

Report On

Ascribing dimensions enhancing employee innovation: function of job characteristics, psychological capital (PsyCap), work-based learning (WBL) and inventive environment

By

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

Brac Business School
Brac University
February 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name and Signature

Lamiza Aleen

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Supervisor's Full Name and Signature

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Assistant Professor, Brac Business School
Brac University

Letter of Transmittal

Dr. Tarnima Warda Andalib

Assistant Professor,

Brac Business School

Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on ascribing dimensions enhancing employee innovation: function of job characteristics, psychological capital (PsyCap), work-based learning (WBL) and inventive environment.

Dear Madam,

It's an honour and a massive pleasure on my part to conclusively submit the internship report under your percipient guidance. The report is constructed in accordance to your incisive and detailed specifications as well as official guideline of Brac Business School which makes me anticipate the report to be comprehensive and gratifying with regard to envisioned outcome. I had the opportunity to work as an intern at Trust Bank Limited. It was essential have a practical exposure and pragmatic understanding of what was learnt throughout the past four years as a devoted student of Marketing and Human Resource Management. Throughout my internship, I fathomed the significance of having functional knowledge of the corporate world. I am appreciative for the completion of my internship report satisfactorily under your guidance as you mentored me and provided all the essential assistance throughout my internship. I tried to assemble the report with important, reliable, valid information and implied academic knowledge in a compact and thorough manner.

I firmly believe, you would find the report insightful and the report's outcome would fulfil the expectation.

Sincerely yours,

Lamiza Aleen

Student ID: 18204081

Brac Business School

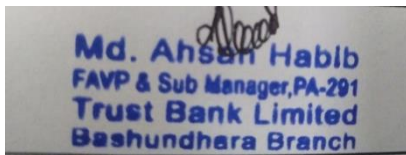
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Date: February 7, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between Trust Bank Limited and the undersigned student at Brac University, Lamiza Aleen. It was allowed to imply pertinent and relevant information from the Trust Bank Limited's website, annual reports operational manual, Human Resource (HR) manual and data obtained throughout my internship. There is no prevalence of confidential information in the report as official website and annual reports of the organization contain general information. Without getting authorization from the supervisor, I have refrained from revealing any material obtained to a third party. As a part of BUS400 course, I was allowed to comprehensively articulate various practices of Trust Bank Limited. The information existent in their website, manuals, and annual reports offer no harm to the organization.

Supervisor's Information of workplace:



Supervisor Name: Md. Ahsan Habib
FAVP & Manager Operation & Credit,
Trust Bank limited
Bashundhara Branch
Address: 12/D/E, Bashundhara R/A, Dhaka-1229

Student's Information:

Lamiza Aleen

Name: Lamiza Aleen
Student ID: 18204081
Student of Brac Business School
Brac University

Acknowledgement

The internship report is constructed by the adequate and incisive guidance of few persons who have played significant role in the formulation of the comprehensive report. Their guidance helped to comprehend various components of the report which seemed to be complex initially. The information provided by them enabled the formulation of an insightful report.

First and foremost, I would place my gratitude to almighty Allah for providing me with boundless strength, perseverance and persistence for the effectual completion of the internship report. The mercy showered by Him enabled in the completion of the report in a befitting and an envisioned manner.

I would graciously shower my gratitude to the internship advisor, Dr. Tarnima Warda Andalib. Her support, patience, enthusiasm and detail-oriented mindset facilitated me to dig deep into the components of the report and articulate each part comprehensively. The prompt and eloquent suggestions provided by the advisor enabled to make the report effectual and insightful. The all-inclusive articulation helped to showcase the broader and extensive picture of Trust Bank Limited that would enable to grasp the wide-ranging practices of the bank.

I would showcase my whole-hearted appreciation to the onsite-supervisor, Md. Ahsan Habib for providing me with resourceful and fruitful information which massively enabled in the articulation of numerous practices of Trust Bank Limited. He has effectually assisted in broadening knowledge on general banking. The in-depth interview of his helped to fathom detailed procedure of the practices of the bank which would be beneficial for the readers as they would be able to grasp the entire essence of the organization.

