

Report on  
Human Resource Management Practices and Policies  
of Social Islami Bank Limited

Submitted to

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By

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An internship report submitted to the Brac Business School in partial fulfillment of  
the requirements for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

June, 2021

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## **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.

### **Submitted By**

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Sadia Afrin

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### **Supervisor**

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Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer, BRAC Business School

BRAC University

# Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject: Submission of internship report on the “Human Resource Management Practices and Policies of Social Islami Bank Limited”**

Dear Sir,

It is my honor and pleasure to submit my internship report on “Human Resource Management Practices and Policies of Social Islami Bank Limited”. Besides the fascinating experience of working first-hand as an intern, summing up my experience while writing this report has been even more pleasurable.

I, to the best of my knowledge, have tried to follow the guidelines provided by the department for the internship. I am grateful for being given the opportunity to prepare this report. I hope and pray that the final report meets requirements of a BBA internship.

Sincerely yours,

---

Sadia Afrin

16104067

BRAC Business School

BRAC University

**Date: June 8. 2021**

## **Non-Disclosure Agreement**

**Social Islami Bank Limited, Banani Branch** and **Ms. Sadia Afrin** have made and entered into this agreement. **Ms. Sadia Afrin** is seeking experience and training from **Social Islami Bank Limited, Banani Branch**, and may be exposed to confidential information as a result of her efforts (as defined below). The purpose of the agreement is to keep Confidential Information from being disclosed without permission.

### **1. Confidential Information**

"Confidential Information" refers to confidential information about the organizations, such as financial and accounting records, intellectual property, proprietary data, security measures, new goods or services, projections, or any other proprietary business information that, if released, could harm the organizations.

### **2. Non-Disclosure Agreement**

Intern will not: a) reveal Confidential Information to any other party; b) make or cause to be made copies or other reproductions of Confidential Information; or c) make any commercial use of Confidential Information without organizations prior written authorization.

### **3. Confidential Materials Return**

Intern shall promptly return all original materials provided by Company, as well as any copies, notes, or other documents relevant to Confidential Information in Intern's control, upon organizations request.

### **4. Terms**

This Agreement and Intern's obligation to keep Confidential Information private will remain in effect until either: a) organizations delivers written notification thereof terminating this Agreement, or b) Confidential Information revealed under this Agreement ceases to be confidential.

### **5. Notice of Immunity from Liability**

Any federal or state trade secret disclosed I in confidence to a federal, state, or municipal government official, either directly or indirectly, or to an attorney; and ii) purely for the purpose of reporting or investigating a suspected breach of law; or disclosed in a complaint or other document submitted in a lawsuit or other proceeding; shall not be held criminally or civilly accountable.

### **6. General Provisions**

a) Severability is a term that refers to the ability of something to be severe If any section of this Agreement is found to be invalid or unenforceable by a court, the remainder of the Agreement will be read in a way that best reflects the parties' intent. b) Incorporation The parties' complete understanding of the subject matter is expressed in this Agreement, which supersedes all earlier proposals, agreements, representations, and understandings. This is a good example.

**Sadia Afrin**

Student, Brac University

**Mohammad Ashraful Habib**

SAVP & operation Manager

## **Acknowledgement**

At the very beginning, I would like to express my deepest gratitude to the Almighty Allah for giving me the ability and the strength to finish the task successfully within the scheduled time.

This report on “Human Resource Management Practices and Policies of Social Islami Bank Limited” has been prepared to fulfill the requirement of the Bachelor of Business Administration degree. I am very much fortunate that I have received sincere guidance, supervision and co-operation from various persons.

I would like to express my heartiest gratitude to my supervisor, Mr. Zaheed Husein Mohammad Al-Din, Senior Lecturer, BRAC Business School, for his continuous guidance, encouragement, and patience, and for giving me the opportunity to do this work. His valuable suggestions and guidance made it possible for me to prepare a well-organized report.

I am also indebted to Mr. Mohammad Ashraful Habib, Senior Assistant Vice President and Operation Manager of Social Islami Bank Limited, Banani Branch, who kindly spared for me much of their precious time in giving me support and information. During the internship I was treated so cordially by the Social Islami Bank Limited officials and staffs.

The completion of this undertakings could not have been possible without the participation and assistance of so many people whose name may not all be enumerated. I am also thankful to all of my teachers & friends who have been always helping and encouraging me throughout my academic life.

Finally, my deepest gratitude and love to my parents for their endless love and support

## **Executive Summary**

This report is prepared for the partial fulfillment of the course of internship for the Degree of Bachelor of Business Administration from BRAC Business School, BRAC University, Dhaka. This report reflects months of working experience at the Social Islami Bank Limited. SIBL is one of the most popular banks in Bangladesh since its foundation. It has earned gigantic prevalence and believability among individuals for its better administrations. The report mainly focuses on the human resource management practices and policies of the bank, as observed by me at the Banani Branch of the Bank. First, I tried to summarize an overview of SIBL. Then I tried to describe my internship responsibilities and duties. In the main part of this report, I tried to show the policies and practices of SIBL to nurture and develop its human resource. Then, I analyzed the strength, weaknesses, opportunities, and threats facing the bank with their current HR policies. I, with my limited knowledge and experience, tried to give recommendations for improving SIBL's HR practices and policies.

