Human Resource Management (HRM) Practices of the Banking Sector inBangladesh: A Study on Private Commercial Bank

Mohitul Ameen Ahmed Mustafi[1*], Tanzia Rahman[2], Nusrat Jahan[3]

[1,3]Senior Lecturer, School of Business, Uttara University, Uttara, Dhaka-1230, **BANGLADESH**
[2]Lecturer, School of Business, Uttara University, Uttara Dhaka-1230, **BANGLADESH**

[*]E-mail for correspondence: mustafi559@gmail.com

ABSTRACT

The purpose of this study is to find out HRM practices on the private commercial banking sector in Bangladesh. The researches want to examine the human resources management practices in the field of banking sector. It evaluates and compares existing human resources management activities of the employee like; job analysis, human resource planning, talent acquisition, training &development, performance appraisal, compensation, and the industrial relation of nine selective commercial banks. For conducting this research, 100 bank employees are randomly selected from the seven different banks. And out of this 91 employees responses properly; the response rate is 91 percent. The questionnaire consists of individual questions on seven HRM dimensions. The questionnaires were developed by considering five point Liker scale. The collected data were analyzed by applying both descriptive and inferential statistical techniques such as factor analysis and structural equation model (SEM). The SEM results indicated that job analysis, human resource planning, training & development, compensation, and industrial relation significantly and positively associated with overall human resource practices in private commercial banking sectors in Bangladesh.

JEL Classifications: M10; M12; M19

Keywords: Human Resource Management, Private Commercial Bank, SEM

INTRODUCTION

Human resources are considered the most valuable assets of an organization, but very few organizations are able to utilize this valuable asset. Human resources play a dual role in an organization as operate as factor of production and others operative element. Organization like Banks, and other firms, needs to nurture their human resources in an efficient manner so that profit can be ensured. Banking industries are going through a series of rapid changes because of technological development. Technological advancement has changed the nature of banks demand for employee to better perform their jobs. In an organization People treated as asset when they are equipped with adequate knowledge, skills and competencies (Roknuzzaman, 2007). Human resource management (HRM) is the process which consist of Human resource planning, job analysis, recruitment,

selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007).This research conducted to find out the implementation of HR practices among private, public and foreign banks.

LITERATURE REVIEW

In the age of knowledge economy, the most significant resource of the organizations is human resource. Human resource has become requisite for success of any organization (Moyeen and Huq 2001; Schuler 1990; Werther and Davis 1996). There is no doubt that an organization enriched with devoted, motivated, talented, and competent human resource can achieve any kind of challenging goals. HRM practitioner

discussed about various functions of HRM. Katou (2008) conducted a study to find out the impact of HRM practices on organizational performance especially in the manufacturing sector of Greece. The summery of the survey find out the relationship between HRM practices (resourcing and development, compensation and incentives, involvement and job design) and organizational performance is partially reconciled through HRM outcomes (skills, attitudes, behavior), and it is influenced by business strategies (cost, quality, innovation). The study came to an end with the conclusion that HRM practices are associated with business strategies which will affect organizational performance through HRM outcomes. Iqbal et al (2011) developed a study to contrast the HRM practices of public and private universities of Pakistan among executives. The study found that HRM activities differ in public and private universities. Public universities HRM practices such as job definition, training and development, compensation, team work and employees participation were better than that of private universities. AS per the study performance appraisal practices were better in the private university than public sector universities. Khan (2010) identified that in energetic business environment, there is a need for an approach which achieve better performance, to originate and implement HRM practices. To get a competitive advantage organization need to invest in this aspect. Zulfqar et al. (2012) conducted a study to scrutinize the relationship and nature of relationship between the employee's perceived performance and HRM practices (compensation, performance evaluation, and promotion practices) in the banking sector of Pakistan. The findings of the study found that, the employee perceived performance and HRM practices has the positive and significantly related. Further results indicated that performance evaluation and promotion practices are significant while the compensation practices are insignificant. The current HRM practices (recruitment and selection process, compensation , security of job, growth of career, training and development, management style, job design and responsibilities, reward and motivation and working atmosphere) and its impact on employee's satisfaction in the private banking sector in Bangladesh similar study was conducted by Majumder (2012) . As per the study most of the employees are dissatisfied with organizational compensation package followed by reward and maintenance, career advancement, training and development, management approach, and job design

