

Ongoing Corporate Human Resource Management Practice in Banking sector of Bangladesh

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Abstract

Strategic HR practice is always a challenge for any organization to provide a set of service that is able to make the sense in terms of implementing the organization's strategic plan. Because without proper evaluation of the term, a company may not find out the challenges and the probable scopes of improvement. In today's business world we cannot avoid the contribution of strategic practice especially in the service sectors like fast growing banking sector. The banking service in the world is growing day by day. Bangladesh, albeit a developing country, is no exception from it. In the recent period of time Human Resource Management (HRM) practices became so familiar and momentous in every business sector of Bangladesh. The success of every organization is coming through the performance of the employees of that organization. The effectiveness of the employee performance is largely depends upon the HR policy and practices. Therefore, the management should consider the magnitude of strategic HRM practices. The strategic plan for HR system will give a broad guideline within which the management can make decisions about their human resource. In designing the company's HR system the HR manager need to understand the nature of the company's business, their position in the market, moreover the objective and goal so that she or he can design a plan that will perfectly suits to achieve the strategic goal. This study has attempted to have knowledge about strategic HRM practices in the business sector of Bangladesh like the banking sector because it plays a pivotal role to the economic growth of the country.

Index terms— HR practice, Banking sector in Bangladesh.

1 Introduction

anking is a powerful medium of socio economic changes in developing countries like Bangladesh. A well organized banking system can play a vital role in the development of the country. Human Resource Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques.

Extensive training and culture management programs, individualized reward management systems, as well About : Business Administration Discipline, Khulna University, Khulna, Bangladesh. E-mail: sadiaa_1021050@yahoo.com Besides practicing HR in different units it is also a mammoth task for the banks to face the central and outer challenges. In different way the HR department sales, finance and manufacture the strategic over time to achieve its ultimate objectives. Monitoring as well as changing the strategy also permits the business to cope up with the current demand. As the unit needs to improve the quality of its different service. Then the HR strategy might be to boost up employee quality consciousness through improved screening and necessary training. In formulating and implementing the HR strategy the business needs to follow the global

1 INTRODUCTION

42 trend and need to continually improve organizational performance. But HR department also should be careful
43 enough to designing its strategic planning not just to execute. So when planning it the strategic manager must
44 realize where they are now and where needs to go. In Bangladesh most of the human resource related decisions
45 are mainly taken by the central management. In different branches these decisions are just implemented. In
46 different private banks of the In different banks most of the employees agreed with this point that they are
47 satisfies in the nature and trend on practicing strategic HR in different banks. As it is mentioned that most
48 of the decisions are taken in corporate level, but at the time of appointment, that means on the eve of joining
49 in the bank they are introduced with the legislation and different terms & conditions of the organization. As a
50 result each and every employee gets a clear view about the ins and outs of their individual course of action. It
51 also discloses the over all picture of the organization-its previous-currentfuture. As it provides an overall idea of
52 presence of HR in the banks it covers almost all the areas.

53 The current HR Strategic practice covers all over the areas like ? Recruitment and firing maintains the correct
54 process or not. ? In case of selection how the employees are treated. ? How they are oriented in new working
55 environment. ? The effectiveness of different benefit and incentive packages. ? Whether the bank properly follow
56 the promotion strategy. ? How effectively the employees handle different complains of the clients. ? Maintenance
57 of different laws, safety act etc.

58 As when over all HR situation is evaluated on the basis of the ongoing trend, the employees mainly tried to
59 adjust their own expectation and nature of handling different situation..

60 To ensure the smooth working environment it is essential for any organization to hire enough employees
61 according to the necessities of each different branch. The employee's requirements and posting differ because
62 of the following aspects; ? If the bank covers so many financial products then it needs more employees ? The
63 necessities of employees differ on working procedure-automation or manual working process ? When there remain
64 two or more branches close to each other, normally less employees is required as they have to handle comparatively
65 lesser employees in that case ? Higher population creates pressure of fast service as well as larger number of
66 employees. Because they need to handle larger customer group.

67 Depending upon the above factors the employees of different banks differs. The banks at the time of
68 appointing new employees normally check their HRIS. As most of the bank always main updated Human Resource
69 Information system, it is so easy for them to find out the empty position, where new employees are required. So
70 there a little bit chance that there is lack of employees in different banks. The vacant situation raises mainly
71 when ? Any employees leave or fired without notice. ? Increase absenteeism because of illness. ? New branches
72 are opened But the above factors don't have any long-term effect on the performance of a particular branch.
73 Computer based information system and new recruitment immediately remove this short term problem. The
74 corporate branch through effective job analysis mainly handles it. In different banks the employees thought
75 that effective information system as well as prompt decision making deprived the problems which may arrive in
76 employee's shortage situation.

77 In case of treatment in Bangladeshi banking sector inside job how the management handles their grievances.
78 Whether there remain any unequal treatment among the employees having same quality and competencies.
79 Human Resource division can ensure its smooth and accurate working environment if it can ensure that the
80 employees will provide their label best effort. The employees can follow this way if they are ensured that they
81 have enough mechanism in their hand to protest any kind of unfair practice within the organization as well as
82 in such situation and the management will follow the act properly. The management is able to create enough
83 interest among the employees within the organizational framework of its primary obligation to senior management
84 or immediate higher authority

85 For personnel recruitment and selection these banks follows some standard most of the cases. The practiced
86 format for selection and recruitment is -? The corporate decide what positions will have to fill and how to fill the
87 immediate as well as future requirements. This total procedure is designed to cover all positions from bottom to
88 top level. As it is an integral part of the bank's strategic HR and planning process through succession planning
89 the higher authority implement it. The corporate HR department also decides the expansion process of their
90 employment requirement. It detailed how to hire, screen the employees and where to put them. ? The common
91 process of forecasting the personnel need is analyzing trends. The past data and present requirements construct
92 the idea about the trend of employee requirement.