**Keywords:** SIBL, HRM, Employee Satisfaction, Employee Productivity

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## List of Acronyms

<b>AD</b>	Authorized Dealer
<b>ATM</b>	Automated Teller Machine
<b>BB</b>	Bangladesh Bank
<b>CIB</b>	Credit Information Bureau
<b>CIBAFI</b>	Council for Islamic Banks and Financial Institutions
<b>GB</b>	General Banking
<b>GB</b>	Green Banking
<b>HPSM</b>	Hire Purchase Shirk Atul Melk
<b>HRD</b>	Human Resource Division
<b>HRM</b>	Human Resource Management
<b>HRP</b>	Human Resource Planning
<b>KPI</b>	Key Performance Indicator
<b>MOA</b>	Memorandum of Association
<b>MSME</b>	Ministry of Micro, Small and Medium Enterprises
<b>NID</b>	National Identification
<b>OIC</b>	Organization of Islamic Cooperation
<b>PLS</b>	Profit and Loss Sharing
<b>POS</b>	Point of Sale
<b>RDS</b>	Rural Development Scheme
<b>SAARC</b>	South Asian Association for Regional Cooperation
<b>SIBL</b>	Social Islami Bank Limited
<b>SME</b>	Small and Medium Enterprise
<b>TIN</b>	Taxpayer Identification Number

# **CHAPTER 1: Introduction**

## **1.1 Origin of the Report**

This report has been made as part of my internship program, which is a partial fulfillment of the requirements for the degree of Bachelor of Business Administration at BRAC University. This internship report is based on the Human Resource Management practices of Social Islami Bank Limited. An internship program is needed to gain practical experiences, knowledge, and idea etc. that will enhance the skill of a student beyond academic education. By participating in the internship, I got the privilege to work in exclusive working surroundings and to gather realistic information. Working with the professionals in a commercial bank will enhance the understanding of the financial system and the day-to-day operations of several departments of a bank. The knowledge gathered firsthand is expected to help the student cope with full-time employment in such demanding organizations.

## **1.2 Background of the Report**

Banking sector plays a vital role in the economy of country. Due to the environment of work and rapidly growing competition, it is very important to forecast the changes in the economy and to take action to the cope with these changes. Same goes for the banking sector as well. The human resource of a banking organization ensures the efficiency of the operations and the sustainability of the banking operations. Forecasting the changes and preparing for the long-term are some of the key roles of the human resource of bank. Human resources not only help in taking action when needed but help in every aspect in the organization when trained to deal with contingent situations. Motivating and compensating them to inspire them to be productive and efficient. Social Islami Bank Limited regularly arranges in-house and outside training program for the professional development of the employee. The main role of the human resource management is to give strength to all sectors of the bank. They reward employees in forms of bonuses, pay-scale rises, and promotions. Employees also gain satisfaction from being part of a broad family and from being able to contribute to the welfare of the country. This Internship report will help in understanding

how the corporate world deals with their human resource management processes and the strategies at maximizing the efficiency, productivity, welfare, and satisfaction of the employees.

### **1.3 Scope of the Report**

Being a Human Resource Management major, it was a bit difficult for me to compile all the aspects of banks. For that purpose, I focused my time and attention with human resource activities of the bank of my internship. The report has been completed with the help of the information collected from practical experience gathered while working as an intern for the Social Islami Bank Limited. I was mainly involved in the General Banking department of the bank and under the guidance of the operations manager.

### **1.4 Objectives of the Report**

- Gathering practical knowledge about real workplace
- Trying to understand the banking process and how the day-to-day operations are handled
- Understand how some of major banking processes such as the loan approvals and investment processes work
- Having more knowledge about how manage the human resource policy planning, practices, and activities are handled by the HR personnel
- Having more knowledge about the changes in the banking sector and human resource practices during and after the pandemic

### **1.5 Methodology of the Study**

Both primary and secondary data has been used in the preparation of this report. An exploratory research has been conducted to find out the human resource management practices and evaluate efficacy of the practices currently in place. Exploratory research has been helpful in understanding

the core functions of the HR department. How Social Islami Bank Limited is coping with the challenges regarding the management of Human Resource has been examined using exploratory analysis.

#### **i. Primary Sources**

- Practical work experience
- Expert opinions
- Direct observations
- Q & A sessions with the employees of the Bank

#### **ii. Secondary Sources**

- The annual reports of Social Islami Bank Limited
- Official circular
- Website of SIBL
- Different journal & articles
- Published materials from Bangladesh Bank
- The Internet

## **1.6 Limitations of the Report**

First of all, due to the severe restrictions imposed on social contact and interaction by the COVID-19 pandemic, it was difficult for me to collect primary data. The branches of the bank had to adjust their schedule and activities multiple times in 2020 and 2021 due to different guidelines posted by the government and the Bangladesh Bank. Conducting face-to-face interviews was difficult, thus the report relies heavily on publicly available information which may influence the judgements made on this report. SIBL is a public listed company and as a result, the officials there were not at liberty to disclose any inside information to me as it would encompass a violation of the ethical standards of the organization.