and assign responsibilities. Training is a symbol of good management, and a task manager ignore at their dark side. Having qualified employees does not guarantee they will succeed. Instead, they need to know what the management want them to do and how to do it (Afroj, 2012). Hussain and Rehman (2013) analyze the relationship between work effectively for the organization and the HRM practices implemented on employee's intention to stay in the organization. The study found that factors having intense contribution in developing the employees' desire to stay in organization are HRM practices viz-a-viz: person-organization fit, employment security, communication and training and development. HRM practices and employees' retention are positively inter related and such practices enhances employees' retain ability of organizations. Firm performance is continuously influenced by HR practices via employee skills, attitudes or motivation (Park et al.2003). The way HRM practices provide an edge to employee's commitment towards an organization goal in the global competitive market are revealed by Lamba and Choudhary (2013). The study found that organizational commitment are significantly affected by HRM practices such as training & development, compensation and welfare activities and are associated with superior organizational performance, which help in retention of knowledgeable and skilled employees. It is vital for the high performance movement & other work reforms effort that focus on employee involvement to recognize the crucial role those job characteristics can play in shaping the performance of employee and ultimately of organization (Cappelli and Regovsky, 1998).

CONCEPTUAL FRAMEWORK

The objective of this study is to investigate the Implementation of HR Practices in Banking Sector of Bangladesh, on the basis of different functions of human resource management like as job analysis, human resource planning, talent acquisition, training &development, performance appraisal, compensation, and industrial relation. In the literature, the related studies suggest that the types of factors in path model applications in different banks are job analysis, human resource planning, talent acquisition, training &development, performance appraisal, compensation, and industrial relation. The theoretical model is presented in figure 1.we will look at the theoretical model for each of the hypotheses in the following bellow.
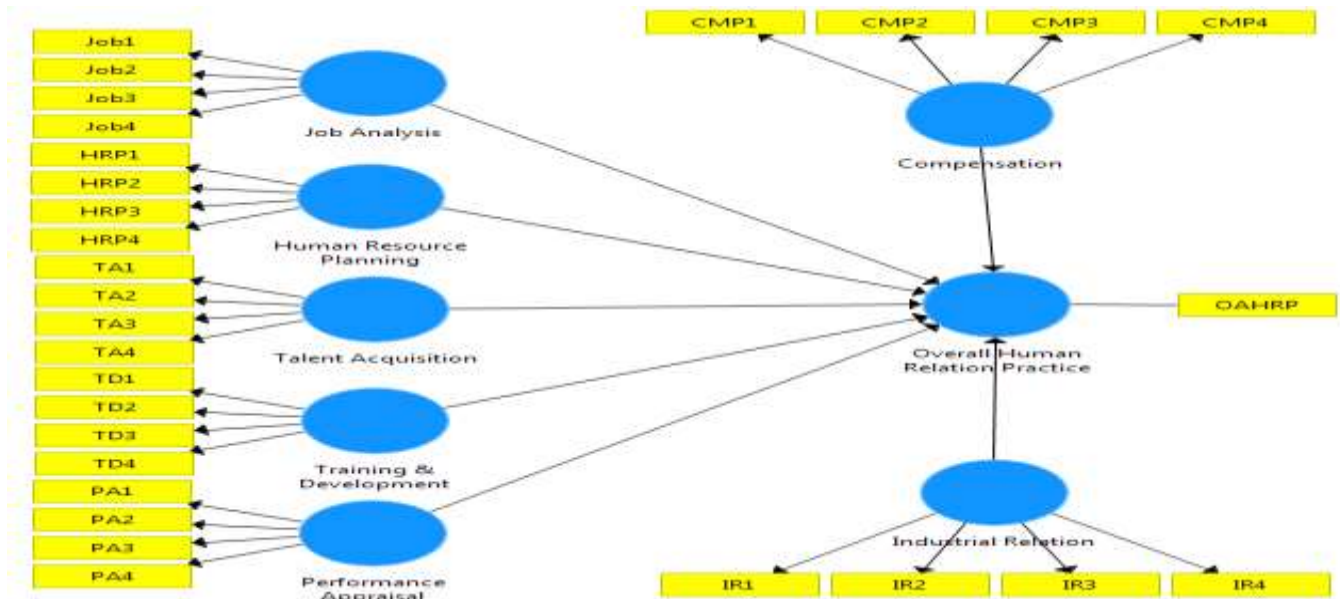
Figure 1: The conceptual frame work of human resource management practies of the private commercial bank limited in bangladesh

