

Report On
Impact of Training and Development on employee's performances and
productivity: A study on BRAC Bank Limited

By
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ID: 17304004

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

BRAC Business School

BRAC University

3rd November,2021

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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

Student's Full Name and Signature:

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Sumaiya Taslima

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Senior Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Date: 3rd November,2021

Mr. Zaheed Husein Mohammad
Senior Lecturer, BRAC Business School
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Respected Sir,

With due respect, I would like to submit my internship present my internship report on “The impact of Training and Development on employee’s performances and productivity: A study on BRAC Bank Limited” under your supervision. It’s blessing for me get your supervision throughout the entire periods.

I had started my internship in the Learning and Development Department of BRAC Bank and worked 90 days (20th June, 2021 to 20th September, 2021). I have tried my best to follow all guidelines to successfully complete the internship.

I have gained practical knowledge and learnt how to cope up with new environment. First of all, I have known about how BRAC Bank conducts training program for employees and the effectiveness of training program. Secondly, I have to collect data by analyzing different aspects of banks which also enrich my knowledge of banking sectors.

I therefore pray and hope that you would grant my internship and give your valuable feedback. I have tried to complete my report in a comprehensive manner by following all guidelines.

Sincerely yours,

Sumaiya Taslima

ID-17304004

BRAC Business School
BRAC University

Acknowledgement

First of all, I am very thankful to the almighty Allah for all the things that I have achieved successfully throughout my life. With the grace of almighty, I have been able to overcome all the problems of my life. In this pandemic situation, I have found the opportunity to do internship in the BRAC Bank with the blessings of Allah.

Special thanks to my supervisor **Mr. Zaheed Husein Mohammad** who is very cooperative and assist me throughout the internship period. His cooperation helps me to fulfill my queries and finish the report within time. I have gained valuable knowledge and ideas from him.

I want to express my gratitude toward Meherab Shamim (Manager of Learning & Development), my supervisors for assisting me throughout the entire period. With his assistance and assistance, I am able to cope up with new environment and gain practical knowledge. In addition, I am very thankful to all of the representatives in my workplace from my core of heart. They are very helpful and kind towards me.

Lastly, I am very grateful to BRAC University as it gives me the opportunity to gain practical knowledge through the internship program.

Executive Summary

BRAC University has made internship program mandatory for BBS student to complete graduation. Internship has significance value as it opens a platform to learn practically. In this report, I have analyzed the impact of training and development on BRAC Bank's employees' performances and productivity. The report is divided into three chapters which covers overview of internship, organization part and project part for better understanding.

Chapter one covers the overview of internship. Here, I provide internship information (supervisors, company). Besides, I have talked about the duties and activities I have performed, my contributions to the organization and the problems I have faced during the period. I give some recommendations to design better internship program in future.

Chapter two consist information of BRAC Bank Ltd. Firstly, I mention history, organization information and achievements of BBL. Later I have analyzed BBL's management, marketing and finance practices. The analysis part covers many aspects of management, marketing, finance and accounting area. Readers will be able to understand how BRAC bank offers their products and services to customer, which special features make them to gain competitive advantages, their strategy for marketing, their efficiency in finance area, their human resource management etc.

In chapter three, I have analyzed project part. Here, I have analyzed the impact of training and development on employee's performances and productivity. I have collected data from primary and secondary source to thoroughly analyze the impact of training program. I have talked about types of training program, process of trainings, Training need analysis, evaluation of employee's performances after training program, impact of training on bank's performance etc. From my perspective, this analysis part will help readers to understand the effectiveness of training and development on employee's performances.

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CHAPTER 1: OVERVIEW OF INTERNSHIP

1.1 Student Information

Name: **Sumaiya Taslima**

ID: 17304004

Program: BRAC Business School (BBS)

Major: Finance, Human Resource

1.2 Internship Information

1.2.1 Period, Company name, Department Address

Company Name: **BRAC Bank Limited**

Department: HR Department (Learning and Development Division)

Address: BRAC Bank Limited, Anik Tower, 220/B Bir Uttam Mir Shawkat Sarak, Dhaka 1208

Period: 90 days.

1.2.2 Internship Company Supervisor's Information: Name and Position

1. Name: Meherab Shamim

Position: Manager, Learning and Development, Human Resource Division, BRAC Bank Limited.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I was assigned as an intern in the Learning and Development department, Human Resource division. On the first day, my supervisor Meheraf Shamim gave me the guidelines regarding the responsibilities and duties that I need to perform. At first, he introduced me to the department and talked about the rules and regulations.

The duties/ responsibilities that I have performed-

- ❖ I logged in the E-learning platform and did enrollment checking
- ❖ I had uploaded different kinds of training related questions on E-learning platform.
- ❖ I had developed content based on the Training (Anti money Laundering, Combating the finance of Terrorism)
- ❖ I contacted other employees from different branches to know about their training needs and requirements.
- ❖ I had to check how many employees were participating in the E-learning platform.
- ❖ I had collected data of employees based on their performance and arranged them accordingly.
- ❖ I handled different types of questions regarding training from different employees.

1.3 Internship Outcome

1.3.1 Contribution to my bank (BRAC Bank limited):

As an intern, I tried my best to contribute in my workplace. I always tried to complete my assigned tasks with productivity and dedication so that none could find any shortcomings in my performance. I attempted to finish assigned tasks in a proper time. In this way, I helped my department to finish work at the right time. After seeing my devotion towards work, I was assigned with multiple tasks and I performed them with my sincerity.

As an internee of The Learning and Development department, I had to collect data of employees based on the arranged training programs. I collected both qualitative and quantitative information regarding employee's performance and arranged them sequentially. This enabled the bank to improve the efficiency of data collection. Moreover, I helped my supervisors to conduct training sessions through the E-learning platform. (Provide Google invitation link, Arrange employee's records etc.). By this way, the work loads of conducting training sessions had been reduced for the bank. Besides, I had uploaded different types of questions (multiple-choice, open-ended questions, Close ended questions etc) on the E-learning Platform so that employees could give exams through this platform. I checked the number of employees who were participating in the exam. This enabled my department to collect data regarding participation of employees.

Furthermore, with my foot step on BRAC Bank Limited as an intern, I had assisted a number of employees to fulfill their enquiry concerning training requirements. I helped my supervisors for content development (AML and CFT). As a result, the process turned out to be quicker, while I assisted my supervisor. I always made a sincere effort, not to do any blame that could make me accountable to my department supervisor. So, all of them are the contributions of mine to BRAC Bank Limited.

1.3.2 Benefits to the student:

Internship programs help a student to gain real life work experience. It introduces a student to many aspects of the workplace that helps students to cope up with their future jobs. It also enables a student to get career advice and guidance.

As an intern in the Learning and Development department (HR Division), I have learned many things and gained valuable work experience. For example, I conduct many employees from other departments that help me to improve my communication skills. By working under the Learning and training department, I have got overall idea and information about this specific training and learning area. I have learned about how HR department is going to conduct training sessions through E-learning platform. Moreover, I have gained basic knowledge regarding performance appraisal, triggering event, organizational performance gap, E-learning platform, training methods, training materials, Tele learning program etc. Besides, I have to work with my supervisors to develop content for the exams. This helps me to learn how to work in a group. Furthermore, I find out the right behaviors and order the way to be cordial with each person in the workplace placing a smile at the face. I figure out the way to be reliable and committed towards work. I have learnt how to handle work under pressure. Sometimes, we have to finish work within short deadlines and arrange training sessions in short notices. In addition, I have known about my strengths and weaknesses by getting feedback from seniors and supervisors. I have got a unique learning opportunity through this internship. My supervisors give me both positive and negative feedbacks based on my performance. This helps me to reduce any shortcomings. This internship allows me to test my knowledge, skills and abilities before entering in the working world. As a result, I become self-confident to work in a new environment. Lastly, I have got five thousand takas as honorarium which helps me to bear transportation and food costs.

Above all, this internship helps me a tremendous deal to discover new things in my life, to cope up with new environments, to see life in a new way, to find out human life issues and face them by putting a grin on my face.

1.3.3 Problems / Difficulties faced during internship:

By the grace of Allah, my internship has gone smoothly. However, I have faced some difficulties through this period. Difficulties that I have faced during internship are given below-

- ❖ First of all, I faced problems coping up with the new environment. As there were so many experienced people around me, I was hesitant to contact them on the first day. But their cooperation made me relaxed later.
- ❖ The work environment here was professional. As a result, sometimes I felt hesitant to ask questions to seniors.
- ❖ I faced difficulties collecting data and organizing them. As I did not get access to all data, I had to ask my supervisors several times for collections.
- ❖ Sometimes, I had to finish tasks within short periods. This was new for me to work under pressure.

These are some difficulties that I have faced during my internship. However, their cooperation made me at ease to work here.

1.3.4 Recommendations (Suggestions for my bank on future internship):

Doing an internship in BRAC Bank Limited is a great opportunity for a student as it creates a great learning platform for him. But there are some suggestions I would like to give to BRAC Bank Limited so that the future internship will go in a better way.

- ❖ The guidelines for the internship should be more specific and well organized. So, the intern can understand all of the duties and responsibilities that he needs to perform easily.
- ❖ A learning climate needs to be created for intern so that he can gain knowledge and enhance skills smoothly.
- ❖ Sometimes, people get confused between interns and regular employees. So, the ID card of interns needs to be different from the regular employees.
- ❖ An assessment should be maintained based on the intern's performance regularly. This helps both the organization and the interns to understand his strengths and weaknesses. Besides, interns can work harder to reduce their shortcomings.
- ❖ Feedback should be provided by supervisors on a regular basis. (Both positive and negative Feedback).

- ❖ Sometimes, supervisors or seniors are so busy with their work that they fail to give proper directions for performing tasks to interns. There should be assigned employees only for interns who can assist all the time.
- ❖ Interns need to be engaged in work all the time as they are doing internships for learning purposes. Without work, they can't learn anything and gain work life experiences.

Above all, these are some suggestions for BRAC Bank Limited on future internships. From my perspective, these recommendations enable the bank to develop a more effective internship program for students.

CHAPTER 2: ORGANIZATION PART

2.1 Introduction:

2.1.1 Objective:

From my point of view, the main objective of an internship is to gain practical knowledge and work life experiences. A person needs to be familiar with cultures, rules and regulations before entering into a job. Internship can provide this great opportunity by opening a learning platform. By doing an internship in BRAC Bank Limited, I have learnt how to adapt in a new environment, work under pressure and communicate with others etc.

The main objectives of analyzing organization practices, strategic unit practices, overviews are given below-

- ❖ Analyzing organization practices on different sectors like marketing, management, account can provide an overview about activities of BRAC Bank Limited to future interns and researchers.
- ❖ Illustrating my learning and working experience in the Learning and Development Department.
- ❖ After analyzing different sectors of organization, readers will get the ideas about the improvement areas that are needed for organization.
- ❖ The readers will learn about the position of BRAC Bank comparing with the other private banks.
- ❖ Presenting the digital transformation for conducting training programs.

So, these are the objectives of analyzing the overview, strategic audit and operation of the organization. (Chapter 2)

2.1.2 Methodology:

Methodology is a system of methods that is used for carrying out research in a specific area. To gather information for my report, I need both primary and secondary resources.

Primary resources –

- ❖ The officials of the HR department of BRAC Bank Limited.

- ❖ Work life experience by working under the direct supervision of the Learning and Development department.
- ❖ Supervisors provide me with some documents which I use to report.

Secondary resources-

- ❖ Website of BRAC Bank Limited.
- ❖ Journals, articles, news published by BRAC Bank.
- ❖ Annual report of BRAC Bank Limited
- ❖ Website of Bangladesh Bank
- ❖ Research papers of BRAC Bank Limited.

2.1.3 Scope:

This analysis part will help the readers and researchers by providing them all necessary information regarding organization practices on marketing, management and account. This will help them to have an overview of BRAC Bank Limited. Besides, people will get idea of the Learning and Development department and how it works to conduct training through the E-learning Platform.