## **CHAPTER 2: Organizational Overview**

### **2.1 Overview of SIBL**

Social Islami Bank Limited (SIBL) was incorporated on 5th July, 1995. It as the result of a concerted and dedicated effort by a group of Bangladeshi entrepreneurs and personalities who wanted Islamic Banking to flourish in Bangladesh. The commercial operations of SIBL commenced on 22nd November, 1995. The goal of their operations was to first of all, demonstrate the integration of Islamic code of life into the economy, banking sector, and all general financial activities conducted by people and organization. SIBL is entrusted to contribute to take necessary steps in their operations to facilitate the development of the country's commercial, industrial, service, as well as the agricultural sector. A country's economic condition depends a lot on the robustness of its banking sector. Conversely, a healthy and flourishing banking sector is an indicator of a growing economy and it signals the growth is sustainable in nature. As one of the leading privately owned banks in the country, Social Islami Bank Limited provides financial assistance to the business sector, of both small and large scale, giving priority to the import and export of goods as well. LIM (Loan against Import Merchandise) and LTR (Loan against Trust Receipt) are some of the facilities that helps the smooth operation of import and export businesses, facilitating both pre-shipment and post-shipment needs of finances. Thus, the role of the bank in assisting the private sector of the country is evident. The also is one of the major players in corporate finance. The corporate sector receives up-to-date modern and timely banking services through opening various types of modernized deposit and investment accounts and receiving finance for trade with facilities like letters of guarantee, opening of letters of credit, collection and discounting of bills etc. The corporate sector can rely on SIBL to provide them with the funds for projects that are expected to contribute not only to the profits of the bank, but also contribute to the broader economy by creating jobs and reducing poverty. Businesses receive financial assistance with both domestic and international transfer of funds, leasing of equipment and consumer durables, hire purchase agreements, sale of capital goods in installment payments, investment in real estate, participatory investment schemes, funds for agricultural activities and expansion, investment in education, health, and many others. Being one of the leading Islami Banks of the country, the bank maintains a code of conduct and contributes to society without a profit motive, whenever possible. (Source: SIBL Annual Report, 2019)

## **2.2 History of SIBL**

Social Islami Bank Limited is registered under the Companies Act 1994 as a banking company. It is a scheduled bank under a banking license issued by the central banking authority of Bangladesh, the Bangladesh Bank. The operations of the bank commenced on 22 November 1995. SIBL is a new generation bank with an authorized capital of Taka 1000 crore and paid-up capital of 893 crore. It is a Shariah-based commercial bank and thus has fundamental and practical differences in its operations. Social Islami Bank Limited was listed on the Dhaka Stock Exchange (DSE) with an Initial Public Offering (IPO) in 2000. The bank introduced online banking facilities in 2004. SIBL was listed on the Chittagong Stock Exchange (CSE) in 2005. The 1<sup>st</sup> right share of the bank was issued in 2007. Its remittance service software came into being in 2008. The bank's 2<sup>nd</sup> right share was issued the following year. The bank celebrated its 50<sup>th</sup> branch opening in 2010. The same year, two subsidiary companies of SIBL: SIBL Securities Limited and SIBL Investments Limited were formed. The bank also reached an agreement with VISA and introduced Core Banking Software in 2010.

SIBL enacted their concurrent audit system in 2011 and issued their 3<sup>rd</sup> right share the same year. The bank celebrated the inauguration of their 75<sup>th</sup> branch (Bashundhara) in 2011. Moreover, the bank introduced their Green Banking Window and their School of Banking. In 2012, SIBL established their own corporate head office at City Center in the Motijheel commercial area. Their offshore banking unit and internet banking was introduced the very same year. The number of deposit accounts of SIBL surpassed 6,25,000 in 2014 and at the same time the number of investment accounts surpassed 49,000. Moreover, the bank celebrated the opening of their 100<sup>th</sup> Branch. The Mudaraba Subordinate Bond of SIBL was introduced in 2015. SIBL also introduced agent banking services to capture the growing market in 2015. The following year, SIBL inaugurated its 125<sup>th</sup> Branch (Corporate Branch). The popular Internet Banking window of SIBL, known as SIBL Now, was introduced by the bank in 2018. The same year, the bank recognized international recognition when it got a rating from international rating agency Moody's. SIBL has 161 branches all over the country, as of 2019. The bank under takes all types of banking transaction to support the development of trade and commerce in the country. SIBL services are also available for the entrepreneurs to set up new venture and BMRE of industrial units. (Source: SIBL Annual Report, 2019)



## **2.3 Vision of SIBL**

SIBL's vision statement is "Working together for a caring society". The bank is striving to become the country's leading Islamic bank, offering one-stop service of a vast array of products and services to meet the needs of its customers, conducting business ethically in accordance with Shariah principles, and at the same time, maximizing the best use of the most modern technological solutions through highly competitive employees. The bank is always ready with new and innovative ideas with flexible methodologies to gain wide recognition, ensure high-quality banking experience for its consumers, as well as delivering the best value to all of its stakeholders. Contributing to the overall economic growth is one of the major goals of the bank in order to reduce poverty. (Source: SIBL Annual Report, 2019)

## **2.4 Mission of SIBL**

SIBL's mission is to create a three-sector banking model that is profit-generating, service-oriented, and technology-driven. SIBL serves for quick, accurate, and excellent customer services. SIBL pursues a long-term growth strategy that is both balanced and sustainable. As SIBL is one of the leading banks in Bangladesh, they have the technologically advanced features to give their customers best features in order to make their life easier. More importantly, they operate their banking activities with compliance with proper Islamic rules. Their products are designed to deliver accurate and satisfying client services. They have an attractive and high-caliber human resource team to deliver services to the clients. Also, they are empowering the poor families and creating employment opportunities for them to generate income. Overall, their mission reflects all the aspects of their current and future objectives. (Source: SIBL Annual Report, 2019)

## **2.5 Commitments of SIBL**

- To the Shariah
- To the regulators
- To the shareholders
- To the nation
- To the customers

- To the employees
- To the other stakeholders
- To the environment

(Source: SIBL Annual Report, 2019)