RESEARCH OBJECTIVES

- To determine the influential factors that define the overall human resource management practices in private commercial banks in Bangladesh.
- To investigate the HRM practices given HRM executives of the private commercial banking sector.

HYPOTHESES

For examining the impact of overall HRM practices on the different banking sector in Bangladesh the following null hypotheses have been framed.

H_{01} : Job analysis has no significant impact on overall human resource practice in the banking sector.

H_{02} : Human resource planning has no significant impact on overall human resource practice in the banking sector.

H_{03} : Talent acquisition has no significant impact on overall human resource practice in the banking sector.

H_{04} : Training and development has no significant impact on overall human resource practice.

H_{05} : Performance appraisal has no significant impact on overall human resource practice in the banking sector.

H_{06} : Compensation has no significant impact on overall human resource practice in the banking sector.

H_{07} : Industrial relations have no significant impact on overall human resource practice in the banking sector.

METHODOLOGY OF THE STUDY

Along with literature review, the research is based on survey and observation methods. The survey was conducted in the different office of many commercial banks in Bangladesh, which was chosen purposively. This study has been conducted by seven private commercial banks in Bangladesh. A structured questionnaire was designed to collect primary data by using literature review. In the questionnaire, two statements were completed: one for the above mentioned seven factors of human resource practice dimensions and one for the overall human resource practice of the private commercial banks in Dhaka. Five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to collect data from respondents. Two demographic variables, namely, gender, and age were taken to determine the variability of seven dimensions across those variables. The questionnaire has been sent to 100 respondents who are the bank manager and office executives, regarding different aspects of their present human resource practices but 91 respondents have been selected from there population. The employees were selected by using convenient sampling technique. SPSS software was used for analyzing the demographic information. The exploratory factor analysis and structural equation model adopted to determine the influential factors of overall human resource practices this sector by using Smart PLS software.

Statistical tools used: Both descriptive and inferential statistics were used to analyze the data. Inferential statistics like Factor Analysis (FA) was used to separate the factors related to human resource practices of the bank employees of Bangladesh. Partial Least Square method was also used to identify the significant factors from the factors identified through factor analysis.

Convergent validity: When multiple items are used to measure an individual construct, the item (indicator) convergent validity should be one of the main concerns to the researcher. The measurement model was tested for convergent validity which is the extent to which multiple items to determine the same concepts are in agreement (MacKinnon, 2008). Anderson and Gerbing (1988) stated

that convergent validity is established if all factor loadings for the items measuring the same construct are statistically significant. According to Hair *et al.* (1998) convergent validity could be accessed through factor loadings, composite reliability and the average variance extracted. The results of the measurement model (Table 3) show that the loadings for all items exceeded the recommended value of 0.50 (Hair *et al.* 1998). Composite reliability (CR) values ranged from 0.806 to 0.896 which exceeded the recommended value of 0.70 (Hair *et al.* 1998).

