

# The employee dissatisfaction in abl finance essay

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EXECUTIVE SUMMARYMy research was conducted by using survey and interview from various employees of ALLIED BANK LIMITED (ABL) related to the effectiveness of practices such as recruitment and selection, the performance appraisal, including training and development compensation and benefits and employee relationships and the dissatisfaction of the employees with the performance appraisal methods of the Allied Bank being poor. This research led me to conclude that the practices performed in ABL are not implemented in a systematic and organized manner that eventually makes them a low performer and the efficiency of the work being performed highly depends on the level of employees satisfaction with the rules, regulations, policies and procedures , moreover fair judgment should be made while promoting or appraising an employee. Merit or seniority should be considered the basis for promotion not personal contacts and approach. Seniority has to be regarded and the job profile must include areas that are under the person's capability. At the same time, rewarding an employee for his exponential talent or hard work is extremely necessary. Setting up an ideal team and lateral thinking is the manager's main motive. Failing to avoid hearing an employee grievance or the uncomfortable working conditions have a slow but surely a negative impact on the employee morale. The management on the whole will benefit from employee motivation. Many offices have a gym or an in-house game area to lower the stress of the employee. Bonding in office will automatically erase the grapevine gossip and hence the group on the whole contributes to the profit of the company. Profit is also a ratio that is highly affected by the human resource. Offering educational programs and upgrading the knowledge level of the employee is enriching which is conducive to the better health of the

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organization. **INTRODUCTION** RATIONALE OF THE STUDY: This study is conducted in order to have an insight in the Banking System and the way it carries out its procedures. This research will help us to gather all relevant information to analyze the problems that are being faced by the employees of ABL due to the poor performance appraisal methods used in the bank. This Study would also enable ABL to overcome the difficulties and to continue to grow. It will help us to observe, analyze and interpret all the relevant data completely and in a useful manner. The bank can have an insight that what is the root cause of the problem and what steps can be taken to resolve the issues based on research. **RESEARCH OBJECTIVES:** The objectives of this study are: • Understanding the working and managerial processes of the organization by analyzing its management functions. • To identify the unfair practices used at the bank. • To have a deep insight in the organization to find out any problem that is faced by it and to look for all the possible responsible reasons. • To conduct a SWOT analysis of the Bank. • To know the opinion of the employees and to project the demand to the higher authorities. • To help the bank by recommending them with possible solutions and strategies that could help them to overcome their problems. **PROBLEM IDENTIFICATION:** The Bank started out in Lahore by the name Australasia Bank before independence in 1942; and became Allied Bank of Pakistan in 1974. In August 2004, because of capital reconstruction, ownership of Allied bank was transferred to a consortium comprising Ibrahim Group; and therefore in 2005, the bank was renamed as Allied Bank Limited. Today, with its existence of over 70 years, Allied bank has built a foundation for itself with a very strong equity, including assets and deposit base. It provides universal banking services and putting on a major emphasis on the retail

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banking. Allied Bank Limited has a large network of more than 830 online branches in Pakistan and offers various technology-based products and services to its diverse clientele yet it is facing some problems. There are certain issues related to the satisfaction among employees. To identify this problem detailed interviews were conducted with some employees at ABL. Two of them belonged to the Top-Level Management and the remaining were from the Middle-Level Management. They belonged to different positions. They were interviewed so that we could have a clear idea about the problem that is being faced by Bank. The main problem identified is the dissatisfaction of employees with the poor performance appraisal of ABL. The Employee Dissatisfaction in ABL is due to the following reasons: •Work Stress •Lack of distributive justice •Biasness •Nepotism

**HYPOTHESIS:** Ho: Work stress of employees is related to dissatisfaction. H1: Work stress of employees is not related to dissatisfaction. Ho: Dissatisfaction of employees is due to lack of distributive justice. H1: Dissatisfaction of employees is not due to lack of distributive justice. Ho: Dissatisfaction of employees is due to biasness H1: Dissatisfaction of employees is not due to biasness. Ho: Dissatisfaction of employees is due to nepotism. H1: Dissatisfaction of employees is not due to nepotism.

