

Report on
The Future of Human Resource Management and Career Development

BY
Hamim Hasin Maha
15104018

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

BRAC Business School
BRAC University

January 2020© [2020] BRAC University
All rights reserved.

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Hamim Hasin Maha

Id: 15104018

Supervisor's Full Name & Signature:

Dr. Sharmin Shabnam Rahman

Assistant professor

BRAC Business School

BRAC University

Letter of transmittal

23rd December, 2019

Dr. Sharmin Shabnam Rahman

Assistant professor

BRAC Business School

BRAC University

Subject: Submission of Internship Report on "The Future of Human Resource Management and Career Development"

Dear Sir,

With due respect, I am representing my internship report on the topic "**The Future of Human Resource Management and Career Development**". When I was preparing this report, I have followed your every instruction and guidelines as well as those given by my company supervisor. This report is an essential part of my internship course and I have tried my best to work on it with utmost care and sincerely to make it more informative, presentable, useful and precise as well as much as possible.

I would like to express my gratitude to you for your tiresome endeavor which has helped me to complete this project out successfully. Thank you for your kind consideration. Lastly, I would be thankful once again if you please give your judicious advice on effort.

Sincerely yours

Hamim Hasin Maha

Id : 15104018

BRAC Business School

BRAC University

Non-Disclosure Agreement

This Intern Non-Disclosure agreement (the “Agreement”) is made and entered into by between Premier Bank Limited and Hamim Hasin Maha and is effective from 6th January, 2020. Intern is seeking experience and training from Company and in the process may be exposed to Confidential Information (as defined below). The Agreement is intended to prevent the unauthorized disclosure of Confidential Information.

1. Confidential Information

“Confidential Information” is proprietary information relating to Company’s business including but not limited to: business and financial records, intellectual property, proprietary data, security measures, new products or services, forecasts or any other proprietary business information that, if disclosed, could affect the business of Company.

2. Non-Disclosure

Without Company’s prior written consent, Intern will not: (a) disclose Confidential Information to any third party; (b) make or permit to be made copies or other reproductions of Confidential Information; or (c) make any commercial use of Confidential Information.

3. Return of Confidential Materials

Upon Company’s request, Intern shall immediately return all original materials provided by Company and any copies, notes or other documents in Intern’s possession pertaining to Confidential Information.

4. Term

This Agreement and Intern's duty to hold Confidential Information in confidence shall remain in effect until _____ or until whichever of the following occurs first:

(a) Company sends Intern written notice releasing it from this Agreement, or (b) Confidential Information disclosed under this Agreement ceases to be confidential.

5. Notice of Immunity from Liability

An individual shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that is made (i) in confidence to a federal, state, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal. An individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual (i) files any document containing the trade secret under seal; and (ii) does not disclose the trade secret, except pursuant to court order.

6. General Provisions

(a) Severability. If a court finds any provision of this Agreement invalid or unenforceable, the remainder of this Agreement shall be interpreted so as best to affect the intent of the parties.

(b) Integration. This Agreement expresses the complete understanding of the parties with respect to the subject matter and supersedes all prior proposals, agreements, representations and understandings. This Agreement may not be amended except in a writing signed by both parties.

(c) Waiver. The failure to exercise any right provided in this Agreement shall not be a waiver of prior or subsequent rights.

Company:

(Signature)

Premier Bank Limited

Date: _____

Intern:

(Signature)

Hamim Hasin Maha

Date: _____

Acknowledgement

Internship report is a compulsory requirement for attaining the Degree of BBA in Human Resource Management from the BRAC University. I express my gratitude to **Dr. Sharmin Shabnam Rahman, Assistant professor, BRAC Business School, BRAC University** for her kind appreciation in designing the approaches and methodologies and her time to time suggestions, advice and untiring efforts for efficiently preparation of this thesis.

I reviewed many relevant literature and reference texts from the department library. I was enriched by the knowledge that I gathered through the reference materials in the library, which in turn enhance the quality of my internship report.

I would like to express thanks and gratitude to respected Md. Kaiser Alam Mozumder, VP & Head of HR Operations, Primer Bank Limited also for maintaining functional coordination with the selected office staff for successful completion of the internship period works. I hope that the approaches and methodologies of the study and its analytical findings will offer some unique features of “the future of human resource management and career development”. The findings of results exposure will also help to improving concentrated in HRM and career development.

Executive Summary

This analysis has most significant results for all support and organizations industry and especially for banking industry as Premier Bank Limited was related with this study. Discoveries of this study uncover that the significance of "The Future of Human Resource Management and Career Development" will keep on becoming so as to embrace the business needs and condition. Principle motivation behind this study was to examine the future patterns of Human Resource Management in administration situated organizations so as to give a framework about the fate of Human Resource Management essentially in administration industry. This analysis is proposed to fill in as a rule for the administration situated banks for their future development by utilizing Human Resource Management methodologies. The investigation consists of the service and sales-oriented organization "Premier Bank Limited (PBL)". Information was gathered by eight respondents which were from Management of PBL. The findings of the examination explained a portion of the idea of Human Resource Management in administration and item arranged organization; patterns, which constrain Human Resource Management to adjust in prospect; ultimate fate of Human Resource Management work in which it will be increasingly similar to a key colleague.

Keyword: Implication, Future, Trend, Advancement, Serve, Sa

Contents

Declaration	1
Letter of transmittal	2
Non-Disclosure Agreement	3
Acknowledgement	6
Executive Summary	7
List of Figures	3
CHAPTER 14	
INTRODUCTION	4
1.1 Introduction	4
1.2 Significance of Study	5
1.3 Objectives	5
1.4 Scope of Study	6
1.5 Methodology	6
1.5.1 Data Collection Method	6
1.6 Limitation	7
1.7 Literature Review	8
CHAPTER 211	
ORGANIZATIONAL OVERVIEW	11
2.1 Company Background of the Premier Bank Limited	11
2.2 Objectives and Financial Highlights	11
2.3 Branches	12
2.4 The Premier Bank People	12
2.5 Financial Sector Reform	12
2.5 Human Resource Division	13
CHAPTER 317	
PERSONAL EXPERIENCE	17
3.1 My List of Activities in PBL	17
3.2 Learning & Experiences	19

3.3 Suggestion for the Future Interns21

CHAPTER 423

CAREER PLANNING AND FUTURE OF HUMAN RESOURCE MANAGEMENT23

4.1 Human Resource Management in Bank Oriented Service23

4.2 Career Planning: An Essential Component of Human Resource Management24

4.3 Employees' Career Planning Responsibility26

4.4 Individual responsibility on career planning26

4.5 Organizational responsibility on career planning26

4.6. The Organizational Career Planning System27

4.7 The main components of Career Management System28

4.8 The new functions of the HR departments of the future29

CHAPTER 533

FINDINGS AND ANALYSIS33

5.1 Major Trends which reshape the future Human Resource Management Function34

5.2 Future of the Human Resource Management function36

5.3 Required competencies of Human Resource professionals37

5.4 Discussion39

5.5 Implication of Practice39

5.6 Conclusions40

REFERENCES41

APPENDIX-I43

List of Figures

Figure 1 Source: premierbankltd.com7

Figure 2 Source: premierbankltd.com14

Figure 3 Functions of Human Resource Management23

Figure 4 Career planning process25

Figure 5 Organization's perspective on career27

Figure 6 Career planning process28

CHAPTER 1

INTRODUCTION

1.1 Introduction

Basically, this report is based on practical working experience gathered from an exclusively intensive. University arranges internship program for their students when we finish all our courses of the Bachelor of Business Administration (BBA). As I'm done with my courses, now I am doing my internship of the BBA program and the company I'm involved with is The Premier Bank limited this bank is one of the prominent private and modern conventional systems-based Bank of Bangladesh.