Discriminant Validity: This study also validated the discriminant validity of the instrument. The discriminant validity represents the extent to which measures of a given construct differ from measures of other constructs in the same model (MacKinnon, 2008). In a PLS, the most important criteria for adequate discriminant validity is that a construct shares more variance with its items than it is shared with other constructs in a given model (Hulland, 1999). It was assessed by examining the correlations between the measures of potentially overlapping constructs. Items loads more strongly on their own constructs in the model, and the square root of the average variance extracted for each construct is greater than the levels of correlations involving the construct (Fornell and Larcker, 1981). As shown in Table 3, the square root of the average variance extracted for each construct is greater than the items on off-diagonal in their corresponding row and column, thus, indicating the adequate discriminant validity. The inter-construct correlations show that each construct shares larger variance values with its own measures than with other measures. In sum, the measurement model demonstrated adequate convergent validity and discriminant validity.

Average variance extracted: All values of the average variance extracted (AVE) that measures the variance captured by the indicators about measurement error were greater than 0.50 to indicate acceptability of the constructs (Fornell and Larcker, 1981; Henseler, Ringle, and Sinkovics, 2009). The table 3 shows that these indicators satisfied the convergent validity of the constructs.

Test of Reliability: To analyze the reliability (internal consistency) of the variables, this study used the Cronbach's alpha coefficient and composite reliability (CR) value. Table 3 shows all Cronbach's alpha values are above 0.60 cutoff values as suggested by Nunnally and Berstein (1994). Standardized Cronbach's alpha formula is given below.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Here, N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

The Coefficient of determination: The reliability also finds that the coefficient of determination R square is 0.883 for the

dependent variable i.e., overall HR practices in banking sectors (Table 3). This means that the five independent variables are; job analysis, human resource planning, talent acquisition, training &development, performance appraisal, compensation, and industrial relation highly explain 88.3% of the variance in overall HR practices in banking sectors.

DATA ANALYSIS AND FINDINGS DISCUSSION

Table 1: Demographic Information

		Frequency	Percent	Cumulative Percent
Age of the respondent	25-30 years	41	45.1	45.1
	30-35 years	12	13.2	58.2
	35 years & above	38	41.8	100.0
	Total	91	100.0	
Gender	Female	24	26.4	26.4
	Male	67	73.6	100.0
	Total	91	100.0	

Table 1 provides the frequency distribution of the gender comprised of male and female. A total of 91 respondents in private commercial bank were included in this study, out of which 67 respondents in private commercial bank were male representing 73.6 % of the total population and remaining 24 respondents were female representing 26.4 % of the total population. Age of 91 respondents in private commercial bank, 41 respondents who were having age 25-30 years representing 45.1% of the total population and only 12 respondents were heaving age 30-35 years representing 13.2% of the total population.

EXPLORATORY FACTOR ANALYSIS

EFA is a widely utilized and broadly applied statistical technique in social science. A total 90 usable survey responses were analyzed in this section. The factor analysis technique has been applied to examine the relationship between different factors in HR practice. The seven factors that have found from rotated factor matrix, have been discussed in the following paragraph.

Factor-1 (Job Analysis): This includes four variables like clear job responsibility, frequent supervision, independency, and availability of supervisor which are the principal factors. So, it provides a basis for conceptualization of a dimension which may be identified as job analysis factor.

Factor-2 (Human Resource Planning): This includes four variables like HRIS, implementation of HRP, Identification of HR needs, usage of succession planning which are the principal factors. So, it provides a basis for conceptualization of a dimension which may be identified as human resource planning factor.

Factor-3 (Talent Acquisition): This includes four variables like selection of quality employees, usages of competence model, scope of improvement in current hiring process, job specification which is the principal factors. So, it provides a basis for conceptualization of a dimension which may be identified as talent acquisition factor.

Factor-4 (Training and Development): This includes four variables like arrangement of training program, identification of training needs, defining training objectives, and relevancy of content of training which are the principal factors. So, it provides a basis for conceptualization of a dimension which may be identified as training & development factor.

Factor-5 (Performance Appraisal): This includes four variables like regularity of performance appraisal, an output of appraisal, communication of feedback, the

usefulness of feedback are the principal factors. So, it provides a basis for conceptualization of a dimension which can be identified as performance appraisal factor.