93 ? The higher authority study variations in the bank's employment level in last few years. Inauguration of
94 country it just follows the instruction come from the higher authority. All the banks have their Corporate Head
95 office in Dhaka and most of the strategic decisions are taken from there.

96 For the better understanding of corporate business, continue long term relationship, ensure the desirable
97 growth and fulfill the organizational goal. Strategic HR follows the basic trends in different private banks in
98 Bangladesh as just maintaining the instruction of central authority.

99 ? By using the computer based information system-HRIS helps estimate current and future employees
100 requirement. This information system also figures the average employee demand the transferring from one
101 branch to another the demand is fulfilled some times.

102 Normally internal recruitment/selection follows the above strategies. Most of the cases this strategy is taken
103 for the key positions of the bank.

104 Training is a hallmark of good management, and a task manager ignore at their peril. Having high potential

105 employees does not guarantee they will succeed. Instead, they must know what the management want them
106 to do and how to do that. If they don't know, they will do the job in their own way, not according to the
107 management's preference. Therefore, effective training is essential for the improvement of both the employee and
108 the organization.

109 Employee motivation is one of the most important aspects of organizational behavior. The productivity and
110 the performance of the employees instrument is used. So there are fewer requirements for marinating rigorous
111 health and safety measure. However, banks are prepared for any fire related accident and mere illness of the
112 employees. They keep fire extinguishers in their office and first aid facilities is also available

113 The most prominent HR manager can take to ensure their strategic contribution to develop measurement
114 system. To increase the moral of employees, the HR manager first knows the importance of particular work and
115 importance of employee's hundred percentage contribution to the work. On the basis of the judgment HR manger
116 first identify the task of the specific employee's task, according to the job pattern train up the employee, provide
117 all the equipment to perform the task and try to develop ethics to the employee and lastly give motivation to
118 perform the work properly.

119 Every employee gives a vast knowledge how they create value for the organization through their work and help
120 to achieve the organizational goal. When the employees know that how much important to perform the work
121 properly, automatically it help to increase the moral of employees.

122 Equal Employment Opportunity means employer cannot discriminate on the basis of race color religion gender
123 or national origin with respect to employment. There are EEOC (Equal Employment Opportunity Commission)
124 authorities who monitor the discrimination complain. They make the judgment through the law of the country.

125 **2 The EEOC will take action if the below two situation arise**

126 ? To fail or refuse to hire or to discharge an individuals or discriminate against any individual with respect to
127 his or her compensation ,terms , condition or privilege of employment , because of such individuals race, color ,
128 religion, gender or national origin.

129 ? To limit ,segregate or classify his or her employees or applicant for employment in any way that would largely
130 depend on motivation. Motivation is the force that makes one do things: this is a result of one's individual needs
131 being satisfied (or met) so that s/he has inspiration to complete the task. These needs vary from person to person
132 as everybody has their individual needs to motivate themselves. Depending on how motivated people are, it may
133 further determine the effort they put into their work and therefore increase the standard of the output. There
134 are various health and safety laws existing in Bangladesh. But these are mainly applicable for the industries
135 where hazardous equipments are used. But in banks there is no hazardous equipment or deprived or tend to
136 deprive any individual of employment opportunity or adversely affect his or her status as an employee race, color
137 , religion, gender or national origin.

138 Whether any employee is newly recruited or transferred from one place to another, they need to adapt the
139 working environment. Otherwise they may not give their best for the organization. For the adaptation in the
140 new work responsibilities or working place, the employees may get help from the organizational policy. On the
141 job training is a very effective mechanism for the proper orientation of new employees.

142 Form the collected data on various employees, we found that they are introduced to their new job by
143 maintaining the organizational policy. Most of the employees especially who just introduced in the job, get
144 a fresh and effective orientation from their organization as well as from the branch. Those who enter into the job
145 as Management Trainee or Probationary officer always get 1-3 years probationary period with training to adapt
146 and learn much about their job responsibilities and organizational rule.

147 In Bangladesh it is found that most of the employees are satisfied with the prevailing strategic process and
148 procedure of the bank. They feel that the HR department is playing a vital play in employee advocacy role.
149 They also believe that the recruitment and selection policy is fair enough to choose the competent employees for
150 the organization. The orientation process and training facility excising in the organization is proper for achieving
151 the strategic goals of the banks. The pay package and benefit package is III.

152 **3 Conclusion**

153 HRM practices are crucial for every organization for the proper management for all activities in an organization.
154 As the activities are done through the human asset of the organization, therefore the management should be very
155 much cautious to formulate and implement the HR policy for their organization that could satisfy and inspire
156 the employee to meet the organizational goal. It has been disclosed that the present practices of strategic HRM
157 are in satisfactory level with some little variation. Therefore, the management should continue their present
158 practice and take initiative to resolve this problem. This industry is growing rapidly and to sustain this growth,
159 effective and timely policy should be taken. also at a satisfactory level. To fulfill the strategic objective and goals,
160 the working environment and employee treatment should be well defined and it must have to be implemented
161 properly. But in case of placing right people in the right place, the opinion varies among the employees. Some
162 of them think that they are not placed in the exact position for what they are appropriate for. In some of
163 the cases like employment rule, equal employment situation a considerable portion of the bankers are not sure

164 about then policy practiced. HRIS is needed to improve the productivity and performance of the human resource
165 department, but in all of the beaches HRIS is not practiced in detail.

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Figure 1: B 105 Global

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