2.1.4 Limitation:

There are many limitations I have faced through this period. They are given below –

- ❖ First of all, the internship program was designed for 3 months. But I could not work for 3 months because of the shutdown. I could learn more things and gather more knowledge by staying their full time. Due to this pandemic, I had lost this opportunity.
- ❖ Secondly, I didn't get access to find all the data of BRAC Bank Limited. For this reason, I faced difficulties finding data from secondary resources sometimes for my report.
- ❖ The bank is using high technology for operating all activities. These things are new for me. So, three months is not enough for me to learn everything.

So, these are the limitations that I have faced during the internship.

2.1.5 Significance:

The significance of doing an internship is great for me. I have learnt many things regarding corporate life and gathered real life experiences which will help me in my future workplace. Not

only work based learning, but also, I have personal experiences how to deal with different issues of life besides work. Now I have an idea about rules, regulations, corporate culture, employee's behavior etc. Moreover, analyzing of organization practices- marketing, accounting, management will help readers to understand the positions and shortcomings of BRAC Bank Limited. Above all, the significance is great.

2.2 Overview of the company:

2.2.1 History:

BRAC Bank is one of the private commercial banks which operated through the BRAC development organization. It focuses more on small and medium enterprises. BRAC Bank was founded on 4th July, 2001. The goal of the bank is to attain the massive quantity of unbanked people by facilitating small and medium enterprises. BRAC's microfinance program which is significant part of development, launched in 1974. It is comprised a wide range of education, health, economic and social development, environment programs. Microfinance programs basically motivate poor people to increase their income through setting up income generating activities. Moreover, BRAC Economic Development Program is made up with the Microfinance Program and the Ultra Poor and Agriculture Program. BRAC's MF programs elevated member base more than 8 million, which is almost USD 6 billion. BRAC Bank is recognized as one of the fastest growing banks as it is the largest SME financier in just 11 years after operating. Microfinance programs of BRAC basically offer two types of microfinance products and they are- Micro enterprise loans and Micro loans. Micro enterprise loans (individual based loans) are offered to small entrepreneurs for expanding their capital base and businesses. On the other hand, Micro loans (Group based loans) are designed for poor people by setting up income generating activities. Besides, BRAC Bank uses credit plus approach where loans are assisted with various types of benefits for borrowers. The collection of savings is a significant part of credit operation. Financial savings opportunities provide people with different kinds of benefits such as funding for consumption, children education and different investments. It additionally offers security for aged people and funds during natural disasters. BRAC Bank emphasizes more on customer services and development while maintaining global standard.

Board of Directors

- Dr. Ahsan H. Mansur, Chairman
- Nihad Kabir, Nominated Director
- Kazi Mahmood Sattar, Independent Director
- Asif Saleh, Nominated Director
- Fahima Choudhury, Independent Director

- Farzana Ahmed, Independent Director
- Dr. Zahid Hussain, Independent Director
- Meheriar M. Hasan, Nominated Director
- Selim R. F. Hussain, Managing Director & CEO

2.2.2 Organization information:

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Total branches	187
ATMs	375
CDMs	96
SME Unit office	456
Agent Banking Outlet	481
Remittance Delivery Point	1800
Premium Banking lounges	18

Table 1: Organization Information

Products and Financial services are offered:

- ❖ SME Banking.
- ❖ Retail Banking.
- ❖ Corporate Banking Division.
- ❖ Cash Management & Custodial Services.
- ❖ Treasury & Financial Institutions.
- ❖ Human Resources Division.
- ❖ Finance Division.
- ❖ Credit Risk Management.
- ❖ Card Service (Credit & Debit)
- ❖ Foreign Exchange & Related Services
- ❖ Wholesale Banking & Custodial Service
- ❖ Probashi Banking

2.2.3 Achievements of BBL

BRAC Bank has achieved many rewards from abroad and home. The main achievements of BRAC Bank Limited are given below –

- ❖ Asiamoney, a leading financial newspaper in the Asia-Pacific region has recognized BRAC Bank as “Best Bank in Bangladesh” for the third year in a row.
- ❖ The International Finance Corporation (IFC), a World Bank Group company, named it the “Best Operations Bank in South Asia” at the “9th IFC Trade Finance Awards FY2019
- ❖ Three honors were given to the 2019 Annual Report at the 20th ICAB National Awards for "Best Presented Annual Reports"
- ❖ The 7th ICSB National Award for Corporate Governance Excellence 2019 received the “Gold Award.”
- ❖ At the ICMAB Best Corporate Award-2019, the private commercial bank category received a “Gold Award.”
- ❖ “Excellence in POS Acquiring Business,” “Excellence in e-Commerce Business,” “Excellence in Credit Cards Sector,” and “Excellence in Commercial Business” (newly introduced) are four VISA awards for outstanding performance in the VISA cards and payments business.
- ❖ The “Global SME Finance Awards” awarded “SME Bank of the Year – Asia” in the silver category for the second consecutive year.
- ❖ Runner-up in the country's first-ever Project Management Excellence Awards, 2020, for PMO (Project Management Office).

2.3 Management Practices:

2.3.1 HRM objectives of BRAC Bank:

Effective HR practices help the bank to improve its capacity to achieve high quality of services and effectiveness. For this reason, HR practices are playing significant roles to achieve success for organization. The HRM objectives of BRAC Bank are given below-

- ❖ Selection of right people for right position at right time (personnel selection).
- ❖ Training and development for employees
- ❖ Maintain equality and equity in the workplace.
- ❖ Introduce reward and recognition policies.
- ❖ Maintain peace, harmony and morality in the workplace
- ❖ Provide required leaves such as maternity leave, sick leave etc in need of employees.
- ❖ Compensation and benefit planning.

2.3.2 Departments of HRD:

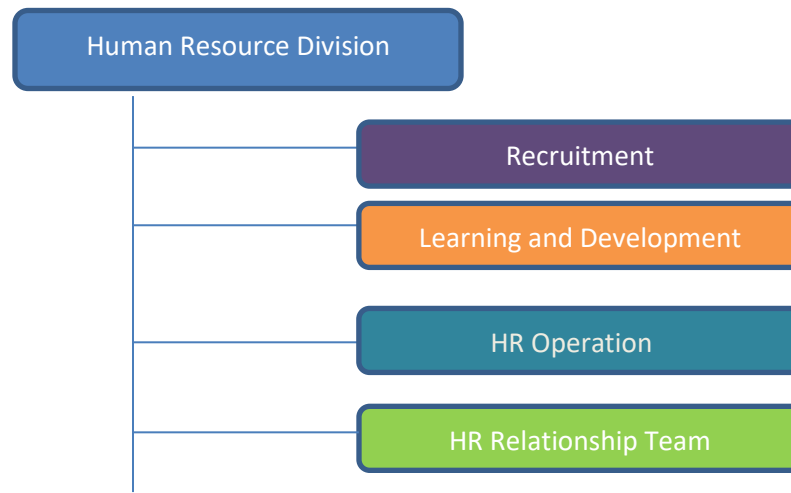


Figure 1: Departments of HRD

Human Resource Division of BRAC Bank maintains effective and adaptive human resource strategies. The division contains of Compensation and benefits department, Learning and Development department, HR administration department and Human capital department.

2.3.3- Recruitment policy

Recruitment department of BRAC Bank ensures to select appropriate candidates for suitable positions. They are responsible for collecting CVs, internship applications, applications for vacant positions etc. The recruitment team stores this information and updates in databases properly and regularly. After short listing of potential candidates, the recruitment team contacts them for interviews or written tests (through mails, phone calls). The respective Department Heads with the Head of HR and cross Department Heads join to the interview board after test and select the appropriate candidates for the positions. Later, the recruitment team collects the score cards of candidates and uses this to list potential candidates for the positions. They also issue appointment letters for candidates and ask them to collect. The candidates are asked for to finish all organizational formalities and recruitment team gives all the guidelines for this. After completing the recruitment process, they contact the Learning and Development department for arranging training sessions for them. Besides, BRAC Bank offers internship opportunity for students. Branches of BRAC Bank contacts the recruitment team when there is any internship opportunity available for this branch. Moreover, the recruitment team selects the candidates for internship. Interns get priority to apply vacant position when they can successfully complete the internship programs.

Direct recruitment policy –

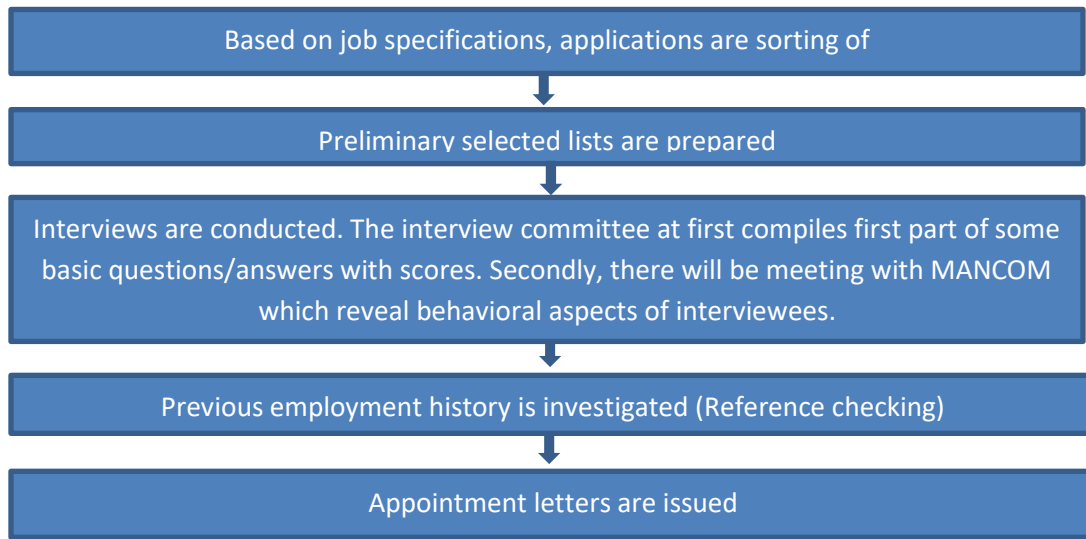


Figure 2:Direct recruitment policy

2.3.4. Learning and Development program –

Learning and Development department is responsible for arranging training sessions not only for newly recruited employees but also senior employees. The team of learning and development needs to choose suitable training titles from the list of each category based on the needs of employees. Learning and Development department consult with department heads and then design training program in a separate manner based on employee’s needs. They arrange training program for enhancing skills and competencies for employees. For the pandemic of COVID’19, all the training sessions are operating through e-learning platforms. Typically, the training program includes job skill development, soft skill development, managerial and leadership development and technical programs

Training program includes –

Orientation training
Job specific training
E-Learning: Online Training & Evaluation
In-House Training
Peer or supervisors’ coaching
Need based Local/Foreign Training

Table 2: Types of training program

Orientation training – Orientation training is arranged for the newly recruited employees. The program consists of five to seven days’ workshop. In this training session, the team gives brief ideas regarding BRAC Bank, HR division, cultures, ethnicity, anti-money laundering, Finacle etc.

Job specific training – Job specific trainings are arranged to enhance employee’s skills, capabilities and knowledge based on job’s natures. For example – “Mock branch” training is one kind of job specific training which arranged for all branch employees.

E-Learning: Online Training & Evaluation- Due to the pandemic of COVID’19, every training program is conducted through e-learning platform. Employees can log in the e- learning platform with USER ID and Password and attend in the training sessions. Besides, they can participate in the exams through online.

In-House Training- In- house trainings are conducted for the new and existing employees by inside trainers. This training program includes orientation training programs, job specific training and need based training.

Peer or supervisors’ coaching- This training program is conducted through the direct supervision under supervisors. Supervisor gives all guidelines and directions to employees.

Need based Local/Foreign Training- This training program is conducted through the external trainers. Need based Local/Foreign Training program is comparatively expensive than other training programs. It is not possible participate all employees in this training. For this reason, the department heads select the candidates who can participate in this training program.

2.3.5- Compensation, benefits and pay

Compensation and pay: HR division of BRAC Bank provides a fair and competitive remuneration to employees. The salary structure of BRAC Bank is designed based on job’s grades (performance, responsibilities, nature of job).