Factor-6 (Compensation): This includes four variables like relevance of compensation package to market, disbursement of salary within in time, the relevance salary with the qualification which is the principal factors. So, it provides a basis for the conceptualization of a dimension which may be identified as factor of compensation.

Factor-7 (Industrial Relation): This includes four variables like collective bargaining, solving problem mutually, positive working environment, addressing labor laws which are the principal factors. So, it provides a basis for the conceptualization of a dimension which may be identified as factor of industrial relation.

Table 2: Results Summary for Reflective Outer Model

Latent Variable	Indicators	Factor Loading	T-value	Indicator Reliability	Composite Reliability	Average Variance Extracted (AVE)	Discriminant Validity	Cronbach's Alpha
Job Analysis	Job1	0.763	13.497	0.87	0.837	0.632	0.795	0.709
	Job2	0.795	11.665	0.89				
	Job4	0.825	14.156	0.91				
Human Resource Planning	HRP1	0.809	14.283	0.90	0.871	0.692	0.833	0.779
	HRP2	0.87	23.651	0.93				
	HRP3	0.816	19.364	0.90				
Talent acquisition	TA1	0.728	8.038	0.85	0.857	0.601	0.775	0.780
	TA2	0.773	12.572	0.88				
	TA3	0.749	10.802	0.87				
	TA4	0.846	33.779	0.92				
Training and development	TD1	0.854	25.593	0.92	0.896	0.742	0.862	0.827
	TD2	0.862	16.364	0.93				
	TD3	0.869	28.701	0.93				
Performance Appraisal	PA2	0.753	13.784	0.87	0.879	0.710	0.843	0.795
	PA3	0.887	31.261	0.94				
	PA4	0.88	28.60	0.94				
Compensation	CMP1	0.727	9.444	0.85	0.832	0.625	0.792	0.699
	CMP3	0.772	10.231	0.88				
	CMP4	0.866	29.647	0.93				
Industrial relation	IR1	0.744	8.347	0.86	0.806	0.581	0.762	0.639
	IR2	0.749	9.836	0.87				
	IR3	0.793	16.875	0.89				

Note: AVE>0.50 (Fornell&Larcker, 1981); Henseler, Ringle, &Sinkovics, 2009), Composite Reliability>0.70 (Hair et al. 1998), Cronbach's alpha>= 0.60, (Nunnally and Berstein (1994))

From table 2 shows that all of the T-Statistic are larger than 1.96 at 5% level of significance, we can say that the outer model loadings are highly significant. So, our SEM model is accepted for above evidence in this study. Generally, A global fit measure (GOF) was conducted for path modeling; it is defined as the geometric mean of average communality and average R^2 (especially endogenous variables) (Chin, 2010) (see the formula). In this study,

GOF value was 0.76 (R^2= 0.883, average AVE = 0.65 for overall human resource practice). So, the value of GOF exceeded the largest cut-off value (0.36), and it was indicated that the proposed model of this study had better explaining power than that based on the recommended value of GOF$_{small}$ = 0.1, GOF$_{medium}$ = 0.25, and GOF$_{large}$ = 0.36 (Akter et al., 2011).