Hence, I was placed in The Premier Bank Limited, House # 42, Iqbal Centre (Head Office), HR Department, Kamal Ataturk Avenue, Banani, Dhaka-1213 from 7th October, 2019 to 6th January, 2020.

I am doing my report on Human resource Management as it's my major. Now the question is what is HRM and why is it so important? The most common concept among people is that HRM is all about hiring employees. Some are a bit generous to add that they also grant holidays or monitor lateness and absenteeism but that's it. Hence, most employees are not very fond of the HR department. I get to hear a lot that an HR employee doesn't have much work and it's an easy-going job. They are not directly involved in the profit-making process for which they are often underestimated and their efforts get shadowed. But HRM is so much more than. Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor laws of the land. They hold the whole organization together; ensure cooperativeness productivity and efficiency of the employees. Organization and workers are mostly concerned about profit and money where as the HR department's main concern are the employees and the welfare of those employees where both them and the organization can be satisfied and benefited. So HRM are a very

important part of every organization. Organizations are gradually realizing the need and significance of HRM more and more and we hope in future all the misconception gets cleared out.

There are new and more actors in HRM processes, smart industries are appearing, technology is developing and so on. All these developments and innovations power the HRM field of Premier Bank Limited. Banks usually follows the traditional style of management which is supervised by Bangladesh Bank but with the prosperity of technology they, too felt the need to modernize their system to cope with the changing business environment. Employees and organizations are bonding well after this upgrade, although their intentions, procedures as well as expected results are somewhat dissimilar. In this report we outline briefly, from a corporate point of view that the organization plays an important role within employee career planning, management and advancement. The career planning is a continuous process that requires knowledge of yourself and your goals as well as an understanding of the opportunities for education and the job market as well as of challenges to your future success in the workplace. Basically, it includes proactive employment and lifestyle choices.

1.2 Significance of Study

This analysis is huge on the grounds that it makes information about the idea of Human Resource Management and talent progression of Premier Bank Limited. This investigation moreover gives knowledge about the future patterns of Human Resource Management in administration industry. The consequences of this examination study uncover rules for the administration's division to adjust and survey its educational program to understand the future Human Resource Management capabilities. Besides, this investigation will control the board of administration situated bank that what sort of arranging they need to receive so as to manage the not so distant future, especially how they can deal with their Human Resource to keep a focused vision in the progressing Bangladesh.

1.3 Objectives

The objectives of the research include:

- To explain the idea of Human Resource Management in administration arranged ability development of the Premier Bank Limited.
- To distinguish substantial patterns, which are restructuring Human Resource Management work in profession advancement
- To research how the eventual fate of Human Resource should work for better profession and fruitful future for both the individual and the organization.
- To recognize the capabilities required by Human Resource experts to adapt to the adjustment in profession life.

1.4 Scope of Study

The range of the relationship part covers the influential structure, foundation, and targets, useful departmentalization and business accomplishment of The Premier Bank Ltd. all in all and the vital part covers effective arrangement of Credit Approval Process.

1.5 Methodology

Strategy includes direct awareness, up close and personal negotiation with the representatives of various offices, investigation of documents, viable works and reports made by PBL. In setting up this report, both vital and supporting data have been utilized. For collecting primary data, I had to ask the officers about my topic and summarized all their thoughts on it. I also took advice from my seniors of BRAC University who have experience relevant to my situation to guide me for a better outcome of my report. I took the help of the internet for clarification of some of the obstacles and ideas for my contents. Furthermore, the knowledge I have gained in my classes also helped me to shape my report.

1.5.1 Data Collection Method

Primary data has been collected from Premier Bank Limited with appropriate questionnaire for the required information to address the stated objectives in intern time. Unpublished document, institutional annual report and newspaper article has been mainly

used to collect relevant secondary data for this particular study. Different articles of many renowned scholars have been used as a source of secondary data source.

Figure 1.1: Data Processing System Outlines

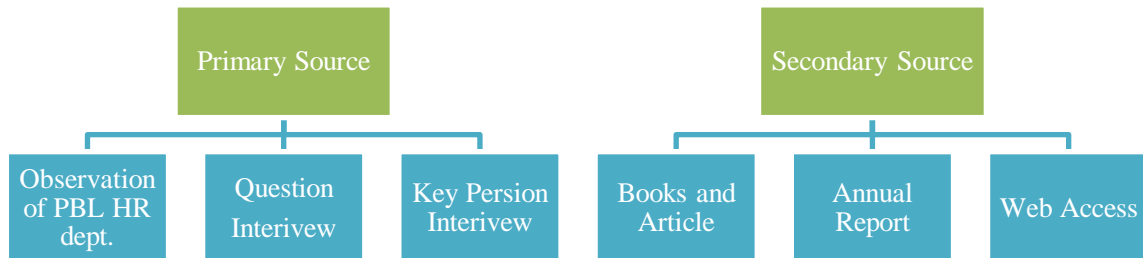


Figure 1 Source: premierbankltd.com

1.6 Limitation

Goal of the practical direction program is to have efficient presentation for the understudies. My changeless status was for just around sixty to seventy days, which was by one way or another not suitable enough to gather sufficient experience of such vast financial business. Following to working the entire day in the workplace it was extremely troublesome and furthermore difficult to inspect again the hypothetical parts of banking. To study this topic, sincere efforts have been put to collect relevant, updated and accurate data from various respondents. But, during the study certain problems will face and those are very important to be highlighted. It is felt that presentation of these limitations will provide insight to all concerned readers into the conditions relating to the report in the future of human resource management and career development. Nobody is perfect in this world, so it is the tendency to commit mistakes. During the investigation of the subject extraordinary consideration has been taken to gather the best data. Yet, certain things were out of hand. Following are the limitations of the study:

- Limitation of time
- Cost limitation
- Availability of Secondary Source.
- Lack of experience
- Interviewers interest

In addition to these limitations, there were other minor issues confronted which are not essential to be presented. Almost certainly uncommon consideration has been taken to beat these obstacles. However, it is beyond the territory of imagination to expect to decrease them to zero. Keeping in see these obstacles and human mistakes of the scientist, the level of precision of the discoveries can be influenced to a reserved degree.

1.7 Literature Review

Future of HRM: Contradictory patterns are seen at the PBL's Human Resource Management department. As Beardwell J (2013) said in his article, there is a developing pattern towards the high duty strategies which is being intended to create widely prepared representatives who relate to their association and also trusted and willing to practice significant levels of discretion These organizations have such strategies which can be pointed out as employee Involvement, long-term work, job versatility, new forms of compensation and flexibility. At the moment, however, in Bangladesh context, Siddique T (2012) thinks that these strategies are being threatened by few contexts such as downsizing, leveraged buyouts and corporate reformation and they discourage the investment in human capital. Several individuals in the work power will be denied from their advantages regardless of whether high duty banks rule the core of the economy later on.