The remuneration of employees consists of –

- ❖ Basic salary
- ❖ Medical allowance
- ❖ House rent
- ❖ Festival bonus
- ❖ Performance bonus
- ❖ Telephone policy

❖ Travel allowance

Basic salary -

Basically, basic salary ranges depend on the position of the jobs and they are reviewed from time to time. The managing directors of boards recommend basic salary ranges (BSRs) based on the job grades. Besides, basic salary ranges are reviewed at least once every two or three years by the board of directors and depend on the growth of the bank. The salary ranges of BRAC Bank is comparatively high than other private banks in Bangladesh.

Medical allowance -

Medical allowances are paid based on the job scales and grades. Sometimes, medical allowances are paid on the emergency situation of employees. Moreover, medical allowances are prescribed by the Competent Authority from time to time.

House rent –

The competent authority prescribes house rent allowances for employees. House rent allowances are also paid in accordance with job grades.

Festival bonus –

Two festival bonuses are paid to regular employees each year. All Muslims get bonuses during Eid-UI-Fitre and Eid-UI- Azha. Employees of other religions also get bonuses during their religious festivals and occasions. Performance bonus system is available in the bank and maintained by compensation, benefit wings. Moreover, festival bonuses are paid to employees with one-month basic salary.

Performance bonus-

Performance bonuses are provided to employees once a year. Based on the profit of bank, the board of directors claims a certain percentage of pre-tax income as overall performance bonus. The measurement of employee's performances depends on the criteria set by the management policy. Performance bonuses will be 3% primarily based totally on net profit after tax. No performance bonuses are paid to employees who failed to show satisfactory performances. The MANCOM go through the rating process and decide final evaluation of the entire bank.

Telephone policy –

T&T outgoing, ongoing, ISD connection, post-paid mobile bill etc benefits are provided to employees. Furthermore, all employees except SME need to get approval for monthly mobile bills from departmental/divisional head prior to submission for payment disbursement

Travel allowance –

The employees of BRAC Bank gets travel allowances in respect of journeys performed by them by the arrangements of the authority. Travel allowances are provided to employees when –

- ❖ They need to attend in a training program
- ❖ They go for a assigned tour
- ❖ They need to attend in a departmental or professional examination which are authorized by bank
- ❖ They need to give evidence on court of law.

Travel allowance may include accommodation allowance, daily allowance (food cost, transport cost).

Benefits – Employees of BBL can enjoy different types of loan policy (car loan, house building loan and staff loan) and benefits like termination benefits and suspension benefits, provident funds

Car loan –

Different types of car loans are offered to employees depend on the designation. There is no interest for the grade of AVP to EVP. They get car loans around BDT 16 lacs to BDT 35 lacs. On the other hand, there is 3% interest for the grade of PO and SPO and they are only eligible to purchase second hand cars. They can get BDT 12 lacs as car loan without any car allowance.

Staff house building loan –

Employees who worked for five years are eligible to apply for staff house building loan. Staff house building loan also varied from employees to employees based on their position. The bank grant building loan to the employees when they need to purchase a readymade flat/house or they need to construct a house (owned land) or they need to complete/reconstruct their houses. The loan amount will not be more than the actual cost of construction of house or purchase price of house/flat or 60 months gross pay

2.3.6- HR Administrations

HR administration is responsible for motivating employees to be more productive and effective so that they can contribute for the welfare of the bank. HR administration also selects appropriate and effective leader for a leaderless team. They are also responsible for operating day to day activities (availing leave policy). Moreover, administration carries out reward and recognition policy for employees. In “Town Hall Meeting”, employees of BBL get different types of rewards based on their satisfactory performance organized by HR administrations. Besides, administration has to take actions against any violations in the workplace. They also issue warning letter, letter of termination and dismissal order.

Leave policy

All employees can enjoy different types of leave policy based on their eligibility. Leave type and list is given below –

Leave type	No of days	Eligibility
Annual leave	24 working days	One year service
Sick leave	14 calendar days	From joining
Casual leave	5 working days	From joining
Maternity leave	180 days	6 months of continuous service with BBL
Leave without pay	5 working days	Applicable in case of death of spouse, child, parents
Bereavement leave	Management discretion	N/A

Table 3: Leave policy

Reward and recognition -

Rewards and recognition are important as they can express appreciation for an employee's hard work, devotion, patience and contribution to the bank. In BBL, there are many levels of reward and recognition that motivate employees more to work hard. There are four levels of rewards and recognitions for employees and they are-

Level -1: Individual contribution award and SME monthly reward – This reward is provided to junior level to AVP position employees. The candidates are nominated by the department head and need approval from MANCOM. The employee who does extra voluntary work, gives effort for the betterment of self and workplace, and works hard to complete all tasks can get this award.

Level – 2: Departmental commitment award – This award is applicable for all staff except EMT (Extended management team). The employees who give effort for the improvement of the department (workflow, function, customer services) etc and do extraordinary work to extend expectations can be nominated for this reward.

Level-3: Organizational competence award – This reward is given for the contribution made by employees and has a bank wide impact. The team or individual can get this reward. The employees who take initiatives to bring major changes in the organization and perform effective works that have bank wide impact can get this award.

Level-4: Chairman excellence award – This reward is open for all levels of employees and both individual and team can get this award. This reward is handed to employees by the Chairman.

The employees or team who take major initiatives for the bank as they can serve as a role model, can be recognized for this reward.

Disciplinary action -

HR administration takes disciplinary actions for any employees who violate the rules and regulations of the bank. The employees whose behaviors and performance affect the workplace badly, then administration takes initiatives to correct their behaviors. HR administration takes disciplinary actions based on the nature of the misconduct.

The acts that are treated as misconduct-

- Breach of any contract
- Habitual late attendance and absence.
- Violation of duties, ethnicity, rules and regulations
- Illegal work (Theft, fraud)
- Taking or giving bribes
- Damaging the property of bank
- Tempering other officials to do misconduct

Based on the level of misconduct, the employees get punishment from minor to severe. The punishment may include- suspension for 7 days without salary, warning, stop promotion, impose fine, discharge, removal and dismissal.

2.4: Marketing practices-

2.4.1- Customer segmentation –

4 group of customers-

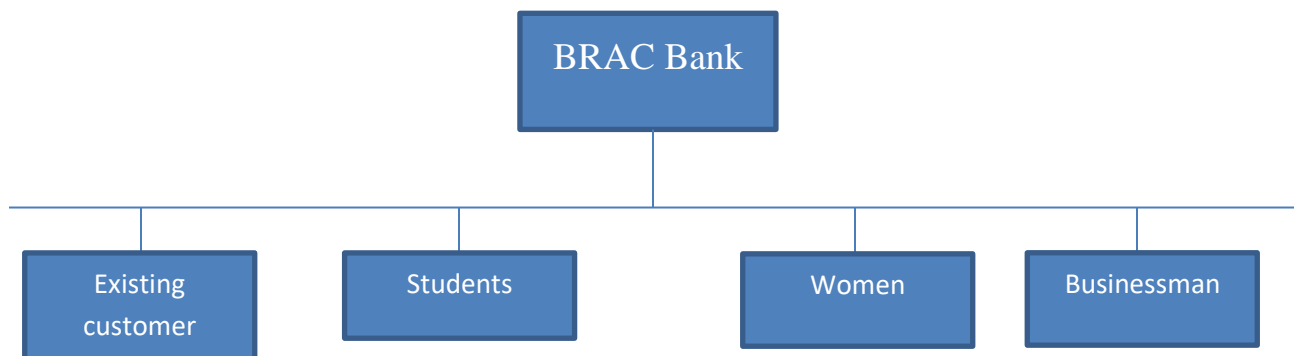


Figure 3: Customer groups

2.4.2- 4P (Product, Price, Place, Promotion)

BBL uses 4P's marketing strategy to reach their products and services to customers. There are four elements-product, place, price and promotion which play significant role to reach customers. BBL has given more emphasizes on marketing strategies to provide maximum services to customers than another commercial bank. However, it is able to achieve a significant position and maintain its competitiveness in banking sector.

BRAC Bank customers can enjoy different types of products/services to satisfy their needs. Account manager understands customer's requirements and offers them with products/services.

- SME products (Small scale loan- "Anonno", Anonno+, Bahun)
- Probashi products (Secured and easy remittance service)
- Retail products (Deposit products-short term, long term), (Loan product), (Card product- Visa Debit Card, Aarong Card, Alico Card, Dia Gold Card)
- Deposit Pension Scheme

The product and service quality of BRAC bank is satisfactory and high. As BBL provides different kinds of products/services and ensures the high quality, their brand reputation is high. Their sincerity, care, patience, determination, loyalty help them to build a strong brand.

2.4.3- Promotion –

BRAC Bank selects both quantitative and qualitative promotional activities and tools to promote their products and services. These effective promotional tools help to reach to broad segmentation of people.

Quantitative –

The primary goal of BBL is to make profit and achieve sustainable growth in banking goals. For this reason, they use quantitative promotional tools to achieve their goals.

Increase sales – The primary source to run an organization is to increase sales and get revenue. Bank earns profit by providing loans to customers. So BBL needs to maintain sufficient fund to provide services to customers. The main source of fund is savings account, deposit account etc. To increase sales BBL takes initiatives and does promotional activities to reach a vast group of customers. Moreover, BRAC Bank uses different kinds of quantitative promotional activities to increase sales and they are described below-

- Newspaper advertisement – Newspaper advertisement plays significant roles to promote products/services. Through this advertisement BRAC Bank is able to reach their target

people. Newspaper advertisement consists of classified ads, coupon ads, circulars and display ads etc. They use newspaper as promotional tool very wisely and tactfully. BBL shares HR vision, goals, new achievements, events, job vacancies etc. through newspaper. These informative ads help to knock to customer's mind.

- TV commercials – The advertisement of television makes products/services known to customers. BBL focuses on “Unique personal property” which distinguishes why their products/services superior than other banks. Besides, BRAC Bank want to show the usefulness and effectiveness of their products and services on the emotional aspects of human nature such as love, sincerity, family, marriage etc. BBL adapts unique style by emphasizing more on the relationship and expectation of human life.
- Leaflet – Survey leaflets, information leaflets and promotion leaflets are used by BRAC Bank to get customer's attention. BRAC Bank provides promotion leaflet to customer so that they are able to know their new products and unique features of their services. These leaflets are available to all BBL branches with services booths. The designs of leaflet are very attractive and informative so that it can create unique position in customer's mind.

Qualitative-

BRAC Bank's main goal is to lead in the banking industry. To achieve this goal, BRAC Bank focuses more on the quality of customer services to create a strong brand and build customer loyalty. It's impossible to gain customer satisfaction without high quality of services.

- Societal marketing concept – society, profit and customers are the main factors of this concept. BBL work for the betterment of society by involving in social activities. Moreover, they always try to provide best services that can exceed customer's expectations. They try their best to handle customer's complaints and monitor the standard of services in a regular basis.
- Relationship marketing – To do relationship marketing, BBL has to maintain customer's profile, background, history of contacts and buying profiles in the database so that they can communicate with customers in effective manner. BBL also takes reactive, accountable and proactive marketing approach to build a strong relationship with customers. They call the customers to ensure whether their products/services can satisfy them or not. Besides, they accept any kinds of suggestion or recommendation from customers.

For example – BSSO and CSM contact customers and share a happy moment (Send Eid card, Calendar, inform about new features or facility) or show sympathy to any sad news. BRAC Bank Limited tries their heart and soul to develop new strategy day by day so that their customers can be turn into loyal customers.

2.4.3- Current marketing activities of BBL –

- ❖ BRAC Bank limited promotes their existing products and new products through their branches.
- ❖ BRAC Bank sponsors many workshops for students, females, professional women.
- ❖ “Premium Banking Lounge” is launched by BBL.
- ❖ BRAC Bank is recognized as the highest VAT payer for the financial year 2007-2008 and received National Award.
- ❖ BRAC Bank also participates in Career Fair.
- ❖ BRAC Bank Launches SMS and Internet banking to reach customers easily.
- ❖ BRAC Bank receives ICAB National award.
- ❖ BRAC Bank donates around Tk. 50 Lacs to ICDDR.
- ❖ With the help of Persona, BRAC Bank organizes workshop (Beauty Solutions).