**RESEARCH PLAN:** •Research Technique: My research was conducted using survey and interview from various employees of ALLIED BANK LIMITED (ABL) regarding the effectiveness of practices such as recruitment and selection, the training and development, the performance appraisal of the employees, including compensation and benefits, the employee relations and the dissatisfaction of the employees with the performance appraisal methods of the bank being poor. This research enabled me that the practices performed in ABL are not

implemented in a systematic and organized manner that eventually makes them a low performer and the efficiency of the work is highly dependent on the level of satisfaction of the employees with the rules, regulations, policies and procedures, moreover fair judgment should be made while promoting or appraising an employee. Merit or seniority should be made the basis for promotion rather than personal contacts and approach.

- Target Population: The target Population consisted of all the employees working in ABL.
- Sample Size: The sample size of 65 is used. The main source of information were the employees of Allied Bank Limited . 65 employees from the different departments of the bank were asked few questions about their opinion on the culture of the organization, meritocracy, promotion policy and appraisal methods used.
- Sampling Technique: The sampling technique applied to gather the data was simple judgmental sampling. In this technique, the judgment of the researcher has been used to select what seems like an appropriate sample.
- Analysis Technique: Descriptive statistics are used to analyze the data using graphs and frequency tables. Inferential statistics have also been used to test the hypothesis, in which chi-square testing was applied.
- Analysis Tool: The statistical that has been used for data analysis is SPSS 20. 00(Statistical Package for Social Sciences Inc.)

## INTRODUCTION OF THE ORGANIZATION

### CENTRAL BACKGROUND INFORMATION

Banking in the primitive times existed in some form. The biggest invention of all the times is largely considered to be the invention of wheel which made transportation easy and transportation opened a new gateway to business and hence the exchange of goods flourished. Initially the business was done on " barter" which basically meant an exchange of commodity for another commodity. A myth also exists regarding the invention of money; it tells that king Midas of

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Libya invented money in 800 B. C. Another statement states that the king of the Babylonian empire who was named as King Hummorabi in 1700 B. C. made all the rules and regulations regarding the lending and borrowing and interest and so on. He wrote these on an eight feet stone that was placed in the center of the city. Two very famous temples are also remembered for the lending and borrowing in different transactions. One was the temple of Ephesus and the second was known as the temple of Delphi. A bank is known as a financial institution that deals with money and credit. It accepts the deposits from individuals, firm and different companies at a lower rate of interest and gives at a higher rate of interest to those individuals, firm and companies who need them. A bank thus is a profit earning institution. The first public bank was formed in Germany in later part of the time. Banking is considered as one of the most important businesses all over the world. Banks play a pivotal role in the economy of the country and including Pakistan which is no exception. **BANKING IN PAKISTAN** Before the partition of the India and Pakistan in 1947, the branches of the British banks dominated the banking system in Pakistan. The first domestic banking institutions were introduced in the 1940s that was immediately after Pakistan gained independence from Britain. The domestic banking institutions include the Australasia Bank (today, Allied Bank Limited or ABL), Muslim Commercial Bank (MCB), Habib Bank Limited (HBL), and the National Bank of Pakistan (NBP). The NBP was completely owned by the government but prominent merchant families established the other three. SBP was formed in 1948. It assumed the supervisory and monetary policy powers of the State Bank of India. From 1960 to 1970, a large number of specialized development finance institutions (DFIs) such as the Agricultural Bank and industrial

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Development Bank of Pakistan (IDBP) emerged. These DFIs were controlled either directly by the state or through SBP, and were intended to focus on lending to long-term projects in specific priority sectors. The Banking and Financial services sector in Pakistan comprises the commercial banks and the non-banking financial institutions, while also including the development finance institutions (DFIs), modarabas (Islamic Mutual Funds) , leasing companies and investment banks. All of these are monitored , controlled and regulated by the State Bank of Pakistan (SBP). Pakistan is in the process of adopting an Islamic (Shariah) financial system, under which interest-based banking is prohibited. However, this has not been converted into a law as yet, and this exists only on paper, and many of the banks provide an anticipated profit rate in advance. Since 1990 the Government of Pakistan (GOP) has introduced many different reforms in the financial services sector that are enhancing the level of autonomy enjoyed by the SBP. The number of banks that are operating in Pakistan has increased, which has in turn resulted in an increase in the competition. The banking sector has generally shown positivity and good progress during the last few years. During the previous five years, combined total assets of the domestic banks have showed an average annual increase of 22 percent, while the combined deposits have recorded an increase of 27 percent per year. An overall total of forty-six commercial banks and including twenty-one foreign banks are operating in Pakistan. In addition to this, sixteen Investment Banks, fifty-three Modaraba Companies and twenty-nine Leasing Companies provide a mix of financial services. A number of opportunities for the new foreign banks exist in consumer banking, investment banking corporate bonds, leasing and housing finance sectors. The good reputation of the existing

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foreign banks would be helpful for the new entrants. Some of the challenges, however, do currently exist in the form of weak economic conditions prevailing in Pakistan and the turnaround possibilities in Nationalized Commercial Banks (NCBs) through privatization. THE INSTITUTE OF BANKERS PAKISTAN (IBP) The institute of bankers Pakistan was incorporated in 1951. Until now it has benefited from many financial sector institutions through its product and services that exist mainly in field of HRM and HRD.