Brief History of Human Resource: Human Resource Management otherwise called HR (human asset), is a development name of personnel management. It has its foundations in late and mid 1900's which follow the beginning of HR to the period when work serious industry had been supplanted by the capital concentrated industry. 1914-1939 was the period of this progress when the greater part of the associations changed their method for working and therefore expected to deal with the difficult working existence of individuals. It provoked the arrangement of a new position around then, which was known as Labor Manager. After the succeeding World War period (1945-1979), the

assignments of 'Work Managers' oftentimes developed and it made the requirement for a division named as Personnel Management which would have the primary spotlight on representative administration and guideline. As indicated by Hossain (2016) the acknowledgment of some business realities prompted the making of Personnel Departments in association. From the start, when these associations understood the assessment of capable individuals, the job of a contracting official came in front. Also, in light of the rising alliance of workforce, somebody was required who could interconnect with them and it made the requirement for organizations towards the job staffing official. At that point at long last, because of a change in worldwide representation, tracking representatives turned into a significant errand for the associations just as the cognizance about the derivation of duty from workers' compensation made the improvement in "Faculty Departments". This office in business associations has been working for around 30 years and performs numerous capacities, for example, enlisting, staffing, terminating, execution examinations, finance, modern relations and worker records and so on. (Inkson et al. 2011).

Career Planning Process and Its Role in Human Resource Development:

In the book, "The eventual fate of vocation" Collin An and Young RA (2000) referenced that the current financial setting has been set apart by expanded challenge, rage and especially the need of keeping up upper hand in an undeniably unsure business condition have prompted the inception and the course of action of HR exercises until of late. Hence, in Romania an ever-increasing number of organizations have begun creating and executing composed arranging and profession improvement frameworks of workers inside themselves. In human asset the executives, profession arranging of the representatives plans to recognize the necessities, desire and prospects for people's aptitude and the execution of creating HR projects to help their talent.

Human Resource Strategies in Practice: As indicated by Ahsan and Thwin (1998), procedure is characterized as the degree and vision of an organization over some stretch of time where it adjusts its assets and the dynamic condition with its buyers, clients and markets specifically, to satisfy all partners ' needs. Mahmood and Abser (2015)

characterize Human Resource Management repeats as: "hierarchical exercises coordinated at dealing with the pool of human Resource and guaranteeing that the Resources are utilized towards the happiness of authoritative objectives". The way in to a rewarding Human Resource technique is the fit between Human Resource Management and vibrant push of association (Majumder, 2012).

CHAPTER 2

ORGANIZATIONAL OVERVIEW

2.1 Company Background of the Premier Bank Limited

From October, 1999, Premier Bank Limited started its journey under the bank companies Act 1991. Dr. H. B. M. Iqbal is association with many successful pioneers from different business fields and established this bank to achieve his vision of setting up a financial company which would stand out from the crowd and meet the demands of the 21st century. Since then, the Bank has emerged as one of the best Financial Institutions and making a significant involvement to the national economy.

2.2 Objectives and Financial Highlights

The fundamental goals of the bank are:

- To become probably the best bank of the Bangladesh.
- To accomplish quality in client benefits that will be better than all contenders.
- To give recognized portions of retail and discount clients.
- To be a top-notch supplier of items and administrations.
- To utilize the best in class innovation in all extents of banking, (for example, Real time Online Banking, Tele Banking, CMS and SMS Banking, Evening Banking, Islamic Banking, Safe authority and so on.)

The ground under which the Bank had worked was energetic. Both remotely and inside difficulties must be arranged. The pace of financial development was ruthless for as far

back as hardly any years in spite of the fact that it was at a level lower than the ideal rate and took a slope during the year. A year ago, business and industry of the nation worked underneath limit because of choppiness political conditions. Banking area was not banded to this negative effect. The Premier Bank started in October 1999, had just little experience of activity in this division. As another Bank, the underlying mentality of the clients was the cautious methodology. In any case, this circumstance gradually improved and the Bank had the option to draw in reputed and driving names in the market and made an expanding volume of business to gain a working benefit.

2.3 Branches

The Bank has now 111 branches and 76 of them are in Dhaka division, in areas like Banani, Bangshal, Dhanmondi, Dilkusha, Elephant Road, Gulshan, Kawran Bazar, Mohakhali, Motijheel, Kakrail,(Dhaka).Agrabad, Ashuganj, Barisal, Imamgonj, Joydebpur, Khatungonj, Khulna, Meghnaghat, Narayangonj, Savar, Sylhet, Uttara, Tongi and many more. They have opened two new branches recently to fulfill the demands of the people.

2.4 The Premier Bank People

In Premier Bank, it has held its glad convention of putting individuals first. Both the clients and its representatives and the individuals from the network it serves. The Bank has a group of representatives who are committed to cooperating to guarantee their Bank's objectives. The individuals of the bank are central point behind the unrivalled money related outcomes that the Bank accomplishes.

2.5 Financial Sector Reform

The Bank's capacity to stay hostile and appreciate proceeded with development is relies upon the economic division's strategy motivation under which it works. What's more, Bangladesh's financial area when all is said in done, is to prosper and become both

locally and globally. To accomplish this, it requires another arrangement motivation that reflects of the present rapidly evolving markets. The Bank unambiguously accepts that it will proceed to develop and thrive, and the Bangladesh's money related segment approach will reinforce solid and fruitful establishment. The way in to what's to come is to keep concentrating on its general technique and commanding things which has made it effective, for example, offering top notch administration to its clients and cooperating as a powerful group.

2.5 Human Resource Division

2.5.1 Objective of Human Resource (HR) Division of PBL

The PBL also creates the Human Resource Department, like every corporation, to strengthen the bank's employee. Without a question, I would admit that it is one of the most critical departments which operates tirelessly to assure that the business holds together and works with its 2,000+ staff appropriately.

The main objective of the PBL HR Division as described out below-

- Impactful banking performance across the whole world
- Making employees productive, knowledgeable, and capable of delivering better performance.
- Appoint the best and successful individual for proper functioning of the company.
- To ensure the optimum connection with workers at both the top level and employees at the bottom level.
- To carefully evaluate the performance of the employees as the standard level.
- To motivate employees by providing incentives to achieve greater results.

2.5.2 The overall policy of Human Resource Management of PBL

- Develop effectively and efficiently through training people.
- Choose a credible candidate that suits the community.

- Acquire talented employees in the organization
- Create the environment to allow employees to make a complete participation.
- Encourage employees to make the best potential effort.
- Encourage the employees for the future job and improvement the employees.
- Develop a pleasant path to prepare the talented workers.
- Retain an impactful inventory of human resources.
- Provide ample feedback and support to the employees for their activities.

2.5.3 Important part of the Human Resource Division of PBL

The role of Human Resource Division of PBL is plays a vital part for its own. Different sub division of HR division is existed in the PBL. The combination of different sub division of HR division is focus as one division which is known as Human Resource Division. Now the

Different sub division of HR Division of PBL:



Figure 2 Source: premierbankltd.com

2.5.3.1 Training & Development Division

One of the most significant & subdivisions of the HR division of PBL is training & development. The main purpose of this branch is to support the entire PBL HR division. Basicallly, the division of Training & Development determines workers who need to be qualified and who could do much better if they have proper training. Generally, all the newcomers are required to attend some training. Since the banking industry works quite differently and their system of work is very critical so training is a must. The training

division decides which topic or task has more significance and then emphasize on that. all trainings are held in the head office of PBL. They also get offers from different trainers and organization to have the chance to train the employees for a handsome amount. The Training division analyses within themselves and then consults with the finance department whether the training will be helpful and bring better outcome. So, the Training & Development Division's role is therefore very significant in carrying out PBL's whole operations.