## **2.6 Products and Services of SIBL**

### **I. Deposit Products**

- Al-Wadeeah Current Deposit (AWCD) Account
- Mudaraba Savings Deposit Account
- Mudaraba Super Savings Account
- Mudaraba. Notice Deposit Account
- Mudaraba Term Deposit Account
- Mudaraba Monthly Profit Deposit Scheme (SIBL Astha)
- Mudaraba Education Savings Scheme
- Sonali Din Special Deposit Scheme
- Mudaraba Special Deposit Pension Scheme
- Mudaraba Bashastan Deposit Scheme
- Mudaraba Hajj/Umrah Savings Deposit (Kafela)
- Cash Waqf Deposit Scheme
- Cash Waqf Savings Scheme
- Cash Waqf Mudaraba Monthly Profit Deposit Scheme
- Mudaraba Marriage Deposit Scheme
- Mudaraba Muhorana Savings Scheme
- Sanchita Special Deposit Scheme
- Subarnalata Special Deposit Scheme
- Subarna Rekha Special Deposit Scheme
- Shabuj Chaya Special Deposit Scheme
- Shabuj Shayanna Special Deposit Scheme
- Sukher Thikana Special Deposit Scheme

- Mudaraba Savings Deposit-Student Account
- SIBL Youngster Account
- Mudaraba Zakat Savings Deposit Scheme (Proshanti)
- SIBL Super DPS Special Savings Scheme

## **II. Investment Products**

- Bai- Murabaha
- Bai-Muajjal
- Hire Purchase Under Shirkatul Melk (Hpsm)
- Musharaka
- Bai- Salam
- Documentary Bill Purchase
- Quard
- SIBL Employees' House Building Investment Scheme
- SME & Agricultural Finance
- Women Enterprise Finance
- Retail Finance
- Family Empowerment Islamic Micro Finance

## **III. Card Products**

### VISA Islami Credit Card Products

- Domestic Classic
- International Classic
- Domestic Gold
- International Gold
- International Platinum

### VISA Islami Prepaid Card Products

- Hajj Card
- Travel Card
- Student Card
- Pre-paid Card

VISA Islami Zameel Card (Islami Debit Card)

#### **IV. Service Products**

- Online Banking
- ATM 24/7
- Automated Clearing
- Electronic Fund Transfer
- Internet Banking (SIBL Now)
- Offshore Banking
- Centralized Trade Processing Services
- Remittance
- Locker
- Students File
- SWIFT
- Capital Market Services Through SIBL Subsidiaries
- ADC (Alternate Delivery Channel)
- School Banking
- Agent Banking
- RTGS (Real Time Gross Settlement)

(Source: SIBL Annual Report, 2019)

## **2.7 Branding of SIBL**

The slogan of SIBL is “Journey towards continuous excellence”. The bank is trying to manifest the promises of the slogan by strengthening its financial capability to an international standard, enhancing its brand image, and by practicing corporate governance of a high standard. The bank changed its logo to enhance the team spirit of the members of the SIBL family. The bank is opening more and more branches to itself as a household name.

## **2.8 Agent Banking of SIBL**

In an attempt to bring more and more people under the banking umbrella, SIBL provides agent banking services. The unbanked people of the remote areas of the country are provided with banking facilities, such as cash deposit, cash withdrawal, foreign remittance disbursement, fund transfer, balance inquiry, and fund transfer. Moreover, several saving schemes are also offered to the people using the agent banking services of the bank using the DPS and the Mudaraba Term Deposit.

## **2.9 Customer Service of SIBL**

SIBL has focused on prompt, personalized, and altruistic services to its customers. The bank believes in developing and nurturing strong interpersonal relationships with its customers. SIBL finds itself to be morally obligated to provide their customers with banking services of the highest quality using the latest technology. Maintaining such relationships is crucial to the long-run success of the bank by obtaining the optimum return on shareholders’ equity to ensure the safety of the depositors’ funds. Introducing and popularizing Islami Banking products to the whole population is also a major goal of SIBL and it tries to execute its vision by making Islamic banking and investments popular among its potential and prospective customers. Empowering poor families by creating income-generating opportunities and providing financial support to the people who need it. Thus, the bank also contributes in creating equity in society. SIBL creates customers comfort by providing branch banking, 24/7 ATM services, VISA Debit and Credit card, SMS

banking, internet banking, agent banking, electronic fund transfer, remittance services, central clearing facilities, and a plethora of diversified services which have added a new dimension to the level of services received by the customers of the bank.

## **CHAPTER 3: Human Resource Management Practices of SIBL**

### **3.1 Human Resource Management**

Human resource management is a term which defines how an organization controls its human assets. It is very important and curtail element to control as human brain is very complicated to assume. If an organization have a powerful and dedicated employee no matter whatever the situation is, they will able to deal with it. Human resource process involves planning to hire an employment pool, recruitment and selecting an eligible employee, train and develop them to make them appropriate for the organization last but not the least motivate and compensate to make them more productive. In a whole, we can say that human resource is the process of making the whole organization more productive by increasing efficiency and effectiveness.

### **3.2 Human Resource Planning of SIBL**

Human resource planning is essential for any organization, same goes for the managers of Social Islami Bank Limited as well. HR Planning helps the HR manager of Social Islami Bank to forecast the employees needs. Planning also helps the SIBL mangers to craft the strategies in order to achieve their goals. The strategies that SIBL employs is malleable, they can meet the goals for the short time needs at the same time keeping the long time needs in consideration. SIBL managers plan in a manner that helps them ready for any contingent situation. For instance, in this COVID situation, the entire system has been changed regarding the processes of maintaining employee welfare by keeping their employees safe, and this has also become a part of their planning process.