2.5 Financial performance and accounting practices:

2.5.1 – Income statement of BBL –

(BDT in million)	2020	2019	2018	2017	2016
Interest income	27,080	32,623	27,478	21,734	18,310
Interest Expense	13,552	14,698	11,660	8,201	6,589
Operating Profit	8,194	8,960	9,393	9,422	8,611
Income before Tax	6,321	7,501	8,643	8,284	7,063
Income after tax	4,026	4,583	5,670	5,498	4,076

Table 4: Net income after tax

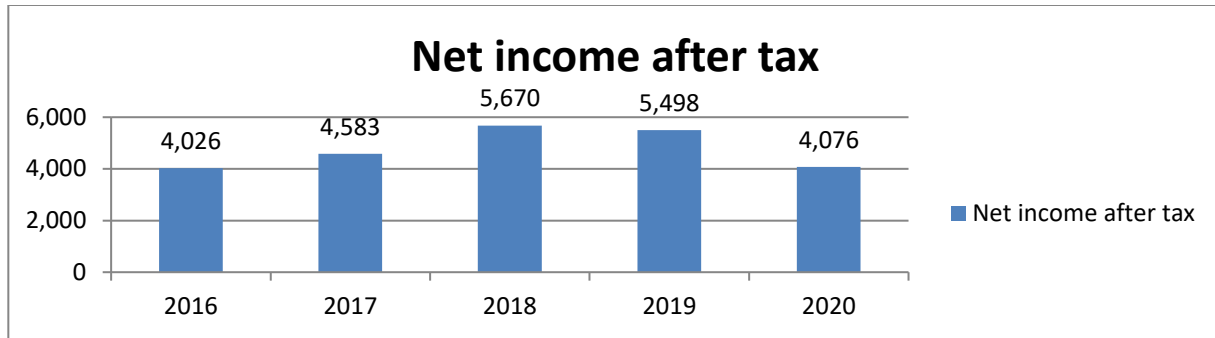


Figure 4:: Net income after tax

By analyzing income statement of last 5 years, we find that net income after tax was the highest in 2018. It means BRAC Bank has earned high profit after paying all taxes. Due to the pandemic of COVID'19, income after tax has been reduced in 2020. BRAC Bank uses net income after tax for reinvestment or provides dividends or repurchases shares etc.

2.5.2 – Balance sheet of BBL –

(BDT in million)	2020	2019	2018	2017	2016
Deposit	289,054	268,309	233,509	196,224	168,860
Investment	68,896	45,944	25,765	24,966	22,488
Investment to deposit	23.83%	17.13%	11.03%	12.73%	13.31%

Table 5:: Balance sheet

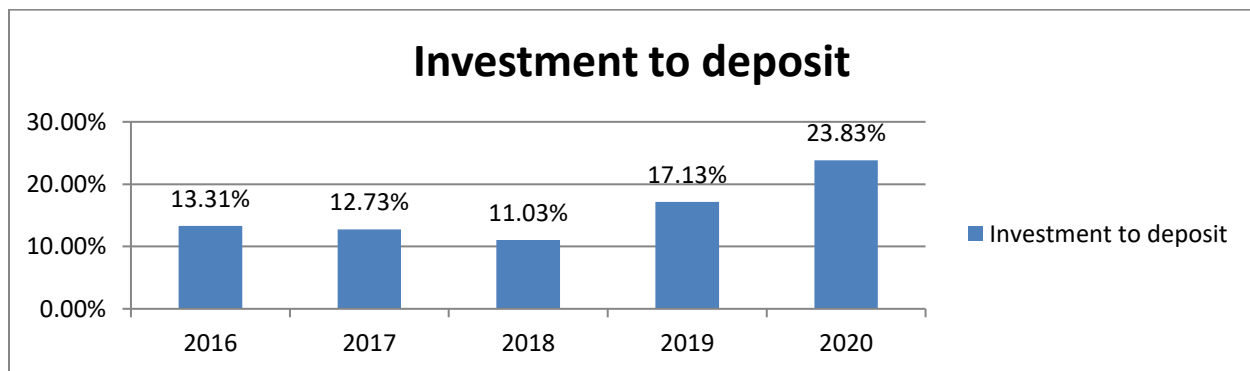


Figure 5:: Investment to deposit

From the graph, we find that investment to deposit ratio in 2020 is higher than other years. It means they have used more deposits for investing in profitable areas. However, the ratio was lower in 2018 (11.03%) than previous two years. Higher investment to deposit ratio indicates the bank is using deposits of customers efficiently.

2.5.3 – Ratio analysis-

Some important ratios of last five years have given below –

Ratios	2020	2019	2018	2017	2016
ROA	1.18%	1.64%	1.87%	2.02%	1.89%
ROE	10.58%	15.60%	19.25%	22.14%	22.16%
ROI	5.75%	8.04%	9.00%	9.41%	9.20%
Debt Equity Ratio	6.91	7.84	8.37	8.87	9.27
Earnings Per Share	3.42	4.26	4.50	4.91	5.23

Table 6:Ratios

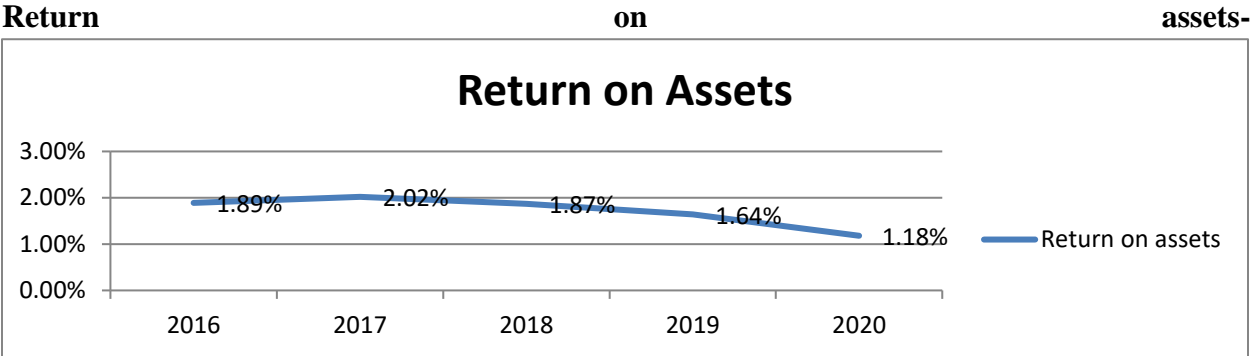


Figure 6: Return on assets

High ROA indicates that management is efficiently utilizing their economic resources or assets which are on the balance sheet in terms of generating earnings. We see that ROA was higher in 2017 than other four years from the chart. Return on assets measures how profitable a bank is in terms of its assets. Higher ROA means more asset efficiency than lower ROA. However, in 2019 and 2020, ROA was decreasing gradually due to the pandemic of COVID’19.

Return on equity-

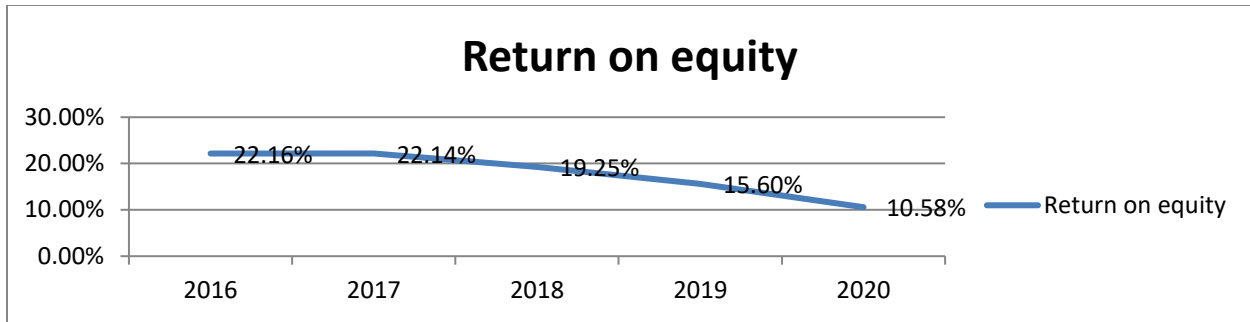


Figure 7: Return on equity

Return on Equity indicates the financial performance of an organization which is calculated by dividing the net income by shareholders' equity. ROE is measured when we divide the net profit after tax by total equity. In terms of return equity, BRAC Bank had shown good performance in 2016. For the last 5 years, it has been decreasing gradually.

Return on investments-

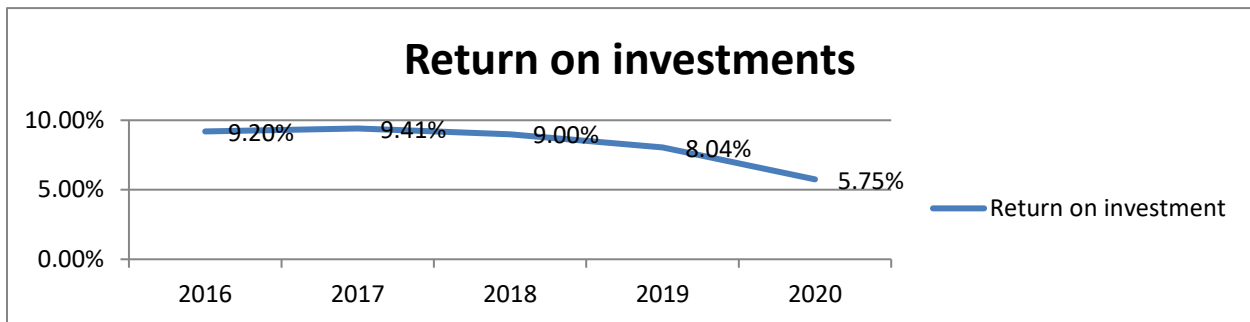


Figure 8: Return on investments

Return on investments indicates the performance of an organization by measuring its profit in comparison with investments. Higher ROI means the organization is generating more profit by investing. In 2017, BRAC Bank has shown better performance in terms of ROI. However, ROI was decreasing gradually for the last 4 years.

Debt equity ratio –

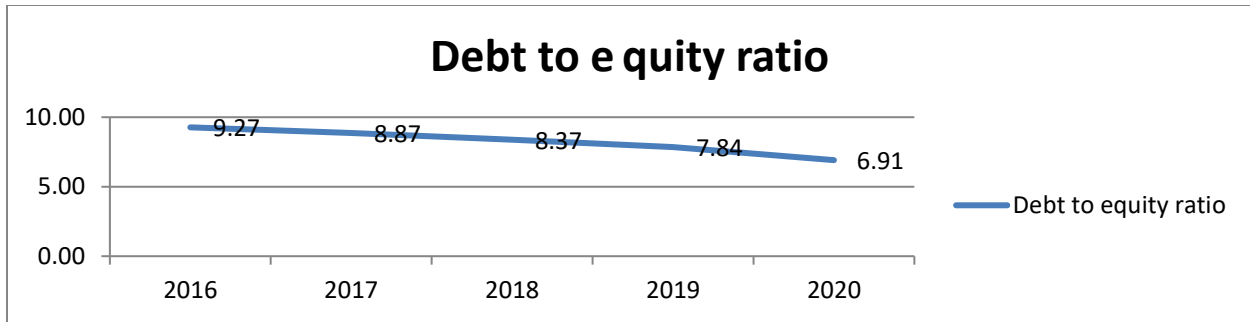


Figure 9: Debt to equity ratio

Debt-equity ratio is known as financial leverage ratio which calculated by dividing total liabilities by total equities. In 2016 debt to equity ratio was higher than other five years. Higher debt to equity means the bank is financing more by borrowing money. So, lower debt to equity ratio is more preferable for the bank. BRAC Bank’s debt to equity ratio was decreasing gradually for last five years.