Advancement in this concern involves the recruitment and selection of human resource for the financial institutions. Institute of Bankers Pakistan conducts interviews, group discussions and tests that are according to the needs of the respective institution. Initially the State bank of Pakistan was benefited from the services that it provides but now the major financial institutions and the banks can also be benefited. Major members of IBP are as follows: 1. Allied Bank Limited 2. Crescent commercial bank 3. Habib Bank Limited. 4. House building finance corp. Ltd. 5. Mezan Bank Limited 6. Pak Omen Microfinance bank Ltd. 7. Securities and Exchange Commission of Pakistan. 8. State Bank of Pakistan 9. Bank of Punjab 10. Zarai Tarqiyati Bank Limited. 11. Bank Islami Pakistan Limited 12. First women bank Limited 13. Soneri Bank Limited. 14. MCB bank Limited 15. Tameer Microfinance Bank Ltd. 16. United Bank Limited. 17. National bank of Pakistan. HISTORY OF ALLIED BANK PAKISTAN Allied Bank was the first Muslim bank that was established in Pakistan. The bank was established in December 1942 by the name of Australasia Bank in Lahore with a paid-up share capital of Rs. 0. 12 million, Allied Bank attracted deposits that are equivalent to Rs. 0. 431 million during the first eighteen months of its business. At that time, the total assets of ABL amounted to Rs. 0. 572 million. The current Allied Bank's paid <https://assignbuster.com/the-employee-dissatisfaction-in-abl-finance-essay/>



up Capital & Reserves amount to Rs. 10.5 billion, its deposits exceed Rs. 143 billion and the total assets are equal Rs. 170 billion. The journey of ABL has been about commitment, dedication, and professionalism and adapting to the environmental changes, all of this has led to its immense growth and stability.

**The Pre Independence History (1942 to 1947)**

In the early 1940s, the Muslim community was starting to realize the importance and need for its active participation in the area of trade and industry. Since the late 1880s, Hindus had developed a major presence in the fields of industry, trade and commerce and they were especially dominating in the area of the Sub-continent. Banking was particularly the exclusive forte of the Hindus and it was commonly and wrongly believed that Muslims were temperamentally not well-suited for this field of profession. It was upsetting for Khawaja Bashir Bux to hear that: "Muslims could not be successful bankers". He planned to step-up to this challenge and took the main lead in establishing this first Muslim bank that was known as Australasia Bank Limited in Punjab. The initial equity of the Bank summed up to Rs. 0.12 million and this was increased to Rs. 0.5 million till the end of the first year of the operation, and by the end of 30th June 1947 capital raised to Rs. 0.673 million and the deposits increased to Rs. 7.728 million.

**Australasia Bank (1947 to 1974)**

Australasia Bank was the only operational Muslim bank in Pakistan on August 14th, 1947. However, it was hit by the riots in the East Punjab in seriously worse manner. The Bank was identified with the Pakistan Movement. During independence all the branches in India that include Amritsar, Batala, Jalandhar, Ludhiana, Delhi and Angra (Agra)) were closed down. New branches were setup in Karachi, Rawalpindi, Peshawar, Sialkot, Sargodha, Jhang, Gujranwala and Kasur. Later, the network had spread to