The internship opportunity has helped to experience pragmatic work environment and enabled to acquire knowledge on the implication of academic theories on the organization. The practical application of marketing and human resource management concepts and theories were observed in the marketing management practices of Trust Bank Limited. Practical experience, implementation of academic theories, alignment of the academic and workplace knowledge helped to gain a wholesome understanding of the work life. The knowledge acquired during the internship would be cherished and applied in life to obtain fruitful and progressive result.

Executive Summary

Trust Bank Limited is a great proponent and supporter of financial-inclusion and has devised products to assist people. They focus on clients by placing them at the core of strategy formulation to help them grasp utmost services. Trust Bank Limited plays a crucial role in knowing the preferences of clients and considering them as development companions by encouraging them to position their advocacies. Through the use of effective and mechanized technologically led services, clients obtain high-quality services. The network structure of the bank was repositioned, numerous services were launched in accordance with industry standard, and conversion to a new Core Banking System (CBS) program took place. But to culminate higher customer satisfaction employee innovation is crucial as it enables improved decision-making, idea generation, effectual problem solving, execution of innovative ideas, cater to newly developed customer demand, and bring about upheaval by offering innovative goods and services to customers. The report would quantitatively analyse the factors that enhance employee innovation which would enable the employers to gain precise idea about the attributing dimensions and develop job design having the capability of fulfilling crucial job elements. The report would further help both employees and employers to fathom the essentiality of psychological capital, inventive environment and work-based learning to enhance employee innovation at workplace to facilitate optimum customer satisfaction. In the report, first part concisely showcases job duties, contribution to the company and the benefits acquired through the internship program. The difficulties encountered are also showcased along with the recommendations which can facilitate better experience for future interns if implemented. The second part of the report effectually and comprehensively showcases management practices which entails leadership style, recruitment, selection, training, compensation and performance appraisal system prevalent in Trust Bank Limited. Second part of the report extensively discusses marketing practices along with the design and launch of various new products and services throughout the year. Again, accounting practices, financial performance, operations management and information system practices are widely explained accompanied by the utilization of Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, automated accounting system and computerized MIS (management information system). The second part also showcased evaluation of macro environment by PESTLE analysis and porter's five forces model; SWOT analysis is described to assess the internal environment of Trust Bank limited. Numerous recommendations are also showcased which can be beneficial if embraced. Final i.e. project part of the report is a crucial and integral part which portrays exploratory research which helped in the development of an approach to find out attributing dimensions that enhance employee innovation. It also portrayed causal research which quantitatively analyzed the data (reliability and correlation analysis) obtained from the employees of Trust Bank limited through survey questionnaire to test the hypotheses and fathom the factors that enhance employee innovation.

Keywords: Trust Bank Limited; financial inclusion; employee innovation; customer satisfaction; Flora Bank Web

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List of Acronyms

TBL	Trust Bank Limited
ATM	Automated Teller Machine
TP	Transaction Profile
KYC	Know Your Customer
MFS	Mobile Financial Services
POS	Point of Sale
EMI	Equated Monthly Instalment
BACPS	Bangladesh Automated Cheque Clearing Systems
BEFTN	Bangladesh Electronic Funds Transfer Network
RTGS	Real Time Gross Settlement
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
CSR	Corporate Social Responsibility
SMS	Short Message Service
NBFI	Nonbanking financial institution

Chapter 1: Overview of Internship

1.1 Student Information

Name: Lamiza Aleen

ID: 18204081

Program: Bachelor of Business Administration

Specialization: Human Resource Management and Marketing

1.2 Internship Information

1.2.1 Company information

Period: October 17, 2022 - January 16, 2022.