Earnings Per Share-

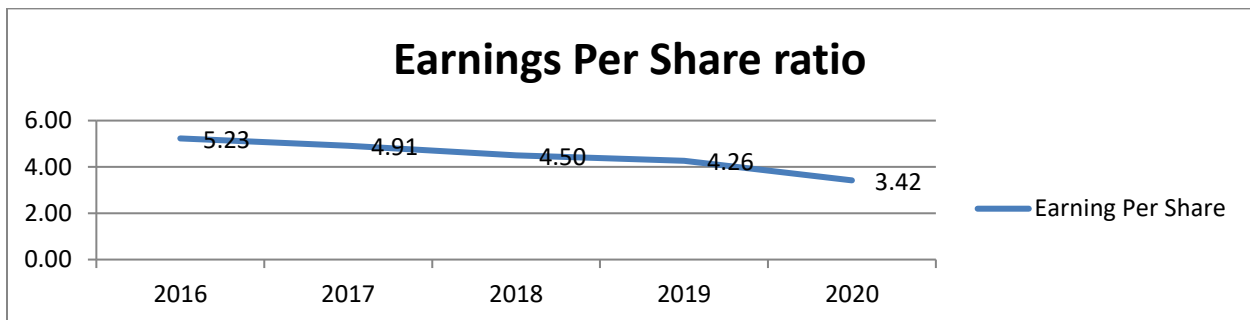


Figure 10: Earnings per share ratio

From the above chart, we see that earning per share of 2016 was higher than other five years. Earnings per share is calculated by dividing net profit by number of common shares. A higher Earnings per share indicates the organization’s greater value because investors will pay more for a company's shares. However, EPS was decreasing gradually for the last 5 years.

2.5.4- Accounting practices –

BRAC Bank is very serious to maintain transparency in accounting practices. First of all, all the calculations are done by every single branch and report them to Bangladesh Bank in regular basis and also in the head-office. The calculation process is done in 2 ways –

- ❖ Computerized accounting system- BRAC Bank fully depends on computerized software for making the financial reports (yearly, Semi-annually and quarterly). They use the suitable and correct accounting policies such as International Accounting Standards (IASs)/ international financial standards (IFSs) and these standards help them to make the financial statements. Furthermore, BBL also maintains the Bangladesh accounting standards (BAS).
- ❖ Manual accounting system- Besides computer accounting system, BRAC Bank uses manual accounting system. Employees calculate manually funds besides machines. They still do some of their calculations through book keeping.

Moreover, BBL prepares financial statements by using the accrual basis of accounting except the cash flow statement in regular basis. However, BBL makes statement of cash flow in accordance to the international accounting standard 7 “Statement of cash flow” under indirect method.

2.6 Operations Management and Information System Practices

2.6.1 Operation management of BBL –

Operation manager always looks after whole operations of the branch. BRAC Bank maintains daily operations effectively. In every branch the operational manager looks the daily deposits and daily withdrawals of funds.

The main operation practices of BRAC Bank are given below –

- ❖ Operations management team needs to take both strategic and tactical decisions.
- ❖ They need to manage day to day operational activities efficiently.
- ❖ They need to maintain risk effectively and build customer relationship.
- ❖ They need to maintain balance among Finance, Accounting, Marketing and Management department.
- ❖ They need to deal with retail channels, and deliver channel effectively and efficiently.
- ❖ They focus more on the profitability ratios such as ROA, ROE, ROI, in accordance with Base -III recommendations, BBL always try to maintain capital adequacy ratio.
- ❖ They need to monitor cash supply chain activity in regular basis. For example - ATM maintenance, Currency Management.

2.6.2 Information system practices of BBL-

BRAC Bank emphasizes more on digitalization through implementing a high tech, well-secured online platform. This high-tech platform enables to provide services to customers with more digital solutions. However, their information system practices are given below –

- ❖ Management information system- BRAC Bank maintains effective management information systems and set up on every branch. MIS observes the business trend, growth, positions, profits, competitors and performance indicators of the banking sector. Furthermore, they have the access to get information from different sources (Bangladesh Bank, World Bank, IMF, IFC, ADB) through the central MIS.
- ❖ Alternate Banking Channels – Through the alternate banking channels customers can open their accounts and get services from home. Customers need not to be physically present in the branch and wait in the queue. Besides customers does not need to present any hard copy of document. However, they can open the account by their photo and NID identification. Implementation of latest technologies enables alternate banking channels to serve customers while adding value and ensuring quality.
- ❖ Secure network infrastructure and protect data assets- BRAC Bank has brought a data leakage prevention solution to protect both the bank and customer’s database and prevent encryption. Besides, their advanced internet secure gateway helps to reduce web attack and the customers can use web safely. BBL also implements full-fledged email security system that helps the bank to protect all emails from spam-based attacks.
- ❖ IT Governance – BRAC Bank possesses initiatives to strengthen security system. They adopt latest innovative and well secured technologies to protect their database and also develop ICT Security Steering Committee. In accordance with Bangladesh Bank’s regulatory mandates, BRAC Bank establishes fully functional information security department which has trained employees and high technological resources (ECSA, CCISO, CPISI, CEH, OPEH etc.)

Above all, these information management practices enable BRAC Bank to secure their records.

2.7 Industry and competitive analysis

SWOT analysis and Porter’s five forces are financial indicators finding out attractiveness and unattractiveness of the bank.

2.7.1 SWOT analysis-

- Financial inclusion
- Invest more in high technologies and resources.
- Maintain high quality products & service
- Perpetual people training/up-skilling
- Maintain brand reputation and relationship with customer

- By focusing more on green unsustainable finance
- Encouraging customers to receive products
- Focus more on E-learning platform
- Introduce unique features and take advantages.



2.7.2 Porters Five Forces-

- I. **Competitive Rivalry:** There are many Banks available in Bangladesh such as NBL, City Bank, Exim Bank, One Bank Ltd, Dhaka Bank, DBBL, Southeastern Bank Ltd., Islamic Bank Ltd, etc.
So, the rivalry among banks is high. To build strong position in banking industry, BRAC Bank needs to introduce unique features of products/services than competitors so that they can attract more customers. Besides, BBL focuses on other banks positions and marketing information so that it can create strong position.
- II. **Power of supplier-** The investors have the power as supplier. As there are many banks available in Bangladesh, power of supplier is high. Investors are playing significant role to run the operation as they provide funds. If the investors are dissatisfied with the services and profits of banks, they may withdraw their funds. However, BRAC Bank needs to work effectively to build relationship with dedicated suppliers.
- III. **Power of buyers-** Customers has the power as buyers. Customers have many options to switch their banks as there are many banks available in Bangladesh. Customers prefer banks which offer higher interest rates for deposits and savings accounts. As different banks offer different rates, customers can switch to other banks and take their services. So, power of buyers is high. But BRAC Bank tries to build strong relationship with

customers by providing them best service according to their requirements. As a result, regular customers will turn into loyal customers.

- IV. Threat of substitutes- Threat of substitutes is high for banking sector. Many banks can generate new ideas to provide services and products to customers in a innovative way that can create threat for BBL. However, BBL focuses on customer-oriented services and develop new strategy by understanding core needs and preferences of customers.
- V. Threat of new entrants- Many banks are emerging day by day in Bangladesh. As a result, there is high threat of new entrants in Bangladesh. BRAC Bank has to satisfy customers to secure position in competitive banking sector.

2.8 Summary and conclusion

BRAC Bank is one the most renowned banks in Bangladesh. BRAC Bank is always ensuring higher quality of services while seeking to improve and enhance operations in new way. The global COVID-19 pandemic has affected the economy. However, BRAC Bank has achieved a substantive 17 per cent growth in SME business during this pandemic. From the SWOT analysis, we have known about the strength, weaknesses, opportunities and threats. BRAC Bank should build on its strengths, capitalize on opportunities, strengthen weaknesses and respond to threats. Moreover, they should take advantages by generating new ideas to satisfy customers before competitors. Digital technology and human resources' expertise can provide integrated products and services according to customer's preferences and build strong position in customer's mind. From the financial analysis, we have known that the financial position of BRAC Bank is attractive enough for investors. BBL has an innovative operational management and risk management team. Besides, they are cautious on the marketing and the accounting practices.

Above all, BRAC Bank is renowned for its milestone achievements and recognitions.

2.9 Recommendations

- ❖ The process of taking credits from BBL is not that much user friendly. They should make the process more convenient and faster for customers
- ❖ BBL needs to diversify their portfolio of investment more to reduce risk and increase income.
- ❖ BBL need to possess more user-friendly technological platform for mass people so that they can easily understands all the instructions.

- ❖ They need to use more advanced promotional tools to reach people and enables them to know features of products/services.
- ❖ BBL should introduce more attractive investment scheme to make opportunities for women entrepreneurs so that they can run their businesses.
- ❖ BBL should improve the effectiveness of recruitment process so that they can hire more efficient and productive employees.
- ❖ BBL should invest more in the research and development to lead in the banking sector with the innovation of technologies.

CHAPTER 3: PROJECT PART

Impact of Training and Development on employee's performances and productivity: A study on BRAC Bank Limited

3.1 Introduction (Background, objectives, significance)

3.1.1 Background ‘

The main goal of every organization is to improve its performance and productiveness which is impossible without efficient workforce. When the actual performance of employees is lower than the expected performance of employees because of the insufficient knowledge, skills and attitudes, the organization needs to develop training and development program. Training and development is defined as planned learning experiences that enable employees to perform both current and future jobs. If the employees have lack of knowledge, skills and attitudes of performing tasks, they can't contribute for the welfare of the organization. Therefore, the benefits of training and development are not only for employees but also for whole organization. Training and Development enables the organization to improve its productivity, job knowledge to all level and helps employees to understand objectives. On the contrary, it also improves individual's specific knowledge, skills and attitudes in specific areas (decision making, team work, negotiation skills, problem solving, persuasion, time management, technical knowledge etc). Learning and Development department prepares need and competency-based development plans for the employees and managers in BRAC Bank. The learning and Development system is based on methods that allow achieving required results in agile manner. Moreover, BRAC Bank's training program includes orientation training program, job specific training, online training, In-house training, need based training etc.

3.1.2 Objectives –

The objective of this study is to understand the impact of training and development on employee's performance and productivity. It's all about how training and development program can improve employee's performance and organization's overall performances.

The Broad Objective of the study: To get a comprehensive idea of the employee's performance level before and after training and impact of training and development on performance”.

The specific objectives are given below –

- ❖ To identify employee's perception towards training and development
- ❖ To understand how training and development affects employee's performance level.
- ❖ To identify the effectiveness of training and development program for the bank.
- ❖ To understand how the bank is conducting training and development program.
- ❖ To evaluate the process of training need analysis

3.1.3 Significance –

The main significance of this study is readers will understand the importance of training and development program to improve employee's performance. The report will enable to have thorough idea regarding how training and development programs are conducted in effective way by organization and employee's perceptions. Moreover, the HR department can use this report for further analysis of their training and development programs and to improve the effectiveness. The employees of the organization also get ideas how the bank is doing training need analysis to measure performance level. Above all, the significance of this report is great as it provides comprehensive idea of the impact of training and development on performance and productivity of BRAC bank's employees.

3.2 Methodology –

The research type is qualitative and I use both primary and secondary data to conduct the research. This research explores the impact of training and development on employee's performances and productivity.

Sampling plan

Population – The population of the study is the new employees, executives and managers who are working in the BRAC Bank Ltd.

. Sampling unit- Employees of BRAC Bank

Sources of data – I use both primary and secondary sources to collect data-

- Primary sources- Direct interaction with employees, observation, face to face conversation.
- Secondary sources – annual report of BRAC Bank, website of BRAC Bank.

3.3 Findings and Analysis

3.3.1 - Process of Training Programs –

BRAC Bank follow five steps to create effective training program and they are-

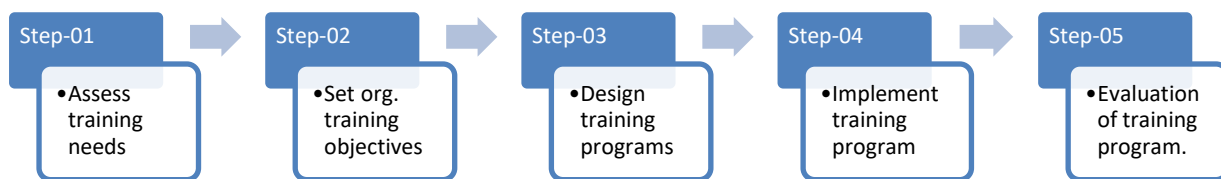


Figure 11: Process of training

Step-01: Assessment of training needs - First of all, BBL identifies the needs of employees and organization's requirements for training program. The overall purpose of assessment is to identify whether there is any performance gap of employees and in which area employee's performance need to be developed. Moreover, the assessment consists of three types of analysis- organization analysis, task analysis and person analysis. Training need analysis is important because training should be given to employees who need it. Assigning training program without training need analysis is waste of organizational resources.