2.5.3.2 Recruitment & Selection Division

Another essential part of PBL's HR department is the Recruitment & Selection division. Like Training and Development division it also has its own purpose to support PBL's HR department. Most of the time recruitment processes are held for the contractual employees. Contractual employees had to go through 2 steps of interview with the HR head along with the Recruitment & Selection Division and then the managing director takes another interview for the final decision. For a permanent position in the bank the candidates at first must give a written exam and then go through the same procedure mentioned above. Recruitment & Selection Division does other major activities too. They prepare all the detail information and paperwork's of the candidates and present them to higher management, communicate with candidate for information, take a brief interview on the phone, overview their CV, post vacancy announcement, prepare the interview board, make contract papers, guide the new employees and many other important activities.

2.5.3.3 Performance Evaluation Division

PBL focuses greatly on their performance evaluation system. They have few criteria and a specific format by which they evaluate all the employees of the bank including the high position employees too. They have to go through this procedure once a year. The operation manager of the branches evaluates their employees under the supervision of the manager himself. After the form of evaluation is filled up it is then submitted to the HR

division where the offers observe all the forms and take necessary actions according to that. Depending on this evaluation form employees are trained, promoted, get their salary incremented, transferred and even sometimes fired from the company for extreme breach of discipline. This tool is of high importance to the bank because a lot of the bank's future depends on this. All the employees of premier bank have some target to fulfill and the evaluation form is the answer to whether they have done it or not. In banking sector security is a big issue and concern as they deal with money. So, they need to monitor all employees all the time to make sure their motive doesn't change. All the employees have to sign a contract for their employment and the evaluation form is a proof of their commitment.

There are also some other some divisions like Loan regularization (for employees) division, salary disbursement division and relationship management division.

CHAPTER 3

PERSONAL EXPERIENCE

3.1 My List of Activities in PBL

Throughout the three months of my internship in premier bank I was fortunate enough to learn a lot of things which will definitely help me in the future. At first, in the head office, I was assigned with an official and was told to observe his work also others around me. After few days they started teaching me about HR processes in banking industry and gave me various tasks. My supervisor also gave me some reading materials which were the written version of some training the HR employees had on banking. Then my advisor shifted me on a branch of PBL which is in Panthopath after two months of staying in head office so that I can see and learn the banking activities directly. This helped me even more to be clear about the banking procedures and also, I would relate the activities here with my work in the head office. It also helped me to understand the impact of HR department in allover banking activities. Aside from small tasks like print, photocopy, sort file, assist others in their work I did some major activities both in head office and branch, which enhanced my knowledge and skills.

My Activities in the Head Office, PBL

- Prepare files for interviewers which contained candidate information for interviews
- Sort serially (according to the checklist) and check all the candidate's papers and documents provided for the job
- Assist in giving orientation for the new comers
- Invigilate the exam hall while the candidate participates in bank entrance exam
- Call all the candidates to give interview updates
- Make list of employees and their details in excel who took bad loan by searching loan documents and notice letters in their personal files given by supervisor.

- Worked on a project to find out how many employees obtained undergrad and postgrad degree from certain educational institutions by searching their personal file and recorded the data on excel
- Worked on a project of gratuity form and provident fund form provided by employees of all branches where I had to collect, sort, record in excel and stored which label all the forms of employees
- Worked on a project to prepare a general job description of every post of the branches
- Assist my supervisor in conducting a training on NLP (Neuro-Linguistic Programming)
- Write draft notice in Microsoft word for employees as instructed by supervisor
- Go to the divisions who didn't submit the papers and provide them the names of employees who resigned that month and ask them to check whether the employees have any liabilities with them and collect the clearance paper
- Sort and check whether all the employees resigning PBL in that month has been cleared by other divisions and all the papers (according to the check list) required for resign were present in their personal file.
- Worked briefly on a project to provide new employee ID card.
- Collected, sorted, recorded and stored with label passport and verified NID from all the employees of all branches because of a security breach issue.

My Activities in the PBL branch (Panthopath branch)

- Record all the financial application, letters, notice and documents submitted in the bank by clients (incoming) and take signs from the manager and operational manager
- Call customers to collect their checkbook and Debit card
- Sort all the checkbook and Debit card accordingly and record it in the register book
- Provide checkbook and Debit card to customers
- Guide customers about procedures of account opening and fill up account open forms

- Assist in issuing pay order to customers
- Provided customer service
- Sort and checked whether all the papers were present to transfer money internationally for business purpose through IBAN (International Bank Account Number)

3.2 Learning & Experiences

As I mentioned before working in PBL was a great decision and opportunity for me as I learned more than I could imagine from here. I can implement all these knowledge and skills in other places too. Since I got to work in two type of places so I got to know about different type of work and not just HR. All the achievements helped me to boost up my confidence and motivation. I had the chance to obtain my own learning goals, without being a full time employee and work with someone who has become a mentor for me not just in the internship program, but throughout my professional life. I found that while at a typical class it seems easy to understand the idea and theory, when I actually apply what I have learned to the job and associate classroom knowledge with real world experiences, the whole experience is enriched with practicality and unforgettable lessons. Many students assumes that an internship is all about making all-day coffee, printing and carrying superior instructions, but it was not necessarily the case for me. It was a chance for me to evaluate all the skills I developed in my university and see how they reflect in reality. The things I learned and achieve throughout my internship are-

- Learned about all the activates HR department does and how they do it
- Learned about how organization stores employee information in files and how to easily find them when needed
- How the HR department evaluates their employees and what are the steps to promote an employee
- Learned about the preparation before taking candidate's interview and how to conduct an interview.
- How to prepare and conduct training for the employees and how to know which training is needed

- Learned about the procedures that need to be followed when an employee gets fired and resigned
- How to digitally record all the employee information and how to update and verify those information
- How to resolve a conflict between employees without being biased or demotivating either party
- The procedures by which employees of the bank can get loan and how to monitor the loan interest
- What are the steps if an employee fails to pay the loan interest or runs away while he is in dept.
- What are the protocols HR must follow If an employee breaches the security
- learned about pay order writings, learned about the FDR writings
- learned about how the head office gets to know about the cheque denial
- how the HR helps all the employee to solve their problem and make bridge between employees so that they can help each other.
- How to make sure and follow up whether all the branches are fulfilling the target they were given
- Came to know how bank allocates its fees.
- Came to know about the steps of entering the transaction.
- I have learned about checking clients' personal details from bank's server, preparing financial statements,
- Give tax statement to the account holders and also learns how to receive clearing check with seal and authorization by manager.
- Give bank statement to the account holders and how the transactions are made through 'Clearing Cheques and fund transfer cheques.
- learned about the type of letters that bank sends and receives and their importance
- Got to know about mobile and internet banking from my supervisor and had to check and verify the customer's internet and mobile banking form.
- Learned about remittance and the procedures
- Learned how to verify NID and other personal information of customers

3.3 Suggestion for the Future Interns

Premier bank is a great place if students actually want to learn. But if they don't want to give the effort and just want to pass the internship program that is also possible here which is the most negative thing about this place. While I was doing my internship I was told to relax and that I don't have to work so hard. But when I refused to do so that's when they took me seriously and helped me to gain my purpose. I later realized if I hadn't done that maybe I couldn't gather the experience and knowledge I am lucky to have now. So no matter how hard it seems my suggestion is to not be adamant and work as hard as possible because that's when you can enhance your capability.

The place can sometimes be a little uncomfortable for women. Most of the employees in HR department are men and some employees' tries to underestimate women and try to make fun of them. My suggestion is to protest but in a very polite, tactical way and not to tolerate everything silently. They suggest the women to cover their head too. But it's not written anywhere officially so one doesn't necessarily have to follow that.