Company Name: Trust Bank Limited

Division: Account opening division of Trust Bank Limited (Bashundhara Branch)

Address of Trust Bank Limited (Bashundhara Branch): 12/D/E, Block-A, Bashundhara R/A, Dhaka-1229

1.2.2 Internship Company Supervisor's Information

Name: Md. Ahsan Habib

Position: FAVP (First Assistant Vice President) and Manager Operation & Credit

Internship objectives

- Internship is regarded as a crucial part for the completion of the degree. The successful and effectual completion of the internship would enable to obtain the precious degree which would help to sculpt life in an effective manner. So, one of the objectives is the attainment of the hard-earned degree.
- Internship enables to practically apply the theories, models and concepts gained throughout the undergraduate study. The workplace provides the opportunity to imply the concepts practically and observe the consequences of the established concepts. Another objective of the internship is the practical implementation of the established theories, models and concepts acquired in the academic life.

- Internship enables to obtain professional exposure while preparing an individual for a demanding corporate position. One of the objectives of internship is to gain practical experience of the workplace and obtain the essence of working in a competitive organization.
- To get acquainted with the pragmatism of the corporate world, to imply the acquired academic knowledge, to fathom the environment of the acceptable commandments of the workplace and to be equipped to face the corporate world with self-efficacy, optimism and confidence are the core objectives of the internship.

1.2.3 **Job Scope**

- **Scoring customers and precisely placing information in KYC (know your customer) form:**
 - A vital job responsibility was to place scores in the lists attached to the KYC (Know your customer) form. There was existence of various criteria such as activity related to job, month-wise financial transaction, monthly income, category of account opening and residency status which were needed to be scored based on the standard scoring method designed by the bank.
 - KYC (Know your customer) form required to fill up numerous information such as name of the account, type of the account, reason for opening the account, occupation of the client, approximate monthly income of the client, source of funds, national ID card number, birth registration number, electronic tax ID number.
 - The KYC (Know your customer) form consists of two annexures such as annexure-1 and annexure-2 which helps in calculating or gauging the risk associated with the client and assess whether the client is of high risk or low risk.
 - The form enables the measurement of the risk and define the customer as “high risk customer” or “low risk customer” depending on the score obtained by them in the form.
 - After diligently placing scores in numerous criteria such as job prevalent in the annexure 1 and 2 of KYC (know your customer) form, the high risk or low risk customer is obtained which is then passed to the assigned authority to take incisive decision regarding the opening of the account of the customer.
 - The score is segmented into two parts, if a customer obtains a score less than or equivalent to fourteen, then the customer is referred as “low risk customer”; whereas when customer acquires a score more than fourteen, then the customer is referred as “high risk customer”.
 - There is existence of two types of decision based on the type of the customer obtained through the scoring process. If the customer is a “low risk customer”, then the authorized employee in the account opening department starts the procedure of

Through quantitative analysis total amount of deposit, total amount of withdrawal, number of deposits and number of withdrawals were estimated.

- Again, depending on the type of the account the estimation of the deposit and withdrawal was done. In case of savings account more emphasis was placed on amount of deposit and greater emphasis was placed on amount of withdrawal for current account.
- So, the transaction profile helps to know the estimated monthly income of the customer, estimated monthly turnover (in case of institution), estimated amount of incoming and outgoing monthly financial transactions, estimated highest amount of incoming and outgoing monthly financial transaction and anticipated number of financial transactions conducted in a month.

Fig. 2: Transaction profile

- **Checking information provided in ERP (Enterprise Resource Planning) System for investigation:**

- Checking the information which were provided for investigation was the most vital task that was conducted for the maintenance of security, avoidance of fraudulence and combat against money laundering.
- In the ERP system of Flora Bank Web, the letters containing information for precise investigation was transmitted by the bank’s head office. In the pending section of the ERP system all the letters were prevalent which were segmented by “on

process” and “immediate checking required”. The “on process” letters were checked on the following day but “immediate checking required” labelled letters were checked on the day of issuance.

- In the letter, the name of the account holder, national identity card number (NID), income tax (TIN) number are provided. The information of the person that are placed in the letter is involved in fraudulence. So, the information prevailed in the letter are thoroughly checked using customer information system of Flora Bank Web to see if that individual has any account with Bashundhara branch. If the account is found then on immediate basis the head office is informed along with the bank statement of each fiscal year of that account; if the account is not found in the branch then letter within the EPS system is updated stating “No account is found with us”.