Step-02: Set organizational training objectives- After training need analysis, BBL develops training objectives which helps the employees to understand what they are going to be learnt through the training program. Training objectives are established based on gapes seen earlier and required knowledge and skills. However, training objective should be clearly understood before training begins as it will make successful the training program.

Step-03: Designing the training program- The next step is to design comprehensive action plan includes training material, training delivery methods, resources, learning styles etc. Learning and development department consult with supervisors and department heads to get suggestions. To design the training program, some questions need to be raised –

- Who are the trainers?
- Who are the trainees?
- What training materials will be used?
- What training methods are to be used?
- What will be the participants learning style?

Step-04: Implementation of training program – BRAC Bank puts into action in this phase. The training program can be on the job training program or off the job training program. After deciding, times will be set along with trainers who will conduct the training program. Employees are encouraged to share their opinions, learn through hands on experiences and involve them in the training program. The training program will be effective if employees are motivated to participate in the training process. Moreover, supervisor monitors trainees continuously throughout the training program to find out its effectiveness on employee's interests.

Step-05: Evaluation of training program – Learning and Development department evaluates the training program to find out whether the employees' performance is developed after the training program or not. So, evaluation of the training program will help supervisors to determine the level of learning achieved- increase knowledge, enhance skills etc. By evaluating the training program, BBL takes decisions to modify the training methods, materials etc. by identifying weak spots. The effectiveness of training program can be understood by analyzing organizational outcome and learning outcomes of employees.

After getting recommendation from supervisors and department heads, Learning and Development Department analyze the budgets and times required for the training program. Besides they do feasibility tests to understand whether the training can be conducted or not. After analyzing all of these, they arrange the effective training program for employees.

3.3.2 Training Need Analysis (TNA) -

A well designed and effective training needs analysis is able to reduce performance gaps as well as allocate resources to arrange ineffective learning and training programs. BBL follows few processes for training need analysis that are given below-

Self-assessment-

Employees identify their weaknesses, strengths, capabilities, lacking through self-assessment process. They compare their skills, knowledge, capabilities with job description so that they can know their weaknesses. They will inform supervisors regarding their needs for training program. Supervisors will consult with individual employees and Department heads while doing TNA exercises. However, employees are not allowed to assign any training for them.

Task-analysis-

Supervisors will analysis performance gaps of employees and consult with Head of department for arranging training program. If the bank develops new policy/strategy, employees need to be trained according to the bank’s requirements. Upon consultation with concern department, Learning & Development departments will be designing training programs in a separate manner based on their job role.

Training needs identification flow chart is given below –

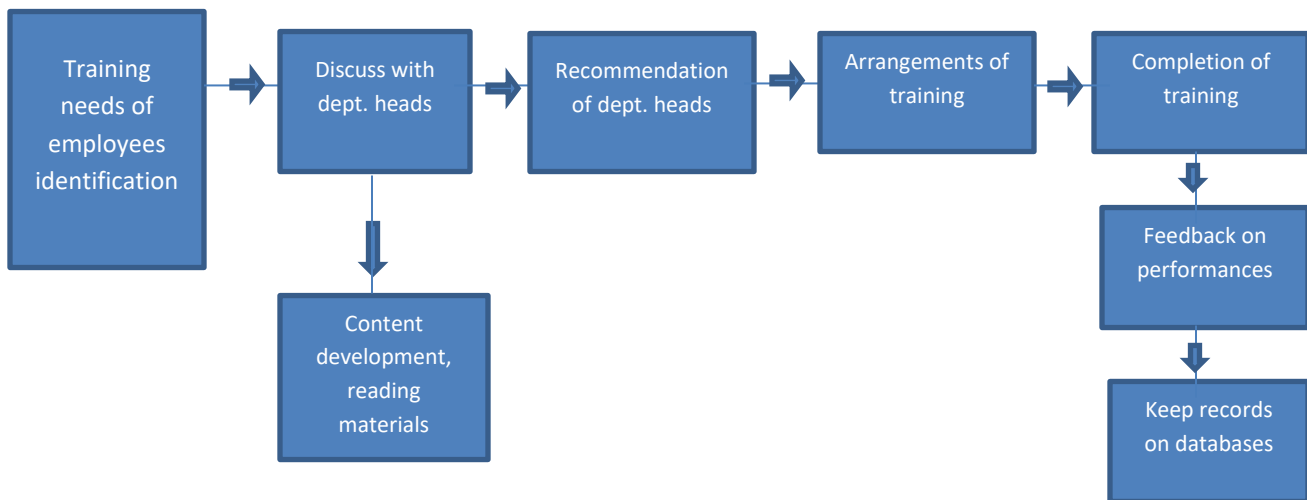


Figure 12: Training needs identification

3.3.3 Types of Training Program –

Training is a process that enables the employees to learn specific knowledge and skills required for his position. BRAC Bank is determined to achieve excellence in human resource. To achieve this goal, they organize different types of training program, workshops, development programs etc for employees. Different types of training programs are organized based on employee’s needs and requirements of the organization.

Training program can be two types based on whether the training program is organized with internal sources or external sources. Internal training programs are designed for the bank's officer, executives and managers by their own trainer (Orientation training program, In-house training program). On the contrary, External training programs are organized for employees by hiring external trainers. Department Heads nominated employees for external training programs.

Based on the employee's needs and requirements, BRAC Bank organized training and development program are given below-

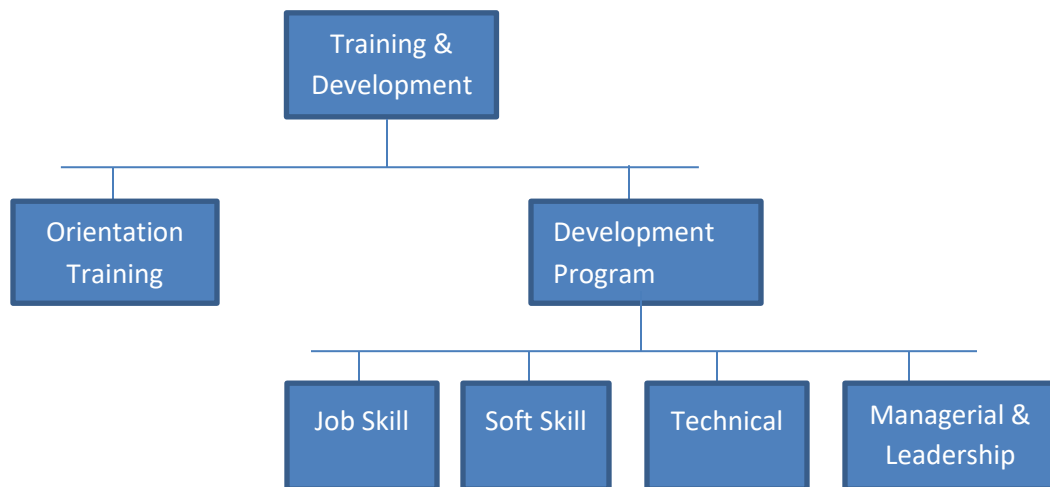


Figure 13: Training & Development program

BRAC Bank gives employees the opportunities for continuous learning. They believe that proper competence development is major part to the prosperity and growth of the business. Moreover, BRAC Bank tends to arrange learning activities as per the individual development plan. Their approach to employee development incorporates a holistic framework which is better suited to help them cope with the changing trends.

BRAC Bank uses the 70-20-10 framework as a learning and development model that uses a three-blend approach to provide a development

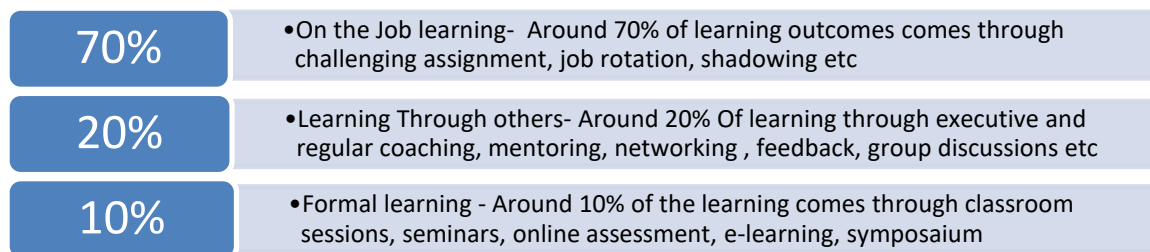


Figure 14: 70-20-10 framework

BRAC Bank also conduct different types of training program based on training methods such as- Classroom training program, Online training program, Self-paced training program etc. In classroom training program, trainer provides lectures, asks employees to take notes, presents topic for group discussion, hands on application etc. However, due to the pandemic of COVID'19, all of the training and development programs are conducted through E-Learning platform. Virtual classroom and customs E-Learning platform provides employees the flexibility to learn from their home. Self-paced training program enables the employees to customize their learning environment according to their needs. BRAC Bank arranged many trainings program for employees through online where they can evaluate self-assessment by giving exams.

The number and category of training programs conducted in 2021 is given below -

January (2021) – September (2021)

Category of training	Number
Behavior skill	5
Job skill	204
Leadership & Managerial Development	15
Orientation and banking foundation	12
Technology related	31
Miscellaneous	10

3.3.4 Evaluation of employee’s performance after training –

To evaluate employee’s performance after training, BRAC Bank uses Kirkpatrick model which has four levels. The Kirkpatrick Model is basically used for evaluating the results of training and development programs.



Figure 15: Kirkpatrick Model

Level -1- Reactions – The first level finds out the reaction level of employees. The learners should be found the training program as favorable and relevant to their job specifications. If the learners consider the training program as irrelevant, then they will be reluctant to participate and learn from training program. Surveys after training program will help to understand the satisfactory level of trainees. Learning and Development Department provides survey questions which includes program objectives, course materials, content relevance and knowledge facilitator related questions to trainees after training program. The answers of questions enable to understand the satisfactory levels of employees. These questions will also figure out the employee’s expectation, their experiences, thoughts and overall perceptions of effectiveness. Moreover, the trainee’s responses are essential for the bank to determine how they will be invested in learning the next level in future. Survey questions may include-

- What is your overall reaction to the training program?
- What did you like the best and least of the training?
- Do you agree that the instructor’s contribution to the training program is valuable?
- Are the materials, hands out and activities effective?
- Do you think the training method is effective or not?
- What’s your opinion regarding the training content covered in the training session?
- Would you like to recommend the training program to others?
- What is your recommendation for this program?

TRAINING FULLFILLMENT PERCENTAGE

Training fulfillment percentage helps BBL to understand whether trainees are actively engaged with the training programs. A high fulfillment percentage indicates that employees find the training attractive and beneficial. On the contrary, a low percentage denotes that trainers are not impressed and attracted to the trainings. BRAC Bank also uses training fulfillment percentage to

find out their employee's participation rate. When BBL finds low percentage rate, they make necessary changes to motivate employees to stick with training.

$$\text{Training fulfillment percentage} = \frac{\text{Number of employees complete the training}}{\text{Total number of employees who supposed to complete the training}}$$

EMPLOYEE TRAINING SATISFACTION RATES

After completing the training program, BBL asks employees to evaluate the training program. They provide survey questions to get direct feedback from the employees. The questions are designed such a way that indicates whether the training program can satisfy the employees or not. Through the questions employees can pinpoint what is working and what's not working within the course structure, content, and delivery style.

The sample of survey question is given below –

- Did the trainer clearly state the training goals and objectives before you started the training?
- Did you attract with the delivery method of training?
- Would you prefer more assessment and duration?
- Did the training relevant to your lacking/needs?
- How would you rate the quality of trainers (1-5 scale)?
- Did the design of training program (content, delivery method, duration) etc meet your expectation?
- Which sections of training do you think need to improve?
- Was any aspect of training program confusing for you? Which?
- Would you recommend the training program for future trainer?
- Would you like to give more suggestions for improvement? What suggestions?

