skills while processing loan application files. The exact same loan application can have 10 different qualities when done by 10 different analysts. In order to thrive and standout one has to show top quality in all three skills:

- Analytical – to properly analyze the feasibility of the loan, look for different angles, find any risk factors associated etc
- Communication - to establish a good working relationship with client, request for more documents, clarification etc
- Presentation – putting it all in the loan application file for management. One has be good in the prepared file should be self-explanatory to the management

By demonstrating these skills one can get a set and definite performance appraisal – which in turn, helps them climb the hierarchy ladder.

Benefits are mostly tied with hierarchy level and appraisal ratings. Due to the nature of job and opportunity to show skill-set, employees have very good opportunity to get good appraisal ratings. Unlike other department, 2+ rating is common here with some 1 rating also. With a 2+ rating, the increase is around 12% with good bonus while 1 offers around 15% and better bonus. With promotions, salary and benefits are further increased. Thus, the benefits increase with good performance.

Comparing to other similar banks, Trust bank **has good brand image** as it has a very good loan (asset) profile with low percentage of non-performing loan. In other words, the loan applications that are sanctioned here, are of high quality and mostly with reputed organization / individual with proper ability to pay back. This gives the employees a 'feel good' state. They feel more proud to say they work in Trust bank credit department and not some random local companies.

Sense of job security in this department is bit higher than the other two department. The jobs assigned to them are not only earning revenue for the bank but also building up a good analyst workforce for the job market. Employees who can leverage that can create enough demand for him / her in the market and switch jobs with good offers. Also, since this department involves close and long term relationship with corporate and SME clients, their network keeps expanding. All of these experiences and opportunities give high confidence sense of job security to the employees – not only in this bank but in the industry as a whole.

5.3.4 Training and Development

Employees in this department enjoy good amount of trainings throughout the year. Specific trainings, day and weeklong trainings are common here. Since this is revenue generating department with significant risk of losing the entire loan amount, employees are provided with various trainings related to loan processing, analysis, communication etc.

Also, a bank has numerous rules and regulations which provides legal protection and lays out the detailed process for each activity and transaction. Moreover, as all banks are governed by Bangladesh Bank, there are additional policies on loans, assets, liabilities, recovery methods, bad debts etc. As an employee one needs to know these rules and policies like the back of his / her hand. While processing or analysis a loan, one always needs to link it with the policy and regulations. There are lots of instances when a loan application may seem profitable but some part of it may not be supported by policy or regulation. Knowing these rules and policies will help the analysts to screen the application properly.

For these reasons, the employees in this department receive lots of trainings – mostly in head office seminar rooms. Sometimes external advisors are brought in to share their knowledge and experiences.

As any other department, "Lesson-Learned"s is very crucial here. Experienced employees can share their history with certain clients and loans – which ones were good and which were non-performing; as an analyst, what was missed etc. Although it is not very common like General Banking department as sharing one's loan application file with another is not observed that openly.

6.0 SUMMARY AND FINDINGS

After 3 months of attachment in Gulshan branch and rotation through various departments, opportunity was given to have a close observation of the bank's operation and workforce health. After carefully analyzing the work, behavioral pattern of the employees following findings are derived:

1. This branch is strategically very important and all the employees understand the value of contributing as a team.

2. Overall environment of the branch is good as inter-department communication is good and healthy.

3. Since the branch deals with high value customers and corporate clients, the effort required by the employees are more than other branches. The organization realizes this and provides sufficient trainings and concentration to its employees.

4. General Banking department offers a good and healthy working environment for employees with open peer to peer communication and free flow of information.

5. The work environment of the Foreign Exchange department is good, but due to wide range in age generation gap can become an issue sometimes. Overall communication between peers is good, the comparatively senior employees try to retain their seniority and at the same time provide sufficient mentoring to others when needed.

6. The work environment of Credit department is good. Although age range concentration is in 30~35 years, but due others feel comfortable also due to the nature of the job and helping attitude of the peers.

7. The nature of the job in General Banking and Foreign Exchange department is monotonous. However, the good environment helps to partially cope up with the daily routine.

8. However, due to the nature of the job, Credit department promotes innovation, growth and demonstration of various skill-sets.

9. Work-hour in General Banking and Credit department is very reasonable. Employees hardly need to overstay. This offers a good work-life balance for them. Average Work-hour in Foreign Exchange department is the highest due to the volume of work.

10. Promotion and Growth in General Banking are difficult with the type of Job nature. This is also an opportunity for those who want to show some extra effort.

11. However, in Foreign Exchange and Credit department, there is a good of scope to demonstrate performance. Promotion, good appraisal and appreciation is tagged with high performance.