$$GOF = \sqrt{AVE \times R^2}$$
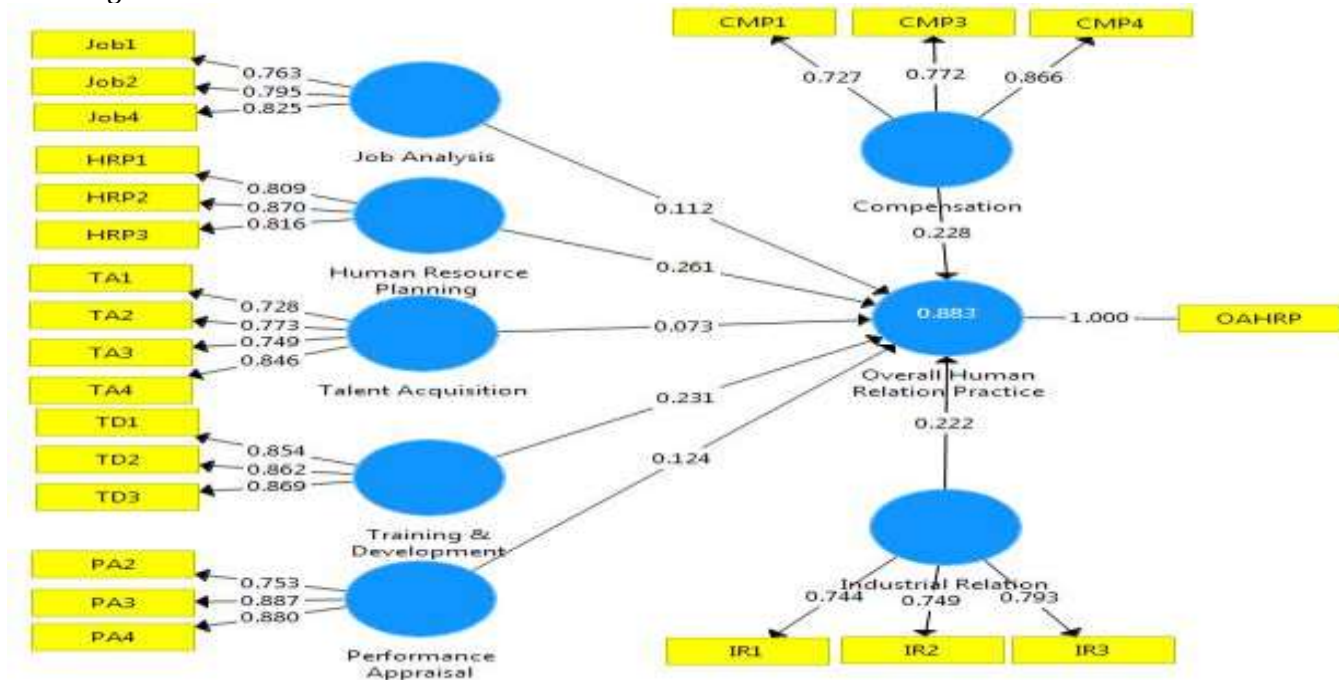
Path Diagram of Private commercial bank

Figure 2 Relative Importance of the Human Resource Practice Factors and their Relationship with Overall Human Resource Practice of employees of Private Commercial Banking Sectors.

Table 3: Summary Results of the Model Constructs

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values	Supported
Job Analysis ->Overall HR Practice	0.112	0.115	0.053	2.100*	0.036	YES
Human Resource Planning -> Overall HR Practice	0.261	0.260	0.057	**4.590*****	0.000	YES
Talent Acquisition ->Overall HR Practice	0.073	0.073	0.057	1.274	0.203	NO
Training & Development ->Overall HR Practice	0.231	0.229	0.042	**5.449*****	0.000	YES
Performance Appraisal ->Overall HR Practice	0.124	0.126	0.066	1.888	0.060	NO
Compensation_ ->Overall HR Practice	0.228	0.221	0.050	**4.597*****	0.000	YES
Industrial Relation ->Overall HR Practice	0.222	0.224	0.060	**3.714*****	0.000	YES
R Square	0.883					
R Square Adjusted	0.873					

*** Path coefficient is highly significant at the 0.01 level (2-tailed). * Path coefficient is statistically significant at the 0.05 level (2-tailed).