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Multan and Quetta as well. The Bank financed trade in cloth and food grains and thus played a pivotal role in the maintenance of consumer supplies during the early months of 1948 affected by riots. Despite the prevalence of the difficult conditions and the substantial set back in the Bank's business in India, Australasia Bank built a profit of Rs. 50, 000 during 1947-48 and by the end of 1970 it had 101 branches but unfortunately it had lost 51 branches due to the separation of East Pakistan but the Bank did well even though losing a lot of its assets and by the end of 1973 owned 186 branches in the West Pakistan. Allied Bank (1974 to 1991) In 1974, the Board of Directors of Australasia Bank was dissolved and it was renamed as Allied Bank. The first year was very successful whereby the profit exceeded to Rs. 10 million and the deposits rose by over 50 percent and they approached to Rs. 1460 million. Investments increased by 72 percent and advances exceeded Rs. 1080 million for the very first time in the banking history. 116 branches were opened during 1974 and the Bank started to participate in the Government's spot procurement agriculture program. Those seventeen years experienced a rapid growth for the Bank. The number of branches had increased from 353 in 1974 to 748 in 1991. Deposits increased from Rs. 1.46 billion and Advances & Investments rose from Rs. 1.34 billion to Rs. 22 billion in this span of time. It also setup three branches in the U. K. Allied Bank (1991 to 2004) As a result of privatization in September 1991, Allied Bank entered into a new phase, and it became the world's first bank to be owned and managed by its employees. After its privatization Allied Bank had become one of the main financial institutions of Pakistan. Allied Bank's capital and reserves amounted Rs. 1.525 billion; its assets were Rs. 87.536 billion and deposits raised to Rs. 76.038 billion. Allied Bank enjoyed a

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dominant position in the financial sector of Pakistan and was known as one of the most superior amongst the major banks in Pakistan. In August 2004 the Bank's ownership was transferred to a consortium comprising Ibrahim Leasing Limited and Ibrahim Group. This was a result of capital reconstruction. Today, the Bank has built a solid foundation that has been gained through over 63 years of hard work and commitment, thereby giving the bank a strong equity, a deposit and asset base and the ability to offer its customers universal banking services with special emphasis on retail banking. Allied Bank Limited has the greatest network of online branches in Pakistan and it offers various technology-based products and services to its diverse clientele through its network of more than 700 branches. Allied Bank (2005 to Date) In May 2005, Ibrahim Leasing Limited was dissolved and the company was empowered into Allied Bank Limited. All of its shareholders were issued ABL shares rather than all shares held by them. An application was developed for the listing of ABL shares in all the Stock Exchange Companies of Pakistan; ABL was formally listed and the Bank's share trading started on the following dates:

- Islamabad Stock Exchange 8th August 2005
- Lahore Stock Exchange 10th August 2005
- Karachi Stock Exchange 17th August 2005

Currently, all the Allied Bank Limited shareholders can trade in the Bank's shares at their will and the Bank lies on a solid foundation of over 63 years of its existence having a strong equity, assets and deposits base offering universal banking services with greater emphasis on the retail banking. Now all the shareholders of Allied Bank Limited can trade the shares of the Bank at their free will. ALLIED BANK AND IBRAHIM GROUP: The Ibrahim Group owns more than 75% of Allied Bank. The Group beside the interest in financial sector is involved in the manufacturing of yarn and

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polyester staple fiber, power generation and trading. The consortium of Ibrahim Leasing Limited And Ibrahim Group, which has invested Rs. 14. 2 billion in the capital of Allied Bank of Pakistan for acquiring its 325 million additional shares, has today assumed the authority of the bank. The Governor, State Bank of Pakistan, Dr. Ishrat Hussain gave over the necessary documents to Mr. Mohammad Naeem Mukhtar at a simple ceremony that was held at SBP, Karachi. Among those who were present at the ceremony include Deputy Governor, Mr. Tawfiq A. Hussain and other senior officials of the State Bank of Pakistan who are the representatives of the Allied Bank and the consortium. The State Bank Governor has termed the successful reconstruction of ABL as beneficial both for the organization as well as for the banking industry. He declared the hope that the transfer of the management of ABL to a strategic investor will create a new era of growth and stability in the banking sector. He emphasized upon the new Board of the Bank to run it professionally and with the highest standards of corporate governance. It could be recalled that the auction of 325 million additional shares as a part of reconstruction of Allied Bank of Pakistan was held under the chairmanship of the deputy Governor of the State Bank of Pakistan (Mr. Tawfiq A. Hussain) at Islamabad on 23rd July, 2004. The consortium of Ibrahim Leasing Limited And Ibrahim Group were the successful bidder in the auction as they offered the highest bid of Rs. 14. 2 billion for obtaining these additional shares, which includes 75. 35% of the revised capital of ABL. The Federal Government accepted the scheme for the reconstruction of Allied Bank Limited that came under section 47 of the Banking Companies Ordinance 1962 on July 24, 2004. After the acceptance of scheme by the Federal Government, the State Bank gave the Letter of Acceptance (LOA) to <https://assignbuster.com/the-employee-dissatisfaction-in-abl-finance-essay/>