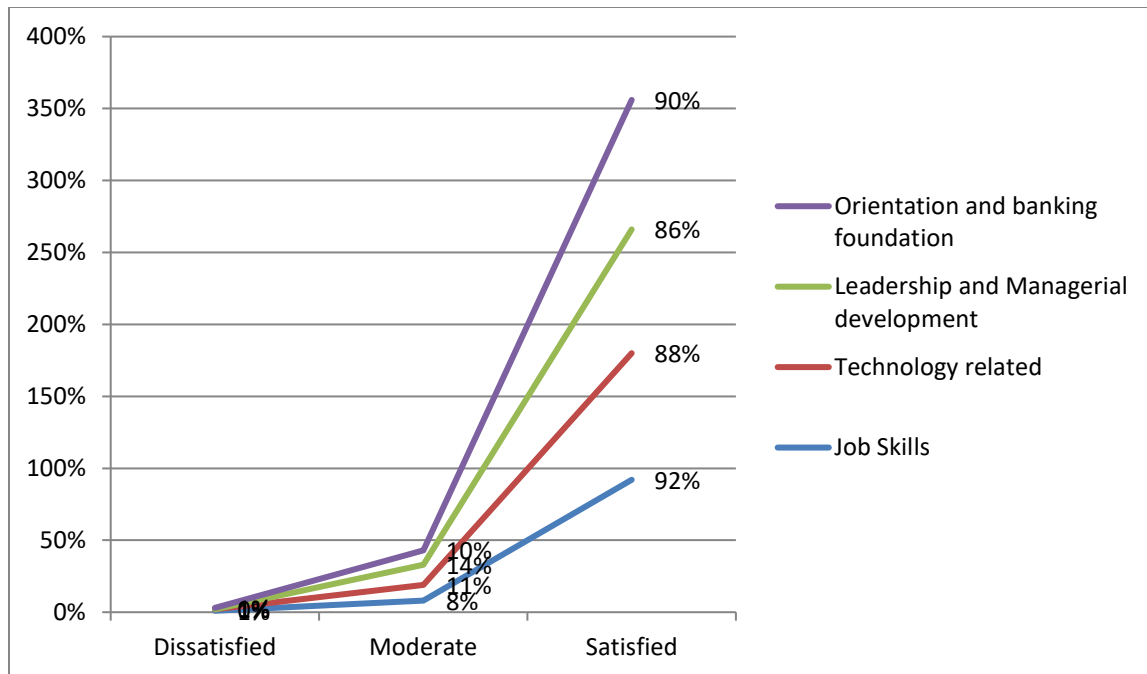


Figure 16: Employee's satisfaction level

Level -2- Learning – Learning level evaluates whether the trainees have learnt the required skills, knowledge and attitudes and fulfills the learning objectives. If the employees are able to enhance their knowledge and skills after training, then the training will be successful. Pre-learning and post learning assessments can identify the achievement levels of employees. BRAC Bank organizes pre-test to evaluate their knowledge and skills level and post-test to figure out how much trainees comprehended. Trainees are asked to answers some questions (quizzes, written) based on the training topics before the training so that trainers can understand the level of the knowledge and skills. After the training is conducted, the trainees are asked to give exams (quizzes, written) on same training topic. By comparing, the pre-test and post-test assessments, trainers can figure out whether the training program is successful to enhance their knowledge, skills or not.

To find out the learning level, they raise some questions include-

- Did the trainees learn what the trainers intended to be taught?
- What is the level of learning before and after the training?
- Did the trainee enhance his skill what required for the position?

Evaluation of learning level

BRAC Bank takes quizzes and assessments after conducting the training program. This quizzes and assessment scores enable to know whether the employees are retaining what they have learnt from training program. High passing number means high percentage of employees can retain

what they have learnt from the training program. BRAC Bank uses this matrix data to evaluate the learning level of employees.

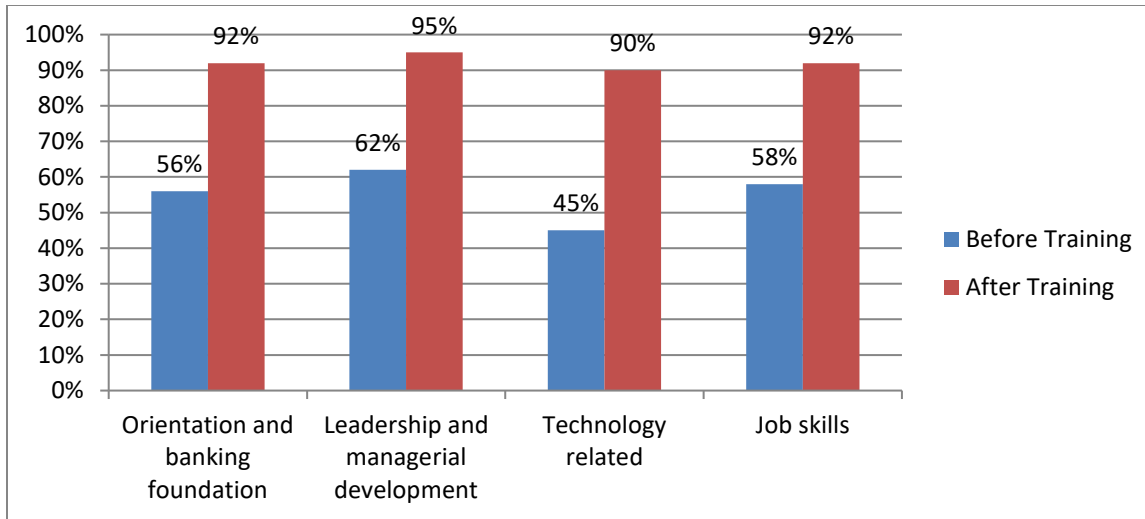
TRAINING EVALUATION MATRIX-

Name of employees-	Date-
Category of training-	
Duration-	
Overall score-	
Average score-	
Rate-	

Criteria	Level				
	Very poor	Poor	Average	Good	Excellent
	Score(1)	Score(2)	Score(3)	Score(4)	Score(5)
Learner engagement					
Training Completion rate					
Assessment scores and pass rate					
Employee's satisfaction level					

If the average score is in the range of 3 to 5, then the training program is successful for the employees. Then BRAC Bank develops next level of training program for the employees. If the average score is 1 or 2, the employees can't participate in the next level of training program. These employees need to again participate in the same training program.

Before and After Training Learning level –



Level –3- Behavior – This level evaluates whether the trainees can apply the learning on the job and change their behavior or not. Behavior level identifies any noticeable and measurable changes in employee’s performances after training. This observation may take several months after training to find out whether the trainees can transfer their learning to job. However, BRAC Bank doesn’t use behavior level to evaluate trainee’s performances.

Level-4- Results- This level evaluates the effect of training program on organization’s productiveness and profitability. The bank’s key performance indicators include ratio analysis, quality ratings, values, percentages, achievement of standards etc. However, BRAC Bank does not use this level to measure trainee’s performance.

By comparing Kirkpatrick Model with BRAC Bank’s evaluation method of employee’s performance, we find out some gaps. Gap analysis is given below-

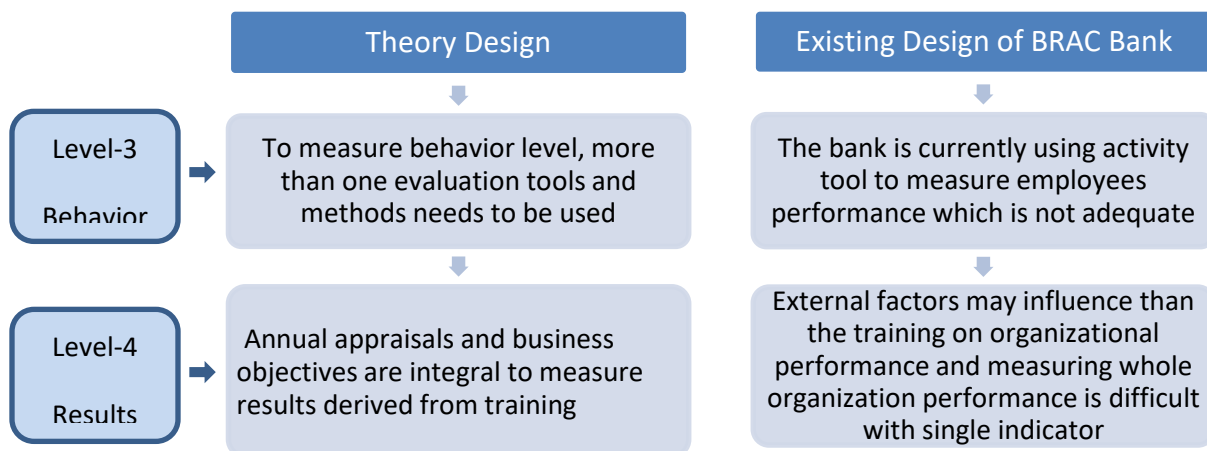


Figure 16: Gap analysis

BRAC Bank is currently evaluating training effectiveness up to second level (Learning level) of Kirkpatrick Model. BRAC Bank is facing problems to evaluate behavior level (3rd level) from the perspective of the evaluators and the trainees. The learning and development department doesn't have enough resources to run the evaluation process as it is time consuming and costly. We already know that different types of training program like orientation, in-house, need based and development are held each year by BRAC Bank (Around 700 training program was arranged in last 8 months). So, it is difficult to do one to one evaluation each year and observation of each trainee's behavior level. 360-degree evaluation process is involved in this level which is not possible to use for every training program. Moreover, measurement of behavior level is less easy to quantify and interpret with quick response system than first two levels. The measure tool is may be on the scales of positivity and negativity, but there are many external factors which influences behaviors than the content of trainings. It is difficult to understand all of these factors. Besides, there are many branches with many employees of BRAC Bank and the Learning and Development department can't control the evaluation process of all branches. Even though there is a guideline to follow all branches, but the Learning and Development Department can't evaluate all employee's behaviors level. By this way, a gap is created between learning level and behavior level.

As BRAC Bank evaluates training effectiveness up to second level, it does not evaluate results. There are many external factors that may affect the performance of banks than training program such as – high share price, inflation, stock market performances etc. These external factors affect the profitability ratios of banks. So, it is difficult to find out the effectiveness of trainings on bank's profitability. There is no accurate measurement tool that can evaluate the whole performance of the bank by comparing with training program. However, ROA, ROE, ROI, net profit after tax, EPS, liquidity ratios etc. ratio analysis can determine the performance level of the bank. But these ratios are mostly affected by external factors than training program. Besides, there is budget constraint to evaluate all of these ratios with training program. So, there is also gap to use reaction level to evaluate the effectiveness of training program.

3.3.5 Impact of training on BBL –

- Enhance employee's performances – BBL arranges training program for employees when they find out performance gap due to the insufficient of knowledge, skills and positive attitudes. Successful training programs are able to enhance their knowledge, skills, understanding and positive attitudes towards their work. Then employees can use their valuable knowledge, skills and attitudes learnt from the training and development program to perform their activity. Thus, employee's productivity increase and affect the performance of the organization.

- Retain employees- BBL tries to build employee's confidence through this training program. Employees think themselves as valuable assets for the bank as the bank use their valuable time and resources to improve employee's performance level. Learning and Development Department of BRAC Bank give appreciation when an employee successfully completes the training program. Sometimes, trainees get rewards when they ranked at first place through the training session. By this way, employees will be motivated to work hard for the bank.
- Reducing the need for constant supervision- Through the effective training and development program, BRAC Bank's employees are able to enhance their knowledge, skills and capable to perform tasks without continuous supervision. This reduces the work load of supervisors and they can do other works more effectively.
- Assist to improve bank's culture – Effective training and development program assist BBL to improve its culture. BRAC Bank provides a clear overview of culture, policies, procedures, goals, objectives to new employees by orientation training program. Besides, training and development opportunities are in line with attributes such as transparency, positivity, uniqueness, acknowledgment for a strong culture.
- Enhancing employee engagement – BBL arranges training and development program which are relevant with the needs of employees and the bank's requirement. When employees find out the importance of training and relevancy, their positive attitude is developed. Providing employees with learning opportunities through training program indicates that the bank is willing to support to build their career. Moreover, employees will be morally engaged to work at their high level for the betterment of BBL.