To run the Human Resource Planning, SIBL managers sometimes face some problems like sudden employee shortage, paid leave, and so on. SIBL managers follow these actions as part of their plan. In order to frame human resource management planning, it is necessary to ensure the following four factors:

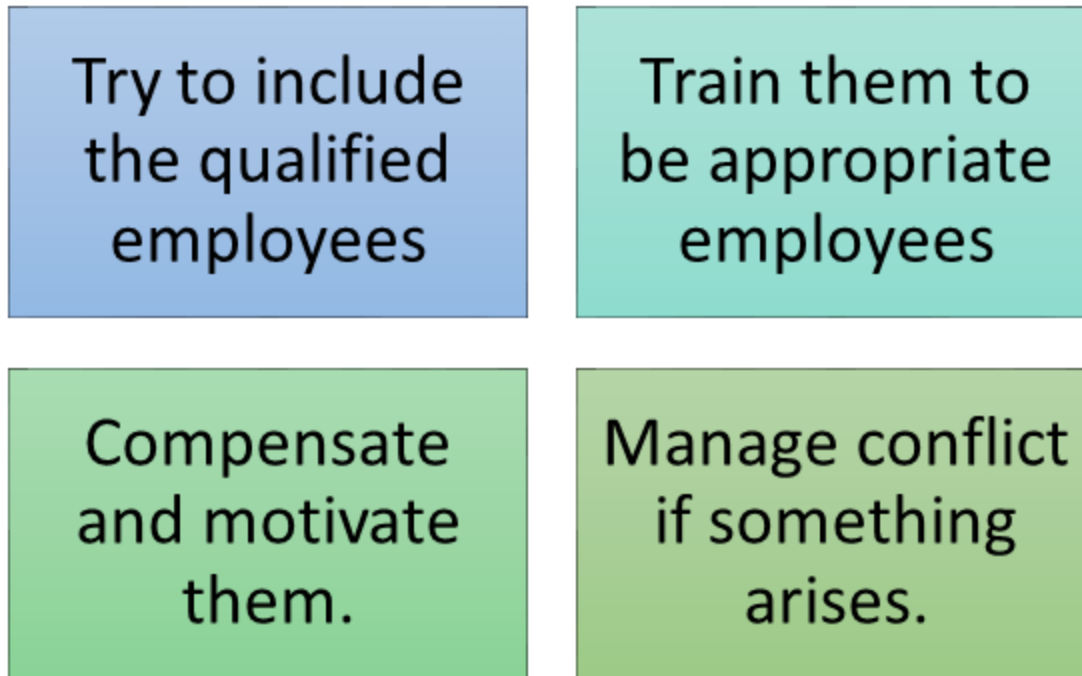


Figure 1: Human Resource Planning of SIBL

- 1) Try to include the qualified employees
- 2) Train them to be appropriate employees
- 3) Compensate and motivate them.
- 4) Manage conflict if something arises.

HRP is one of the most critical process, problems in any steps can hamper the other. So SIBL manager try their best to keep these factors in mind and make the best use of their resources in HRP.

### **3.3 Recruitment and Selection**

Recruitment and selection process is the one of the vital elements of the functions of SIBL. The plan that the organization has crafted becomes a reality when they hire the employees who fit the culture and needs of the organization. SIBL bank has designed a step by step hiring process which helps them recruit the best employees from the mass. Hiring an employee, especially in the banking



sector, is not a piece of cake. The recruitment process of SIBL has been designed in such a way that ensures that the best employees have been selected from the pool of applicants. The process might take a while but it is worth the effort. To run and conduct an efficient recruitment methodology, the following steps and factors are prioritized:

### **3.3.1 Identification and Prioritization of Work**

It is not possible to recruit employees for all vacant positions at the same time to fill up at the same time and not every position has the same requirement. It is necessary to identify the key responsibilities of each position and prepare the selection process tailored to that need beforehand. Recruiters of SIBL identify the work categories and fill the vacancies up the with appropriate ones.

### **3.3.2 Candidate Requirements**

The candidate recruitment will only work if the manager can confidently assume that the candidate will be able to perform their expected responsibilities. Candidate will also need to support the following parameters:

#### **i. Performance Level:**

Based on the job type, different job positions require different abilities of candidates. A candidate must fulfil those requirements for his application to be accepted.

#### **ii. Experience Level:**

Not everything can be solved with the experience, some position needs experience as well. SIBL bank manager try to feel the position with desire performance along with the candidate's experience.

### **3.3.3 Candidate Category**

Different types of employees like employed, unemployed, different background candidates are encouraged to apply among them SIBL manager chose the best of one.

### **3.3.4 Employment Source**

Which source will be applied is also fall under this registration system? The sources that are commonly used to source employees by SILB managers could me internal and external.

### 3.3.5 Qualified Employee

Not only source, the managing committee of SIBL screen the qualification which is also needed to be appropriate in the job. Before meeting and selecting employees, the management needs to take into consideration whether they will be able to meet the job participation or not.

### 3.3.6 Employee Evaluation

After taking consideration all of these finally it's time to compare the criteria that one employee has and the criteria that SIBL managers have set.