the consortium of Ibrahim Leasing Limited And Ibrahim Group on July 26, 2004 in terms of that the full payment of Rs. 14. 2 billion was completed on August 19, 2004. On receiving the full payment by the Allied Bank of Pakistan Limited and verification of the sources of funds by the State Bank of Pakistan, the control of the Bank was given in the hands to consortium of Ibrahim Leasing Limited And Ibrahim Group. Branch Network Allied Bank Limited runs through a network branches that are 779 in number and in over 300 cities and towns, which is approximately 67% i. e. 573 and these are located in large metropolitan area, mostly Islamabad, Karachi, Faisalabad, Lahore, Peshwar, Multan and Hyderabad. This network of 779 branches allows the bank to generate a substantial and stable deposit base that provides a wide variety of banking products and other financial services and diversify the risks of lending geographically and also on the basis of credit and customer type. Allied Bank divided into four Centers which include North, Central-I, Central- II and South. These Centers have the regions and these regions further have the sub branches of Allied Bank Limited. The details are provided below:

Group	Region	Branches	Region	Branches	Region	Branches	Region	Branches
Central I Group	Gujrat	22	Jhang	19	Abbottabad	21	Hyderabad	26
Central II Group	Sialkot	25	Multan	31	Kohat	18	Nawabshah	17
North Group	Gujranwala	34	Sahiwal	25	Peshawar	41	Sukkur	22
South Group	Gulberg	22	LHR	41	Bahwalpur	22	Mardan	32
	City Region, KHI	34	City Region, LHR	35	Rahimyar Khan	12	Islamabad	31
	Sadar & Society, Khi	34	Faisalabad	35	Rawalpindi	46	Nazimabad, KHI	35
	Sargoda	36	Mirpur	33	Quetta	34	Muzzafarabad	18
	TOTAL	228	TOTAL	109	TOTAL	240	TOTAL	202
	Provincial Headquarters	PUNJAB	SINDH	KHYBER PAKHTUNKHA	WABALUCHI	ISTAN	196	Upper Mall, Lahore
	Jubilee Insurance House, I. I. Chundrigar Road, Karachi	1st floor,						

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State Life Building, The Mall, Peshawar Cantt. C. C. & I Building, Zarghoon Road, Quetta

**NATURE OF THE ORGANIZATION**

Allied Bank Limited provides commercial, retail including corporate banking products and services to the individuals and businesses in Pakistan. It functions in five segments: Corporate Finance, Retail Banking, Trading and Sales including Commercial Banking, and the Payment and Settlement. The Corporate Finance segment is involved in the investment banking activities, such as mergers and acquisitions, privatization, underwriting, securitization, initial public offers, and the secondary private placements. The Trading and Sales segment engages in the treasury, money market, and the capital market activities. The Retail Banking segment generally offers loans and deposit products to its consumers, small and medium enterprises, and borrowers in the agriculture sector. The Commercial Banking segment provides loans, deposit products, and other products and services to corporate customers. The Payment and Settlement segment arranges payments and collections, clearing and settlement services as well as funds transfer. The company works for various businesses, including forestry, agriculture, hunting as well as fishing, beverages, spinning and weaving, textile, including readymade garments, footwear and leather garments, rubber and plastic, power, gas, petroleum products, water and sanitary, construction, financial, and wholesale and retail trade. Allied Bank Limited (the Bank), incorporated in Pakistan, is a scheduled Bank, involved in the commercial banking and related services. Allied Bank Limited is listed on all stock exchanges in Pakistan. The Bank manages and operates a total of 779 (2008: 766) branches in Pakistan also including the Karachi Export Processing Zone Branch (overseas business unit). The long term credit rating of Allied Bank

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Limited assigned by The Pakistan Credit Rating Agency Limited (PACRA) is 'AA'. Short term rating of the Bank is 'A1+'. The Bank is a holding company of ABL Asset Management Company Limited. ABL is a commercial bank, which transacts the business of banking in accordance with the provisions of Banking Companies Ordinance (BCO), 1962. Authorizes banks to engage in the prescribed form of business. In the light of this ordinance ABL's functions can be categorized as under:

- Agency services
- General Utility Services
- The underwriting of loans that are raised by the Government or public bodies and trading by corporations etc.
- Provision of specialized services to the customers
- Hajj-related services.