Interns should always try to be friendly and talk with everyone around them if they want to learn. The interns must go to them and show that they are interested to learn and work. That's when they will actually be interested to teach.

Interns must follow every instruction they are told to follow, big or small, as long as they make sense and are ethical. Every little thing will teach them something new. Observe everything very carefully and ask a lot of question when an employee is free.

Sometimes the pressures can be a lot and stressful. Interns must not give up and finish the work in timely manner. Good performances are always appreciated in PBL and it is worth the hard work too.

The seniors can sometimes be a bit rude or harsh and might boss around. If the interns can learn to tolerate them and try to build up a good relationship despite their behavior the situation might change and interns can be benefitted from it. So they must never be demotivated and give up by any of the employee's behavior as it will prepare them for the harsh corporate life

These are the obstacle I faced and I how I overcame those. I hope my suggestion will be helpful. Nothing is perfect and my internship program was no different. But at the end I can honestly say this that I am glad that I got to work here because the obstacles and troubles were worth everything I achieved.

CHAPTER 4

CAREER PLANNING AND FUTURE OF HUMAN RESOURCE MANAGEMENT

4.1 Human Resource Management in Bank Oriented Service

According to Armstrong (2006) human Resource Management works through the human resource framework, which is a mixture of theories, methods, regulations, procedures, human resource activities, and human resource services. Human Resource Wheel was issued in 1982 by the "American Society for Training & Development" (ASTD), which outlines various human resource management roles, as shown

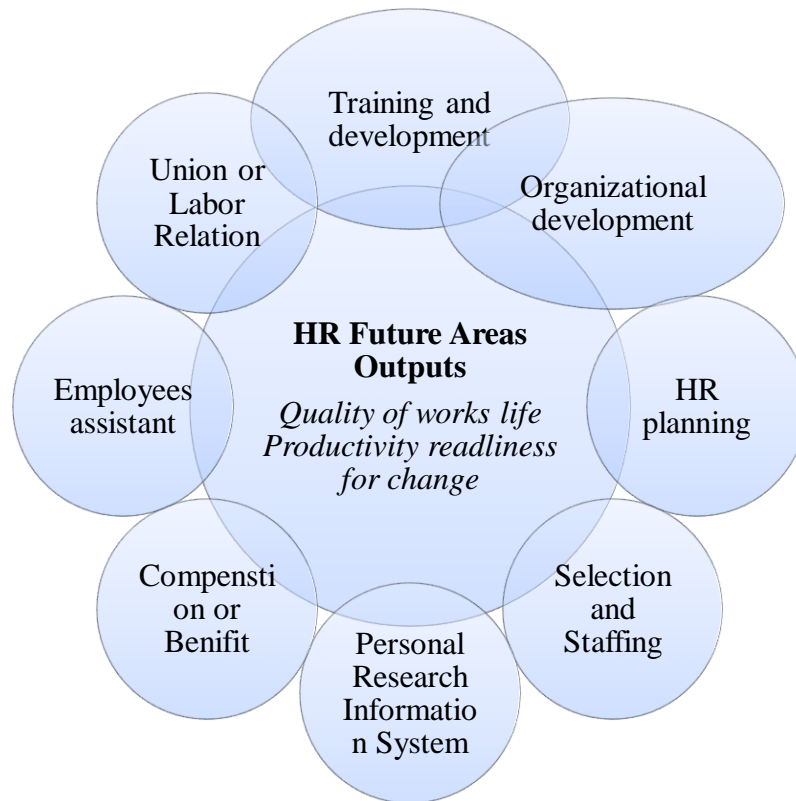


Figure 3 Functions of Human Resource Management

Human Resource division for any bank is a handful of tasks. It's a lot harder than most of the other corporate companies as they have to deal with a huge number of employees at different and scattered location. Currently the Premier Bank is working with 2000+ employees and the Human Resource management divisions are in charge of all these employees. Yet banks are more attractive to the people than any other industries especially in the context of Bangladesh because the job security is higher, there are yearly increments promotions and also other huge facilities like low interest loans. According to my observation all the employees of PBL signs a contract with the bank and without any major allegation none of the employees can be downsized from the company and after a certain time they will get their salary incremented. The same thing cannot be said for most of the other corporate organizations. Even though the jobs are a lot harder in the human resource division but the opportunities are greater too. So, after considering all the perks and the greater good most of the people think banking industries are well suited for their career development and future.

4.2 Career Planning: An Essential Component of Human Resource Management

The method of career planning includes not only the organization as well as obligation of the employee. Therefore, people need to recognize their ambitions and talents, and to acknowledge their preparation and development needs by appraisal and counseling; the company needs to determine its challenges and resources, prepare its workforce, and provide its employees with the necessary information and sufficient career development instruction. Career preparation also needs to link individual needs and goals to corporate needs and resources, assess, educate and notify their employees on career planning, individual development activities and training and development initiatives. Most often this match is not accomplished, companies paying selective consideration to their employees targeting high-performance individuals, careers with larger networking incentives and not taking into account of prospective employee performance. The following diagram provides a description of career planning:

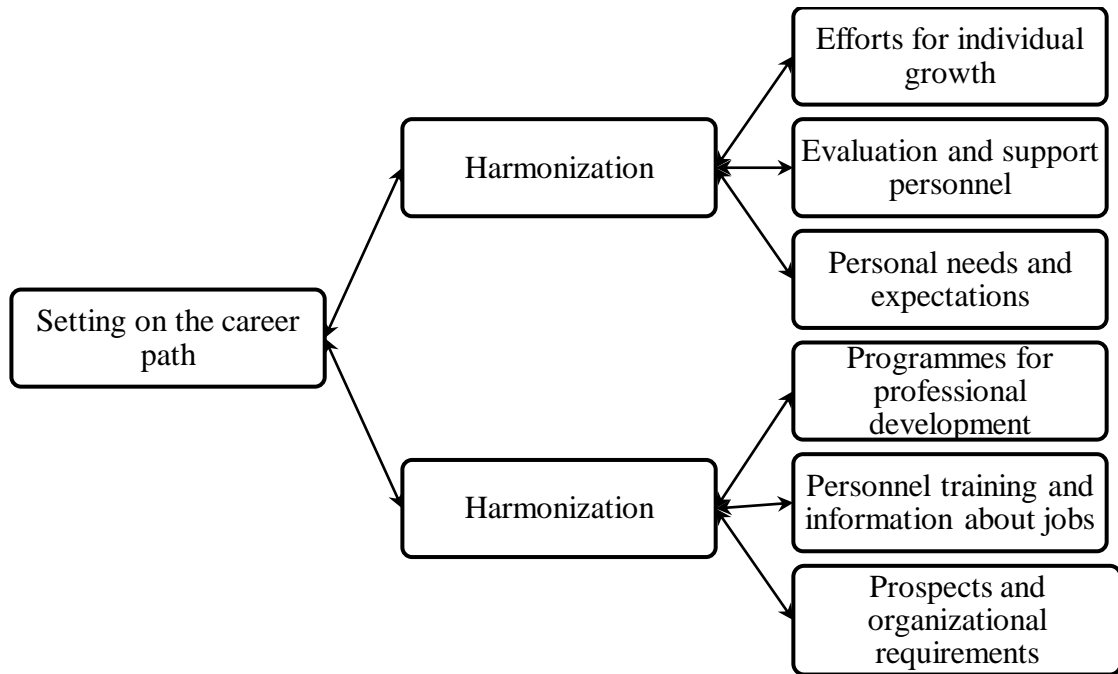


Figure 4 Career planning process

The issues that need to be taken into account in career planning are

- 1) Members of the organization should be respected and viewed as individuals with unique skills, needs and desires;
- 2) The people in an organization which meets their goals are more encouraged.
- 3) Individuals can design, change and discover new paths of action if the prospects are being shown or if they are encouraged and guided.