3.4 Summary and Conclusions

BRAC Bank is one the most renowned bank in Bangladesh. The bank is well recognized for high quality products and services. The human resource department of BRAC Bank is very supportive to employees and they work in effective way with the co-ordination of other department to achieve organizational goals. Besides, it has a well-organized training center with internal experts. Internal experts are very proficient to design training program and provide detail guidelines with the recommendations of supervisors and department heads. Moreover, BRAC Bank provides opportunities to employees for career growth. Due to the pandemic of COVID'19, all of the training programs are arranged through E-Learning platform. They are trying to covert traditional training process to modernization. The modernization training process will help BBL to take lead position in the banking sector.

BRAC Bank has a large number of branches and capable employees. Furthermore, BRAC Bank needs to invest more funds to conduct effective training programs that can enhance employee's productivity. By this way, BBL can compete with other banks and gain a significant position in

the banking sector. By analyzing all of the factors, we can say that success of the bank largely depends on effective nursing of human resource into real resource.

3.5 Recommendations

Here, I would like to recommend on some factors and they are -

- ❖ Training process should be more specific and clearly stated so that employees can understand thoroughly.
- ❖ Training objectives should be developed in accordance with organizational goals and objectives which helps the employees to understand the importance of trainings for them and BBL.
- ❖ E-learning platform needs to be more modernized and guidelines of using this platform need to be more details.
- ❖ BBL needs to invest more on resources used for training program and hire more external experts for need-based training.
- ❖ To motivate employees for training program, BBL need to provides more appreciation and rewards.
- ❖ BBL limits their evaluation process up to the 2nd level of Kirkpatrick Model. They should develop new strategy to evaluate the effectiveness of training program.
- ❖ TNA process needs to be more organized and detailed to employees. Thus, employees can understand how their performances are evaluated through pre-test and post-test.\
- ❖ The assessment should be clarified to employees so that they can figure out their weakness, strengths and in which area they need to work hard.
- ❖ BBL should provide both positive and negative feedbacks based on employees' performances during the training program in regular basis.

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3.7 Appendix

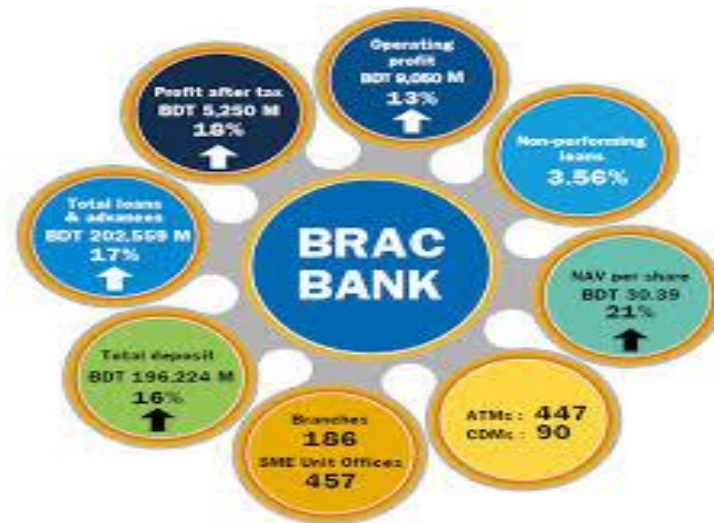


Figure- Training management of BRAC Bank

HRM Practices in Brac Bank:

- ✓ **Employee training & Development**
- ✓ **Performance appraisal and promotion**
- ✓ **HR Compensation Activities**
- ✓ **HR Controlling Activities**

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Figure 2- HRM practices in Brac Bank



Figure 3- Training need assessment of BRAC Bank

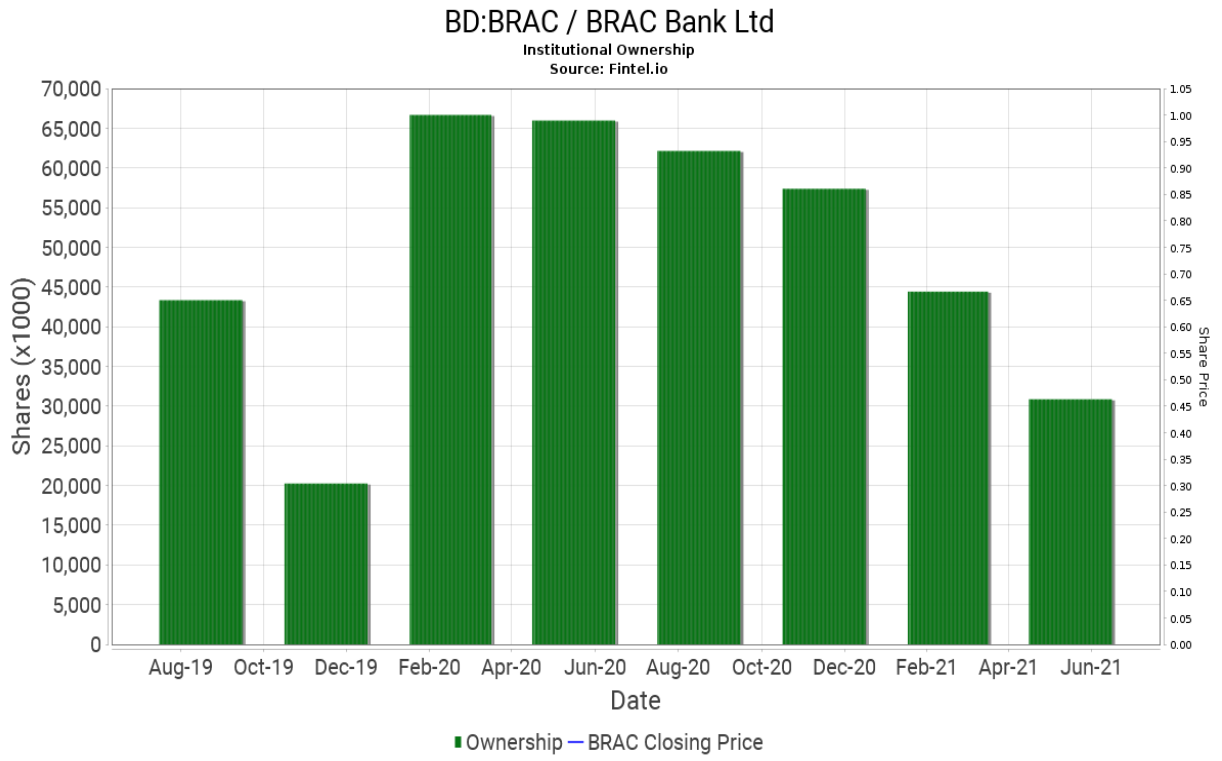
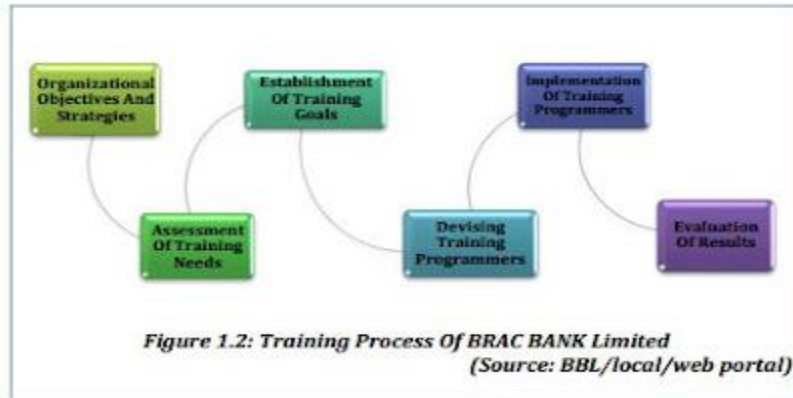


Figure 4- BRAC Bank institutional ownership



2.7 TYPE OF TRAINING:

Training programs include-



Figure 5- Training Process and types of BRAC Bank

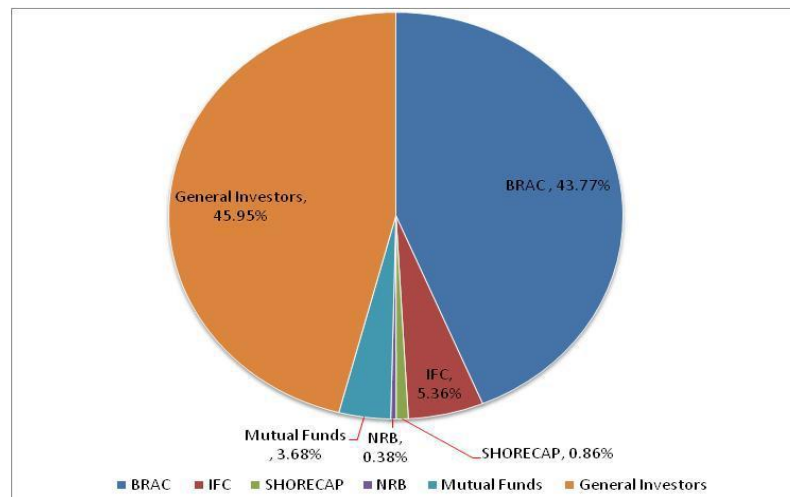


Figure 6- Perception of BRAC Bank employees regarding training effectiveness

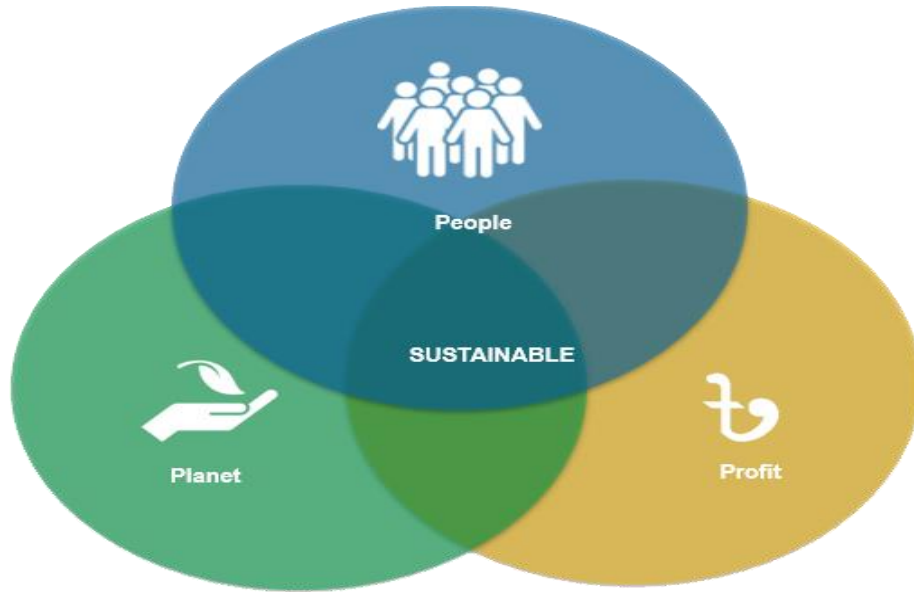


Figure 7: 3P form of BBL

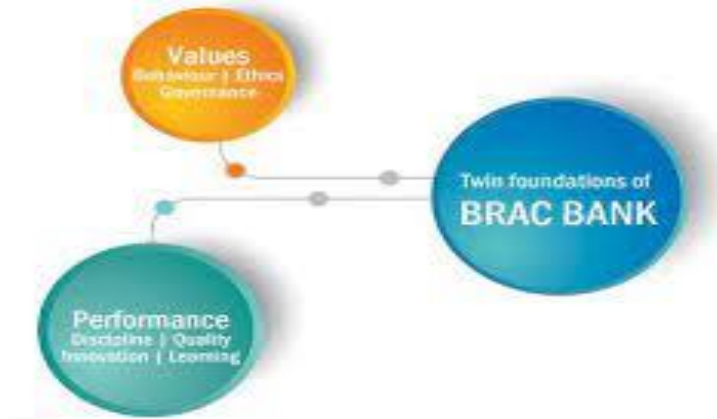


Figure 8: Recruitment function



Figure 9: Training management of BRAC Bank Limited