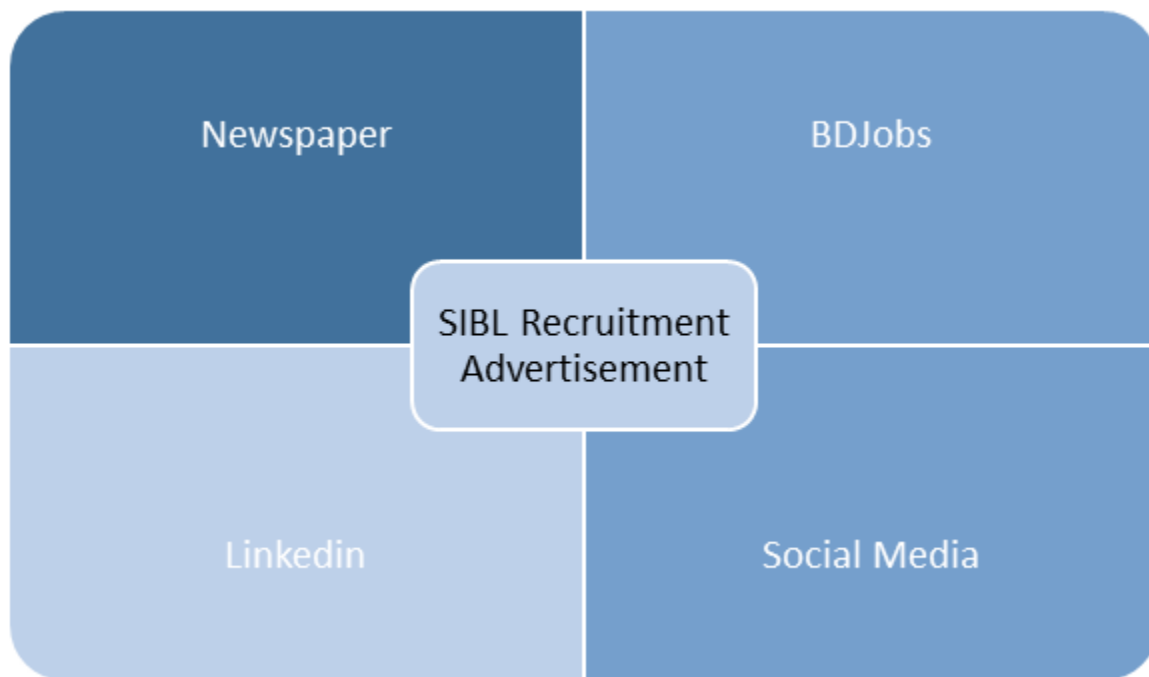


Figure 2: Recruitment Advertisement Medium of SIBL

### 3.3.7 Employee Selections

Selection is another important aspect of human resource management. Social Islami bank has established its own selection process, to select the best of them. After considering all of these now it's time to select the eligible one. Choosing the best employees makes it easier to accomplish the goal. Each step should be accomplished in order to proceed to next step. The pre-established steps are:

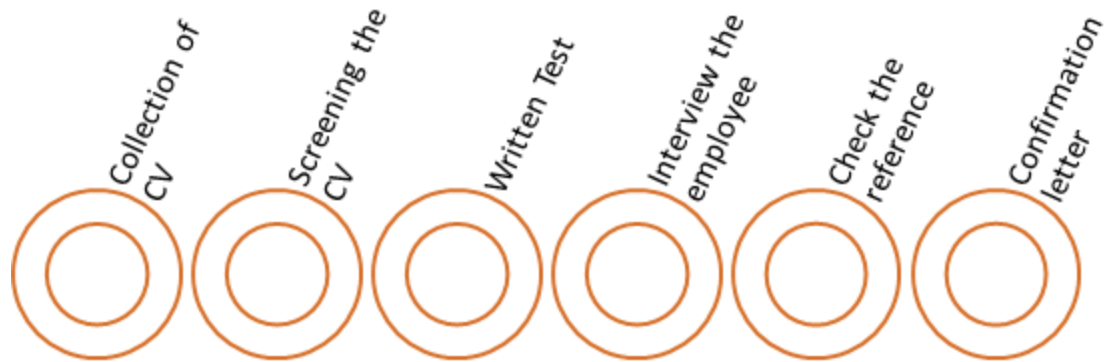


Figure 3: Employee Selection Process

Following these steps helps the Social Islami Bank manager get their desire employee. The process involves several steps. Each process helps to test different skill, experience, knowledge and so on. All the process helps to reduce unwanted and less qualified employees to drop out. Firstly, they cross check all the selected CV then, deduct which does not meet the criteria. Secondly, managers organized a written test. Whoever have passed got selected for the physical interview. Now it's time for insolence for the reference and employee orientation. This is the process that is followed by Social Islami bank manages.

### **3.4 Training and Development**

The human resource of an organization defines that organization. It is very important to keep updated to the employees. The employees are the great resource of the organization. If anyone organization have trained employees, they can handle any situation. In this changing Not only for the sake of the organization but also for the sake of the employee's benefits it is necessary to keep them trained. Human resource department specially concentrate on this aspect. To gain sustainable

development and be successful organization needs to be focused on human resource management. Skilled human resource helps the organization. Social Islami bank Limited also focus on that that. Behind the success of this bank there is contribution of every talented and meritorious employees. Social Islami Bank has created an executing HR system to formulate HR activities and policies in order to get competencies and the outcome they want. The bank always wants to achieve their desire goals by maximizing their output by minimizing their input. To achieve all these level they hired qualified employed in level. Being maintained by all of this, the gain the ultimate level of customer satisfaction and sustainable goals. According to the annual report of Social Islami Bank (2018), there is 155 branches. This gives them enough time to recruit the qualified employed to perform the job and practice their HR policy. Social Islami Bank Limited is very concern about its employees. They have made all the possibilities to keep their employees motivated in every possible way. For tanning purpose, Social Islami Bank has their own training center where accomplished personnel and experience trainee to train and motivate the employees.