The professional research suggests the incorporation of career counseling activities as a formalized departmental human resources program for all workers. Having a specific career counseling program comprises of professionals of psychosocial and or organizational experience who know how to better align interests of individuals and organizations with the objectives of the individual's success and organization.

4.3 Employees' Career Planning Responsibility

Both the organization and the individuals working under the organization play equally important role in constituting career planning for the employees. The working individuals share the responsibility by improving their skills and potentiality relevant to the growth and prosperity of the organization. On the other hand, the organization creates opportunities for the employees to support their career which results in better work culture and employee satisfaction at Prime Bank.

4.4 Individual responsibility on career planning

The theory and practice of management refers that emphasizing on the skills, ability and necessity of an individual is one of the key considerations for the career planning process. Given all this, providing basic information is important for keeping record of possible promotion. Self-assessment, exploration of opportunities, setting targets and goals etc are part of individual career planning schemed to help and individual to make right decision about career. It is a dynamic activity involving systematic and strategic thought in constructing short-term goals and long-term goals. Therefore, career preparation is focused on evaluating individual skills, preferences, and motivation, identifying organizational opportunities, setting goals for their careers, and creating a strategy for achieving those goals.

4.5 Organizational responsibility on career planning

To achieve short term goals or to maintain competitive advantage in the long run, the organization need to figure out specific skills required for particular position and create opportunities for the employees to adapt them. The form and skills of employees are different depending on the reach of the bank, economic sector, unique technology, customer characteristics, etc. Organizational characteristics affect the structure of jobs, the types of recruited employees for each job and the ways in which the job is developed. Many individuals with unique skills and abilities are offered several promotions to particular positions by employers as it adds value to the organization and limits opportunities for others. Organizational career planning has a crucial role to play in

recruiting, improving and retaining workers. It cannot produce the expected results at both organizational and individual levels without the participation of the company in developing, promoting and improving the careers of its employees.



Figure 5 Organization's perspective on career

4.6. The Organizational Career Planning System

Because of massive improvements in the lives of individuals and organizations, the concept of pursuing a defined professional career has become quite impractical because there are fewer people preparing on the long term. There is less job security, careers are uncertain and short, short term employment or contractual employment is considered efficient, as a result most individuals are expected to switch several jobs throughout their career cycle and to take part in verities of projects. The decreasing number of available jobs within organizations and reduced management rates has contributed to changes in the traditional route to the formation of an organizational career. The traditional career path involved upward mobility, giving employees the certainty of promoting pathways that are well-defined. The focus is currently on work rotation, the acquisition of different skills and side-by-side promotion. Besides, it is important for companies to design and implement a career planning system to identify the development needs of the employee and to adapt them to business needs. The career planning framework leads to improved job satisfaction of workers because it allows them to identify and take positions in accordance with their goals and plans. From the perspective of the company, career panning is effective and efficient to fill up vacancies in earliest possible time, preparing current employees to take the position of any retired employee or fill up the turnover,

define management potential employees and provide incentives for all employees to define career goals and develop strategies for achieving them.

4.7 The main components of Career Management System

Career management is the method by which organizational Career planning is enforced through numerous stages. Career planning system diverges in terms of complexness and of emphasis on bound elements of it. However, all career planning system includes following components:

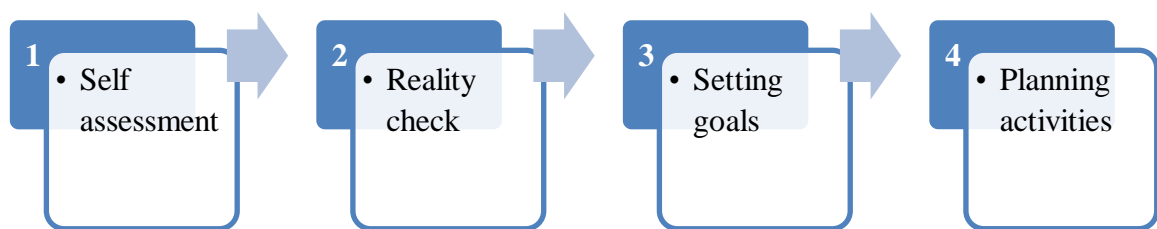


Figure 6 Career planning process

1. Self-assessment: Assist employees to set up their life objectives, aptitudes, values and behavioral patterns. It provides the establishment for career planning and the entire job search process. It is the first and the most important steps for career planning. According to (“Inventory goals Strong-Campbell), Self-Assessment provides Psychological tests which are utilized to support the employees to identify the occupational and professional goals. It furthermore identifies the preferable job environment for employees, level of prominence on the job and leisure, career counseling. And assist employees in appraisal process and in interpreting test results.

2. Reality check: According to (Bromfield), the purpose of Reality Check is to inspire the employees to consider the prospective direction of their career and to think through some of the crucial concerns that influence career growth the employees are updated how company is measuring their skills and knowledge and what roles they are participating in company’s decision-making process such as opportunities, promotion etc. Usually this

information is delivered by the direct managers in the performance appraisal process. However, the discussion on career growth can take place independently.

3. Setting goals: Goal setting is a powerful process for considering about the preeminent future, and encouraging the person to turn the vision into reality. Employees set up short term and long-term career destinations that are associated with their concerned professional positions, the necessary level of expertise, setting steps forward, learning new skills. These objectives are discussed with the supervisors and documented in the improvement plan.

4. Planning activities: During this phase, the employees determine how to achieve short and long-term career goals. They might be interested attending lectures, involve in various training sessions and conferences, encompass themselves to fill the vacancies within the company or take part the interviews.

4.8 The new functions of the HR departments of the future

4.8.1 Globalization

In order to sustain it in the long term, it is also important that HRM integrates the global perspective to a much greater extent in its local assessments. In such a situation, HR departments need to relate the development of individual skills with organizational capabilities (White & Younger, 2013, p. 30). By following this many companies have crossed the process from national to multinational and now global. The new function of global businesses is that they “share knowledge, talent, capital, customers, and practices around the world”. Ironically, we find the difference between multinational companies and global companies in this sense. Global companies are powerful not because of their scale, but because of their effect, which is because they are consciously linked to other enterprises. One of the implications of such a creation is that, like Siamese twins, rivalry and cooperation are inevitably. Someone discusses of permanent competitive advantages in the case of international and multinational

companies, whereas in the case of global businesses, lasting collaborative advantages and immediate competitive advantages are more important. If this analysis is correct, the development of skilled employees and the strengths of a company will have significant implications. Given the results of Gold et al. (2013), HR departments should develop early warning systems that are able to uncover global signals and trends at the earliest possible stage.

4.8.2 Data-modification of HRM

The HR department mainly works with data and information of their employees and act according to that. All their decisions and implementations are based on the data they collect. This information must be accurate for effective outcome. Nowadays data is still very basic, since the systems are not ready yet for more advanced data collection. In the future sources of data should be combined to get more accurate data, for example combine finance and operations data. There are so many opportunities, but nowadays there are too limited applications. During my research I came to the question

“Who are responsible for data collection? “. Some wrote that the officers or executives are, others say that the line manager is. But regardless of who is responsible of data collection, the data should be collected reliable.