Measurement of the Structural Model

Once all the constructs in the measurement model were validated, structural model has to be tested. The bootstrapping technique was conducted to generate *t*-value for each of the hypothesized relationship and the potential impact of covariates. The researcher conducted the bootstrapping approach with 500 samples, with 0 cases per sample to test the path coefficient (β) and proposed hypotheses. Table 5 and Figure 1 presented the results of the hypotheses testing. The findings revealed that compensation (β= 0.228; t = 4.597, human resource planning (β = 0.261, t = 4.59), industrial relation(β = 0.222; t = 3.714), job analysis (β = 0. 112; t = 2.10), performance

appraisal (β = 0.124, t = 1.888), talent acquisition (β = 0.073, t = 1.274) and training & development (β = 0.231, t = 5.449)were found to be related to overall human relation practice, with the evidence that these seven formulated hypotheses exceeded the recommended value, 1.96 (< 0.05), hence, H_1, H_2, H_3, H_4, and H_5, were supported. The R^2value of HR Practices construct is 0.883 suggesting that 88.3% of the variance in HR practice was explained by Job analysis, HRP, Talent Acquisition, Training and Development, Performance Appraisal, Compensation and Industrial relation.

HYPOTHESES TESTING

The hypothesis testing was carried out by examining the path coefficients (beta) between latent constructs and their significance. To justify the significance of the path coefficients the bootstrapping method was used with a re-sampling of 500 (e.g., Bradley *et al.*, 2012). The R^2 value of endogenous latent construct illustrates the predictive relevance of the model. Table 03 presents the results and hypothesis testing. The findings show that the hypotheses H_{02}, H_{04}, H_{06}, and H_{07} were highly significant at 1% level of significance because the value of t is higher than 2.57, but H_{01} was statistically significant at 5% level of significance because the value of t is higher than 1.96.

Table 4: Outcome of hypothesized relationships

	Null Hypothesis	Accepted/ Rejected
H_{01}	Job analysis has no significant impact on overall human resource practice in the banking sector.	Rejected
H_{02}	Human resource planning has no significant impact on overall human resource practice in banking sector.	Rejected
H_{03}	Talent acquisition has no significant impact on overall human resource practice in the banking sector.	Accepted
H_{04}	Training and development has no significant impact on overall human resource practice.	Rejected
H_{05}	Performance appraisal has no significant impact on overall human resource practice in the banking sector.	Accepted
H_{06}	Compensation has no significant impact on overall human resource practice in banking sector.	Rejected
H_{07}	Industrial relation has no significant impact on overall human resource practice in the banking sector.	Rejected

DISCUSSION AND CONCLUSION

The main aim of this study was to focus on the overall HR practice. We tried to compose a conceptual model that would better predict and explain HR practice in banking sectors. The model was evaluated based on data collected from 91 respondents. Our model seems to have better power to explain the respondents' attitude towards Job analysis, HRP, Talent Acquisition, Training and development, Performance Appraisal, Compensation and Industrial relation. The HR practice accounted for 88.9 percent of the variance explained.

Job Analysis and Overall Human Relation Practice (H_1)

One of the factors to be considered to have a positive impression on any bank is job analysis. Job analysis is a component of HR function explaining whether job responsibilities are clearly defined or not, frequent supervision of work, and availability of the supervisor in the banking sector of Bangladesh. In our study; we found that job analysis to overall human relation practice is statistically significant at 5% level of significance. So, the null hypothesis (H_1) is rejected. This means that job analysis is influential factor to the overall human resource practice in private banking sector in Bangladesh.

Human Resource Planning to Overall Human Relation Practice (H_2)

The factors that are covered under this part are implementation of HRIS, whether HR planning is fully addressed or not, and identification of HR needs. So, it provides a basis for conceptualization of a dimension which may be identified as human resource planning factor. In our study; we found that human resource planning to overall human relation practice is highly significant at 1% level of significance. So, the null hypothesis (H_2) is rejected. This means that human resource planning has influenced on the overall human resource practice in the private banking sector in Bangladesh.

Talent Acquisition and Overall Human Relation Practice (H_3)

Talent acquisition means finding and attracting qualified employees for against a specific position. HR plays a vital role in an organization. Basically HR provide a competitive advantage to the organization. HR is the only assets which never be duplicated. The factors that are covered under Talent Acquisition: selection of quality employees, whether they are using competence model or not, IS there any scope of improvement in current hiring process and job specification. In our study; we found that talent acquisition to overall human relation practice is not significant at 5% level of significance. So, the null hypothesis (H_2) is not rejected. This means that talent acquisition is not influential factor to the overall human resource practice in private banking sector in Bangladesh.