INTRODUCTION TO ORGANIZATIONABL is one of the largest banks in Pakistan. The bank has been serving the Country for over 60 years in all areas at banking and financial Services. Allied Bank Limited operates by the following Vision, Mission & Values

VISION

- To become a dynamic and efficient bank providing integrated solutions in order to be the first choice bank for the customers.

MISSION

- To provide value added services to our customers.
- To provide high tech innovative solutions to meet customers requirements.
- To create sustainable value through growth, efficiency and diversity for all stakeholders.
- To provide a challenging work environment and reward dedicated team members according to their abilities and performance.
- To play a proactive role in contributing towards the society.

CORE VALUES

- Integrity
- Excellence in Service
- High Performance
- Innovation and Growth

Allied Bank Objectives:

- Allied bank has following objectives:
- Prime focus to earn profit by providing values to its customers
- To provide superior services to its customers
- To provide assistance in the development of the commerce and trade industry
- Focus on blending skills and experience towards creating an enabling

environment•Core focus is to inculcate a culture of collaboration intended to deliver world class customer serviceAllied bank also have one more responsibility and that is to provide service to their communities. It monitors the growth and development of its community with main focus on the commerce and business of the area. ORGANIZATIONAL STRUCTURENone of the bank can be expected to function efficiently until and unless all of the employees within a department, division or section understand:•From whom they are to receive the work they have to do.•What they are supposed to do with the work they receive.•How they are supposed to handle the operation of item.•When they are supposed to do their work and perform the operation.•To whom they have to hand over the item or function after finishing. MANAGEMENT SYSTEM OF ABLSuccessful and profitable banking management is based on two main principal factors. a. The way in which the functions of banking are performed such as, the acquiring of deposits, the investing or conversion of such deposits into the earning assets and servicing of such deposits. b. The extent to which the officers and the employees contribute their talents to the progress and the welfare of the bank in discharging duties and responsibilities. BOARD OF DIRECTORS☛Mohammad NaeemMukhtar - Chairman / Non Executive Director☛Sheikh Mukhtar Ahmad - Non Executive Director☛Muhammad WaseemMukhtar - Non Executive Director☛Abdul Aziz Khan - Independent Director☛Mubashir A. Akhtar - Independent Director☛PervaizIqbal Butt - Independent Director☛Akbar Sharifzada - Independent Director☛Sheikh Jalees Ahmed - Executive Director☛Khalid A. Sherwani - Chief Executive OfficerALLIED BANK MANAGEMENTBanks are managed by the board of director or a similar group of men who are responsible and answerable to the <https://assignbuster.com/the-employee-dissatisfaction-in-abl-finance-essay/>



owners, creditors and as well as the government for the well-being of their institutions. The government picks all or some of directors of ABL. The Management of ABL is as follows: 1. Khalid A. Sherwani (Chief Executive Officer)2. ShaikhJalees Ahmed (Executive Director Strategic Planning)3. FareedVardag (Chief Audit)4. Khawaja Mohammad Almas (Chief Commercial and Retail Banking)5. Shafique Ahmed Uqaili( Chief Human Resources)6. Tariq Mehmood( Chief Banking Systems Implementation)7. Zia Ijaz (Chief Banking Services)8. Muhammad Raffat (Company Secretary)9. Mohammad Abbas Sheikh (Chief Islamic Banking/Advisor to the chief Executive Officer)10. Muhammad JawaidIqbal( Chief Corporate & Investment Banking)11. Muhammad ShahzadSadiq (Chief Risk Officer)12. Mujahid Ali ( Chief Information Technology)13. Tahir Hassan Qureshi (Chief Financial Officer)14. Abdul HafeezButt(Chief Compliance)15. SaifUllIslam(Chief Special Assets Management)MANAGEMENT HIERARCHYThe management hierarchy

shows the different positions and the designations in the hierarchy of the ABL. The management hierarchy is the ranking of authority showing each of the individuals designation of their position starting from the top to the

bottom level. FUNCTIONAL HIERARCHYThe functional hierarchy represents the reporting order in the hierarchy of ABL. The hierarchy has president and the directors at top of the management level and the officers Grade I, Grade II and III at the lower level management of ABL. The middle level

management comprises of regional general Manager and Regional Controller of Operations. These positions are not permanent. Any individual in the hierarchy above the branch manager can be appointed as RGM and controller operations. NUMBER OF EMPLOYEESThe organization have

minimum of 8713 Employees.

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