Suppose that data collection occurs well, how can it be used to help the organization? One important aim of the data is that it could be used to predict to which function individuals would function best. The data could also be used to link it to the strategy and to improve decision making. The ultimate aim of data should be to increase productivity and performance. The question then arose how data will be analyzed. Who is responsible for that? HRM of today misses the analytical skills. Besides that, data is hard and HRM is soft, here lies a gap.

Furthermore, storage, update and usage of these data are also a big challenge. The amount of information HR needs for their work are huge. It's very difficult to keep track of all the information and find the correct one when needed. Technology brought a new turn in this aspect. Software engineers have created software that keeps all the data recorded and can be found easily too. But the importance of these software are not recognized by all organization for many reasons which creates a great difficulty for the employees of HR. another obstacle is that often these software are not easily controlled

so employees face difficulty using them and hence follow the traditional style. All these obstacles must be overcome and solved to improve the management in future. The premier bank uses a software named “Bank Ultimus” for recording information but employees are not well trained to use them. I personally thought the software were a bit too critical. Because of financial boundaries they are yet unable to use and purchase software with less technicality.

4.8.3 Training Needs and Methods

It is seen that the employees are often never too fond of training. The only reason they attend these trainings are because they are instructed to do so. But nothing can be forcefully learnt if the receiver doesn't have any interest in it. So, companies should not impose training on employees, rather show them the necessities for it and even provide attractive incentive on accomplishment. The most important thing is the training method. Traditional training method is seminars and classes. But the organization should focus on practical training even more. Practical training often cost more and takes more time. But the organization should realize that little more investment today can create a better future for both the individual and the organization

4.8.4 Management Style

The time is changing and so is everything around us. In our earlier days the organization used to treat their employees as slaves or puppets who had to do exactly what they were told. They didn't have much freedom of speech and were very limited and as well as their opinion on matters. The people didn't mind to do so as long as they were promised to get incentives in return. This was known as X management. Although as time passed and researches has been conducted it was discovered that this style of management was not efficient enough. Employees are not connected to their work or company. But if they were to think the company as their own, they would show high performance. Based on these theory countries around us started to change their management style to Y

management and those who could implement it properly has seen the better result as well. This new style of management was adopted worldwide and both the owner and the workers were benefitted. But unfortunately, it is still yet to reach our country. Few companies did try to modernize their management and work environment and in some cases because of their lack of control and expertise the employees took advantage of the situation. So, the future HRM should be prepared so handle this new style of management if they want more efficient result and betterment. Unfortunately, in PBL, they still follow the X management and I did see the effects it is causing to their employees. When I talked to the HR head about it, he told me the HR division and their employees were not ready to change the management style and refused to tell me anything else on this matter.

CHAPTER 5

FINDINGS AND ANALYSIS

For preparing this report I researched primarily and secondarily and after all my research I came up with few findings which I analyzed. The information which helped a lot was the direct interview with 4 HR employees and 1 General Banking employee. I mostly took interviews of the employees of HR department because the topic is related to career and the future of HR so these types of thoughts might have already crossed their minds at some point. I wanted to know what those thoughts were. I also wanted to know the perception of someone who was not from this background so I interviewed one employee from general banking department. The topic I'm working on is quite deep and it would require a lot of explanation so I decided to go for open ended question which would clear a lot of confusion. Their time was valuable so I went directly to the questions I prepared earlier after some chit chat about my topic. Their answers were helpful and guided me to find more answers on the internet and some other documents and articles from the office. I took a note of everything they said and then I analyzed their answer with one another to find similarity and dissimilarity. Then I connected their answer with the information I found on the internet and other documents. That's how I prepared the whole report. Now let's discuss about my analysis of the interview.

The people I interviewed was my supervisor, MD Kaiser Ali Majumder who was the VP and head of HR Department in PBL, three probationary officers who joined the PBL in august named Rafa khan, Ashikur Rahman and Shahnour Rahman and a Senior Officer who had been working in the HR department for 2 years named Shariful Islam and lastly an officer from the PBL panthopath branch named Samia Farah who was in general banking department, gave her opinion on my topic. Since my topic was about career so I tried to interview people who were in different stage of their career and analyze what they think of their profession in HR after reaching that point of life.

After asking them the first question which was about the concept of HR as a career. There answers were positive and they said I liked the work they do but it can get monotonous sometimes. Two of the participants felt this is a great career option for those

who like to follow the book only and doesn't go for challenges or risk. In short choosing a career in HR is beneficial for a certain type of people.

The second question was about the trends reshaping HRM functions. All the participants had few common points as their answer, as they were all facing those trends and changes together. So, I didn't put my mind into it much as the answers were quite clear.

Thirdly, the question was about the future HRM function. All of their answers were quite tricky to understand. While 2 people said it can't be predicted yet. Other person felt businesses are becoming more competitive using strategy and innovative ideas and HRM should adopt these types of functions too. Those who didn't have any specific answers somewhat felt it might stay the same with minor changes. The answers were diffident. So I tried to put some ideas in their head and mentioned about being tactical and creative. They all agreed to it but felt it might not be that easy.

Moving on the forth question, which was their goal in HR department. Their main goal was to reach to the managerial level, gain sufficient experience and some thought of shifting to a better bank or even MNCs for better opportunities. Which meant, they wanted to see themselves in HR profession in future as well as it might bring them better opportunity. Hence, the future of HR profession is bright and can possibly bring successful outcome.

My fifth question for this interview was about how the candidates should prepare themselves to be in HR profession. They all had lots of advises to give about the qualities an HR should have and I thought all their answers were legit.

After analyzing the data and conducting interviews, I came to the conclusions of this research that were recorded and presented as this study's main focus.

5.1 Major Trends which reshape the future Human Resource Management Function

The human resource management function's updated way of operating is due to the events that shaped this new working culture (as mentioned below). The economic

situation of today, is causing the need for a new way of looking at the work, employees, organization and department. Like any other department or division Human resource division have some major trends of their own These trends are: Globalization, Technology, selection process and Outsourcing, that help shape the human resource management process

Globalization is expanding the job throughout the world. For example, a process begins in Asia and finishes on the west coast within few hours. HR division controls and guide employees who do the work which is being processed through different countries. Not just that, Globalization can help the HR division to improve their style of handling delicate situations with ideas generated and implemented in other countries. However, in banking sector's HR division the Globalization system is still of limited use or no use at all we can say.

Technological intervention changes the way of working. For example, online policy making, online vacancy announcement, online interview, online data collection and most importantly connect with employees through online social media platform made the work a lot easier for the Human Resource. Basically, the internet ensures availability of solutions to any issues. Tools for HR data and other related works are done in better, efficient and corrective way by the help of technology.

Different companies choose different methods according to their needs for selection of employees. The most common practice was to judge individuals especially fresh graduates by their academic institutions and their academic results. To some extent this is quite logical but most of the times this practice was quite unfair for some people because grades should not and cannot judge a person's talent and capability to work. So now organizations are more focused to learn more about a person. Now they don't just judge them by their grades. Most of the interviews and selection process are done in few steps to know more about an individual. This takes more time and efforts but it's proven more fruitful too. For example, in Premier bank they always take written exams followed by 2 interviews with the HR division and managing director and lastly, they give 3-month

probation period to test their employee in the work field. After that if the candidates seem worthy they are offered permanent job

Outsourcing workers to do rare, occasional or one-time job is another technique Human Resource management trend. If HRM can research, plan and implement outsourcing technique properly it can bring financial benefits for the company and reduce pressure on other employees. It can also help to control the unpredictable or one time needs of the organization. While my time in Premier Bank I saw the HR division outsource the task of making and distributing employee id card, which if they did themselves, would be a huge hassle and costly.