Training and Development and Overall Human Relation Practice (H_4)

Training and development is related to acquiring skill and knowledge about a specific job. It also makes easy to progress quality of work. Training and development are related to speed and service capabilities to customer, understanding the needs and requirements of the customer, ensuring easy operation, providing individual attention by the staff, and also giving attention to the problem and customers' satisfaction. The factors that are covered under Training & Development are: arrangement of training program, identification of training needs, defining training objectives, and relevancy of content of training program. In our study; we found that training & development to overall human relation practice is highly significant at 1% level of significance. So, the null hypothesis (H_2) is rejected. This means that training & development is the influential factor to the overall human resource practice in the private banking sector in Bangladesh.

Performance Appraisal and Overall Human Relation Practice (H5)

Performance appraisal is related to let employees know how they are doing performance appraisal is interrupted process which compares an individual employee's job performance and productivity against a standard. Other aspects of employees' appraisal are related to accomplishments, potential for future development, strengths and weaknesses etc. The factors that are covered under Performance appraisal are regularity of performance appraisal, output of appraisal, communication of feedback, usefulness of feedback are the principal factors. In our study; we found that performance appraisal to overall human relation practice is not significant at 5% level of significance. So, the null hypothesis (H2) is not rejected. This means that performance appraisal is not the influential factor to the overall human resource practice in the private banking sector in Bangladesh.

Compensation to Overall Human Relation Practice (H6)

Employee compensation is related to an amount that employee can expect to receive from the organization. There are different types of compensation packages that an employer will suggest employees. The factors that are covered under compensation are relevance of compensation package to market, disbursement of salary within in time, relevance salary with qualification, etc. In our study; we found that compensation to overall human relation practice is highly significant at 1% level of significance. So, the null hypothesis (H1) is rejected. This means that compensation has influenced on overall human resource practice in the private banking sector in Bangladesh.

Industrial Relation and Overall Human Relation Practice (H7)

Industrial relation is a practice that denotes the relations among employers, workers, and other organizations. Individual relations concern employers and workers at their places of work, collective relations between employers and trade unions. "Industrial relation is fearful with the systems and procedures used by unions and employers to decide the reward for the attempt and other conditions of employment, to protect the interests of the employed and their employers and to regulate the ways in which employers treat their employees." (Armstrong)The factors that are covered under Industrial relation are like collective bargaining, solving problem mutually, positive working environment, addressing labor laws which are the principal factors etc. In our study; we have found that industrial relation to overall human relation practice is highly significant at 1% level of significance. So, the null hypothesis (H7) is rejected. This means that industrial relation is an influential factor to the overall human resource practice in the private banking sector in Bangladesh.

RECOMMENDATION

The present study is an attempt to find out and analyze the Implementation of HR practices in banking sector of Bangladesh. Dessler (2007) found that human resource management (HRM) refers to the policies and practices involved in human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations. In the present study, structural equation model (SEM) identified that the HRM practices mainly Job Analysis, Human Resource Planning, Training and Development, Compensation, and Industrial Relation have the significant impact on overall HR practices. On the other hand performance appraisal and talent acquisition have no significant impact on overall HR practices in the banking sector of Bangladesh. The study recommends that Banks have to emphasize on performance appraisal process and employees should be rewarded based on their appraisal output. Other practice like talent acquisition has to be given importance.

In this context, the following policy actions may be considered worthwhile.

- Organizations should carefully conduct recruitment and selection process.
- Organizations should introduce proper performance appraisal systems. Promotion practices were found to be insignificantly associated with employee performance. Mostly promotions are done without following any criteria and merit. Promotional activities are unclear and vague. Results of such type of activities are often kept hidden.
- Organizations should induce employees to perform well. This can be achieved by providing reward, motivations, and other benefits etc.
- Organizations should provide unbiased promotion. That is promotion should be provided based on the qualification of employees and /or experience.

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