12. Benefits are tied with performance rating and promotions. While General Banking has the junior most employees and less amount of promotion, Foreign exchange and Credit department enjoys promotion in steady intervals.

13. Mentoring, coaching and knowledge sharing is common in all the departments. However, formal training needs and opportunities are more in Foreign Exchange and Credit department comparing to General Banking.

14. Foreign Exchange and Credit department offers lots of seminars and trainings which is crucial for the assigned task. Also, situation analysis and past experience from peer team-mates is an added advantage.

7.0 RECOMMENDATIONS

Based on the various findings derived after three months of internship and rotation throughout the departments, the following recommendations are drawn :

1. Since the jobs in General banking and Foreign exchange department can become monotonous, job / department rotation can offer the employees a different task. This will also enhance their learning and experience with the bank and hence, build a stronger workforce.

2. Periodic short breaks can help the employees relief some of the stress they go through. It also helps the employees talk to each other and helps good bonding and networking. These short breaks, if introduced, may prove to be beneficial for the employees.

3. Foreign Exchange and Credit department has mixed blend in culture and environment. Sometimes it may seem as a barrier. Bank can take initiatives to remove the barrier by organizing group outings, picnics, branch parties, family outings etc in different occasions. A relationship outside of work can remove this invisible barrier and improve the environment further.

4. Work-hour in Foreign Exchange department is much higher – caused by numerous amount of paperwork. Hiring additional manpower or short-term interns in busy period of the year can relief some of the stress for the employees.

5. Employees in General Banking department can feel deprived from time to time since they get the least amount of training. However, there are lots of other trainings like communications, organizational behavior etc - they can be offered to them. Although these trainings may not seem to directly benefit their performance, but it will keep their motivation level high and in turns, will have impact in their performance.

6. Since promotion and growth in General Banking is difficult, setting up a clear goal and laying out the performance measurement criteria at the beginning of the year can help the employees to keep track and focus. Also, formal or informal mid-year appraisals based on the set criteria can prove to be beneficial as it will show if the employees are on track or not.

8.0 CONCLUSION

My 3 months internship in Trust Bank Gulshan branch gave me an insight look into the operations of a high performing branch of a reputed bank. A closer look from HR point of view increased my knowledge further regarding how different variables and aspects of the working environment and culture can impact employee's performance and satisfaction.

As an intern, my day to day job was to learn the process of each individual department, mix with their culture and understand the nature of the work. Through this process, I got the opportunity analyze the workforce of each department from a HR analyst's perspective.

It also enabled me to experience how the bank's overall HR policies and HRM strategies help shape up the branch and individual employees in it. Factors like trainings, development through job rotation, appraisal, and disciplinary actions can play a crucial role in the organization.

Employee is the core resource of today's organization. The success or failure of an organization depends upon the performance of its employees. In order to nurture them, HR needs to know their status, their motivation, satisfaction and dissatisfactions. That is why proper analysis of workforce is of utmost importance.

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10.0 APPENDIX : DATA ENTRY TABLES

Gender Distribution in Different Departments			
	Male	**Female**	**Total**
General Banking	9	13	22
Foreign Exchange	12	7	19
Credit	7	5	12
Total	**28**	**25**	**53**

Table 1 : Gender Distribution

Work Experience in Trust Bank				
	1 ~ 3 years	**3 ~ 5 years**	**5 ~ 7 years**	**Total**
General Banking	3	9	10	22
Foreign Exchange	7	10	2	19
Credit	4	5	3	12
Total	**14**	**24**	**15**	**53**

Table 2 : Work Experience

Age Group in Different Departments						
	25 ~ 30	**30 ~ 35**	**35 ~ 40**	**40 ~ 50**	**50+**	**Total**
General Banking	5	9	6	2		22
Foreign Exchange	4	4	8	3		19
Credit	3	5	3		1	12
Total	**12**	**18**	**17**	**5**	**1**	**53**

Table 3 : Age Group

Daily Average Work Hour				
	~ 8 Hours	~ 9 Hours	~ 10 Hours	Total
General Banking	14	5	3	22
Foreign Exchange	4	10	5	19
Credit	6	4	2	12
Total	**24**	**19**	**10**	**53**

Table 4 : Daily Average Work-Hour

Hierarchy					
	Up to Officer	Up to PO	Up to FAVP	AVP+	Total
General Banking	16	4	1	1	22
Foreign Exchange	11	6	1	1	19
Credit	4	5	2	1	12
Total	**31**	**15**	**4**	**3**	**53**

Table 5 : Hierarchy Level

No of Employees Received Promotion				
	In last 1 year	in Last 2 year	In Last 3 years	In Last 4 years
General Banking	4	7	11	16
Foreign Exchange	3	8	13	18
Credit	3	7	10	12

Table 6 : No of Employees Received Promotion