These trends did bring fruitful changes to the HRM system. However, it can cause difficulties for HRM. So, they should evolve them and spread their wings to come out of the box.

5.2 Future of the Human Resource Management function

As per the discoveries of this report, within the upcoming few years, the human Resource Management division should be mostly about being vital colleague, and also about the changing idea of the human Resource Management work process. Since there are a few people who feel that the existence of the Human Resource Management capacity will no longer be needed in this world, yet that is not valid. With the adjustment in the economy (move from manufacturing to service-oriented business) Human Resource Management's evolving role is also in order.

As indicated by the certain interviewee of this research, the pattern will move towards being a professional of the Human Resource Management division. One respondent said- Human Resource generalists will vanish later on and the line manager will be accountable for all the HR activities. Another respondent differs on his idea and said; "In future specific jobs will be popular. I assume that this is mainly due to change in job

policies and standards because of the more dynamic working environment. In addition, it was also evident that although people do not understand the value of HR division or believe it can be handled by another division, the need for human resource expertise is as relevant as ever with any other department and the fast-changing environment and working nature.

Other likely changes in the Human Resource Management work inside the following five years or decade, as recognized by the interviewees, are:

- The HR shall recognize the need to change the goals of organizations so that it strategically reorganizes and prepare for the management of top talent and focus risks to ensure the success of an organization in this competitive Bangladesh environment.
- Strategic thinking will also be included as a significant requirement for the internal human resource function
- Human Resource will progressively work to upgrade its worth for its organization.
- It will become a new standard for the future role of human resources management to handle a workforce in different locations.

5.3 Required competencies of Human Resource professionals

It is important for human resources practitioners to adapt the role of human resource management according to the changes needed. One answered the question: "How are employees better prepared for the change in the role of human resources?"

"Firstly, they should continue to learn as those who stop learning are redundant in this age of constant change; secondly, risk-taking and networking are a successful strategy for getting right; finally, in order to communicate your value to others in the near future, human resource professionals should build a personal brand themselves."

In consideration of the changing demands of the Human Resource professions, new skills and knowledge are needed which allow Human Resource to function efficiently to drive and build competitive advantages for service-oriented companies.

During my interview with PBL employees, I found some traits that the future employees in human resources must include, as they are facing certain problems due to lack of these skills.

- Strategic partner of business- Analytical and critical thinking skill
- Ability to communicate and get in the head of the employees
- Building relationship
- Adaptability
- Leadership
- Integrity and accountability

By conducting further research and my own observation, I think there are some other traits of Human Resource employees that have significance for an organization, such as:

- Business Knowledge
- Knowledge about the distribution of human resources
- Creating confidence and credibility in the individual.
- Ability to understand an organization's strategic direction.

- Leadership and management transition capabilities
- Open up to new sources of talent
- Will show the added value of the financial benefits
- To become a source of benefit.
- Improve emphasis on market
- Ability to settlement of issue or disputes
- Improve exposure, and learn from and collaborate with marketing, sales people to destroy bureaucratic images
- Should have the potential to lead
- Finally, the professional in human resources must be able to perform personnel and talent management roles.

5.4 Discussion

One aspect of reliability for example, credibility is described as, “whether the report's information has any relevance to the actual data collected”. This study's results were therefore continuously compared and matched to the data gathered to ensure their accuracy. The original strength of quality research is clearly that the results represent the data has been originally obtained. Therefore, the data gathered in this research was collected from the "Human Resource Management" experts in order to prevent inconsistencies and mitigate the prejudice to the completion of the analysis in a credible way.

5.5 Implication of Practice

The results of this study will have important consequences for all companies involved in the services sector, in particular Premier Bank Limited (PBL). In the literature on human resources administration throughout service-oriented organizations, that is used to provide a broader understanding of the importance of human resources management for many newly established service companies. Second, other services companies will gain insight into future trends and then adapt their strategies based on those changes to support these organizations. Thirdly, human resources professionals in particular will learn from

the results of this study and adapt to their profession's future needs. The study also shows the importance of the role of human resources in the current and future climate in the human resources departments in the service organizations.

5.6 Conclusions

The key findings of this study explain the concept of human resources in service-oriented organizations, the main factors that are moving human resources towards change, future human resources patterns and the skills needed by practitioners in human resources to address potential changes in human resources.

Shortly, the results of this report demonstrate that the value of "future human resource management and career development" will grow and develop to meet business needs and changing environments. In fact, the future in service-oriented organizations for Human Resource is more like a strategic than administrative relationship. Furthermore, human resources will play the role of champion, change agent and strategic corporate partner for the next five or ten years. This is why professionals in human resources are also developing accordingly. Eventually, in this global period, the strategic vision and technological advances in human resource management and career development in service-oriented companies become major issues.

REFERENCES

Books

- Collin A, Young RA, editors. The future of career. Cambridge University Press; 2000 Aug 10.
- Hosain MS. Impact of best HRM practices on retaining the best employees: A study on selected Bangladeshi banks. Asian Journal of Social Sciences and Management Studies. 2016 Dec 12;3(2):108-14.
- Inkson K, Dries N, Arnold J. Understanding careers: The metaphors of working lives. Thousand Oaks, CA: Sage publications; 2007.
- Noe RA, Hollenbeck JR, Gerhart B, Wright PM. Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education; 2017 Jan.

Article of Journal

- Ahsan SS, Thwin AA. Bangladesh's experience with human resource development strategies in family planning service delivery: a critical look at the past and directions for the future. International Centre for Diarrhoeal Diseases Research Bangladesh: Dhaka; 1998.
- Gold J, Holden R, Iles P, Stewart J, Beardwell J, editors. Human resource development: Theory and practice. Macmillan International Higher Education; 2013 Aug 9.
- Hossain ME, Siddique T. Career preference of business graduate in Bangladesh: A case study of some selected private universities. Asian Business Review. 2012 Dec 31;1(2):106-13.
- Mahmood M, Nurul Absar MM. Human resource management practices in Bangladesh: Current scenario and future challenges. South Asian Journal of Human Resources Management. 2015 Dec;2(2):171-88.
- Majumder MT. Human resource management practices and employees' satisfaction towards private banking sector in Bangladesh. International Review of Management and Marketing. 2012 Jan 17;2(1):52-8.

- Siddiquee NA. Human resource management in Bangladesh Civil Service: constraints and contradictions. International Journal of Public Administration. 2003 Jan 3;26(1):35-60.
- Siddiquee NA. Human resource management in Bangladesh Civil Service: constraints and contradictions. International Journal of Public Administration. 2003 Jan 3;26(1):35-60.

Report

- Premier Bank Limited (PBL) Annual Report, 2012-2018
- Premier Bank Limited Booklet, 2013-2014, 2017-2018
- Leadsoft Bangladesh Service Leaflet, 2017

Websites

- www.premierbankltd.com

APPENDIX-I

INTERVIEW QUESTIONS

- What is the concept of Future of Human Resource Management as a career in product and service-oriented companies?
- What are the major trends, which are reshaping Human Resource Management function?
- What will be the future of Human Resource Management function in product and service-oriented companies in next 2 years?
- What is your goal for HR and career Development in Bangladesh?
- How Human Resource professionals will be best prepared for the change in Human Resource Management function?
- Apart from the issues discussed above, what else would you like to contribute for this particular study?