### **3.4.1 Steps in Training**

- i. Analysis of performance
- ii. Finding the gap or lack in output of employee
- iii. Arranging proper tanning
- iv. Evaluate the post-training performance of employees

### **3.4.2 Types of Training**

There overall two types of training that SIBL offers which takes place in their specialized training institutions.

#### **a) On the Job Training:**

SIBL gives on the job the tanning in the form of these following forms.

- i. Coaching:** Assigning an instructor as a form of mentor for the employees and find out the skill-gaps to enable them to do their job properly.

- ii. **Follow-up:** Follow the supervisor and try to catch up what the superior is doing.
- iii. **Skill tanning:** Now in this competitive era, it is very important to learn various skill. Computer is now needed most important. The entire baking system is running via a software. So, learning this skill is very important.
- iv. **Impromptu test:** Taking an impromptu test or ask the employees to perform the job, if they cannot perform the job properly, then it becomes easier for the trainer to give the appropriate tanning they need.

b) **External Training (off training):** Also known vocational tanning. The training aspects are:

- a) **Videos and films:** SIBL manager sometimes provide work related videos in order to make the employees aware of the task that they are going to perform.
- b) **Seminars:** arranging seminars about the work, workplace, changing working environment all these things are describes in the seminars.
- c) **Case study:** Giving employees case related to the position and ask the emplyess to solve them. Like who's bank account the employees can not open.
- d) **Class room lecture:** Giving lecture about specific topic is also part of external tanning process.

SIBL management emphasizes on the development of the employees and try to improve the employee's personal instinct. Not only that, HR manager gives them all the related training which will help them in their life.

### 3.5 Performance Evaluation

The tanning that has been given by the organization, whether it will work not, totally depends on the result or the outcome. Performance evaluation gives the employees and image that their performance has been monitored, then they try to give their best in the workplace. When the employees give their beat, it becomes easier for the organization to achieve goals. Another

advantages of performance evaluation are that performance lacking can be detected easily. Moreover, performance evaluation Helps in crafting the trepanning program as well.

The management of SIBL limited management committee has following these methods:

- a) Weight check list: Bank use this process by letting the employees know that his performance has been monitored and the employees know in which basis they are going to evaluate. All the description are written in document.
- b) Critical incident method: in this method of performance appraisal the SIBL management team write down all the positive and negative side of the employees for a limited working period.
- c) Best and worst performance appraisal method: In this process the employees note down the best performance and worst performance are trying to compare them.
- d) Ranking system: in this ranking system, all the selected behavior will be raked according to the selected system.
- e) Comparison method: in this ranking method employees are compared with their similar level college. Whoever does the best get the appraisal
- f) Graphics design: evaluate the performance based on the graphic representation. Give the input and what shows in the graphic get the promoted.
- g) Behavioral Method: in this process employees are ranked based on the certain behavior. Behavior that will be monetarize and get the process done.

### **3.6 Compensation & Benefits**

Compensation is the reward that employees that they get when they work hard. After being compensated, the employees become loyal to the organization. Compensation can be in a form of money, award and other benefits like picnic, vacation, pension, safe environment, diversity work place and so on. SIBL gives the following incentives to employees:

### **3.6.1 Bonus**

- a) Profit bonus: Every month from profit they get some percentage but it officially given to them after six months. Generally, 4-8% of profit.
- b) Festival bonus: Every Eid the worker gets two festival bonuses.

### **3.6.2 Employment Benefit**

Promotions are one of the most common methods to incentivize productivity of employees in any organization. At SIBL, promotions also come with added remuneration. Moreover, employees can enable various loan schemes at preferential rates from the bank.

## **Chapter 4: Evaluation of the HRM Practices of SIBL**

### **4.1 SWOT Analysis**

SWOT analysis is a thorough examination of a company's exposure and potential in terms of its strengths, weaknesses, opportunities, and threats. This makes it easier for the company to maintain its current line of performance while also anticipating future improvements in order to outperform its competition. Because an organization may use this tool to identify its existing position, it may also be used to make adjustments in the business's strategic management. I have done SWOT analysis on SIBL bank and my findings are described below.

#### **4.1.1 Strength**

In Bangladesh's banking business, Social Islamic Bank Limited has already built a positive reputation. It is one of Bangladesh's most prominent private commercial banks. SIBL has its own training facility, which is beneficial to a business and can help to decrease training costs. Its core training is also very useful for both individuals and businesses. The bank's top management officials have all worked for well-known institutions, and their years of banking experience, talent, and competence will continue to help the bank grow. As SIBL professionals have gone through the SIBL performance review procedure, thus they have unique skills and expertise. As a result, SIBL can claim to have unique abilities and qualified human resources with a top leadership and managerial position in its banking service. The earnings and deposits of the bank have already increased dramatically. All this point out that SIBL has strength on Customer satisfaction, Service quality, pricing effectiveness, special expertise and knowledge, and a positive public image are all factors to consider.

#### **4.1.2 Weakness**

In order to improve the overall company growth, we need to accumulate all the available information. Organization's weaknesses, like its strengths, are fundamental aspects. While doing swot analysis I have found some weaknesses that SIBL have. Firstly, SIBL has a smaller number of branches all over Bangladesh. Like Islamic Bank they still lag behind to have branches in



different districts. Also, they have a smaller number of ATM booths in Dhaka city. The bank's poor service quality has become a serious issue. In the lower and mid-level positions, the bank failed to provide a better quality-recruitment policy. As a result, the bank's services appear to be downgraded day by day. Other banks have introduced mobile banking, online account opening facilities, but SIBL is still unable to provide this kind of service. The fundamental issue is that the bank does not have a strategic plan. The banks have no long-term plans, such as whether to focus on retail banking or become a corporate bank. With a strong and practical strategic plan, the future course should be defined now.

### **4.1.3 Opportunities**

Opportunities is one of the major factors in SWOT analysis. One should firstly identify their opportunities and then take the proper actions to accomplish the goal. The fact that the country's growing population is progressively learning to use consumer finance presents an opportunity in retail banking. So SIBL should focus on this option to attain more consumers and increase their retail banking facility. In recent years, a significant number of private banks have entered the market. To maintain a sustained competitive edge in this competitive market, SIBL must increase its product portfolio. Also, the mobile wallet or mobile banking has a great advantage in recent banking systems. It can be added to their lineup. Other online customer facility like online solution should be provided.

### **4.1.4 Threat**

Threats include everything that can have a negative impact on your organization from the outside, such as supply chain issues, market fluctuations, or a recruitment scarcity. Anticipating risks and taking action against them is critical before becoming a victim and progress stagnates. Other private banks have entered in the market and are also trying to capture more and more market share. The level of competition will continue to climb, forcing banks to devise methods to compete against local & international banks. So, it's becoming more competitive day by day. Innovative marketing strategies should be introduced to keep SIBL up front. Moreover, political condition in Bangladesh is also a great threat for Banks.

## **4.2 Dealing with the COVID-19 Situation at SIBL**

The world is changing and the rules and regulation that we are used to is changing. Covid has also created an issue on the banking sector as well. Most of the process has changed. The government are implying and providing some rules and regulation to keep the situation in control. The banking sector is the key to our economy no matter what being open is a necessity to everyone. To make the employees motivated and keep them safe as well Social Islami Bank have implied some ruled and regulation.

### **4.2.1 Safety Concerns**

In this stage safety is the only way to away from the disease. To ensure that limited numbers of clients can enter. Temperature, hand sanitizer everything needs check before anyone enters.

### **4.2.2. Shifting**

During the lockdown, not every employee needs to come, shifting was there to fill up the gaps. Most of them make shift according to the schedule and make take preaction to maintain safety. The HR department make use no get too much burden.

### **4.2.3 Motivation**

In this time of crisis motivation is the only key, which will push the employee to go to work. Government has provided some amount (amount is confidential), that was distributed among the employees. Working hours have been reduced and in shift so that they do not get tired.

### **4.2.4 Providing Facilities through Apps**

In this time of urgency, they have introduced app which was there before but now its more common. By using this app, it is very much easy to open a bank account through app, can access to the bank information regarding the bank account as well as transfer money.

### **4.2.5 Changing in Hiring Policy**

To ensure the safety of the employees and the candidates, rather than taking interview physically they are taking online interview.

Every organization has their own rules and regulation. Social Islami Bank limited manager have also made their rules. In this crisis situation, nothing can do with this but at least the HR managers are trying to pull as much as they can.

## **Chapter 5: Recommendations and Conclusion**

### **5.1 Recommendations**

Social Islami Bank is one of the renowned banks in Bangladesh. It has created some impact on Bangladesh economy as well. As, an intern it is very difficult for me to suggest something for the bank. The human resource management is one of the private issues which every organization has designed differently than others. Getting these knowledges is difficult. However, I have put together some issues, if they bring action to that it might help them.

- 1) SIBL do not have any separate department to provide the client information. The officer provides them with the information, which sometimes create hassle to the officers and the client sometimes need to wait for the simple issue. So, a simple department will make the changes might help.
- 2) Secondly, the hiring process is backdated and they do not use any computerized process. Due to that, the manager needs to run the process again and again which leads them some waste of time.
- 3) Another thing that is related to selection is that, SIBL do not provide any orientation. It becomes easier for the employees who got promoted or has been transferred from other branch, but gets difficult for the new one to get idea about the organization.
- 4) In banking sector, paper work is very important. The client needs to sign several times to finish one form. Sometimes they forgot to commit to that, then they need to call the client to come here again and sign. If they can reduce this specific part that will be a relief for the client.
- 5) As, I have worked in Human resource management from there I got to know that, there is no separate department for each human resource activity. For this reason, when there are some issues arise at a once then it becomes difficult to manage.

- 6) On the other hand, there is no special software process for screening CV or keep all the employee's data. If they would some software regarding this issue then it would be a easier.
- 7) In the Bank there is special software which helps in banking process activity accordingly. The system runs by obeying server if there is any problem in the server, they entire process crash. The do not get service. In that they might loss some valuable customers. So, they need some back up so it does not hamper their process.
- 8) Moreover, for their recruitment process they usually do not advertise that much so that they can gather a large number of employee pool to select.

## **5.2 Conclusion**

Social Islami bank Limited is one of the most renowned banks in our country. Being able to work in there was a great experience. As I have done my major in Human, I was always trying to focus on that. Human resource management is one of the most confidential department. As an intern I was not allowed to have all the information. All the information that has been used in this report either from the annul report, internet and communicating from employees. The areas whether I have seen some issue, I have described it in recommendations. This report is mainly based on the HR practices and policies of Social Islami Bank. In this report all the human resource process staring from planning, recruiting, selecting, performance evaluation and finally compensation all the processes are mentioned.

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