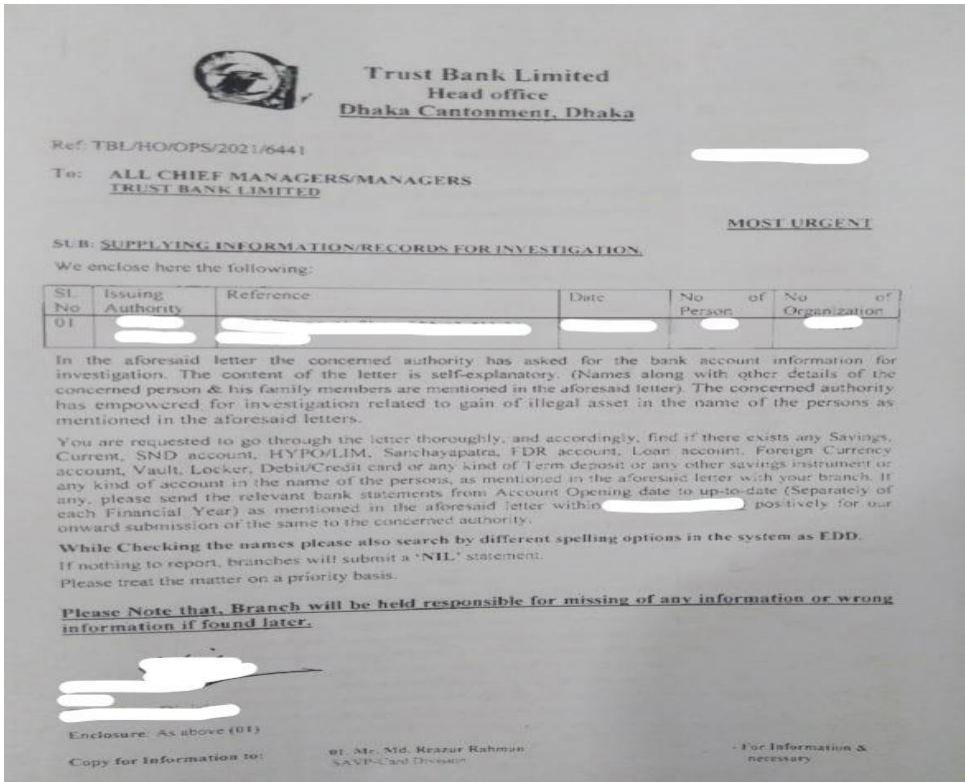


Fig.3: Letter provided in ERP for investigation

- **To meticulously check user-wise daily transaction of the branch**
 - In Bashundhara branch of the bank, there persisted twelve employees. At the end of the day the daily transactions of each of the employee were printed and placed together in the form a compiled voucher. The compiled voucher contained the daily transactions conducted by each of the employee of the bank.

- Various signatures were required in the voucher, such as “prepared by”, “authorized by”, “examined by”, “cash-in-charge” and “teller signature”. The vital task was to meticulously check the presence of all the signatures in the voucher which would help to showcase the reliability, authenticity, credibility and security of the transaction conducted.
- The “prepared by” signature was placed by the employee who made the transaction which was later examined and authorized by the manager of the branch. If the signatures weren’t prevalent then the first task was to write about the missing signatures in a paper and on an immediate basis sent the paper along with the voucher to the manager for taking the signatures and confirm voucher to be completed. At the end of the month the audit committee check the vouchers to record the financial transactions of the bank.

Trust Bank Limited
Diksha Corporate Islami

Trust Bank

User Wise Transaction Summary of **Bashundhara Branch** on **02/12/2021**

Flora ID	User Name	No. of Cash Debit	Total Amount of Cash Debit	No. of Cash Credit	Total Amount of Cash Credit	No. of Clearing Debit	Total Amount of Clearing Debit	No. of Clearing Credit	Total Amount of Clearing Credit	No. of Transfer Debit	Total Amount of Transfer Debit	No. of Transfer Credit	Total Amount of Transfer Credit
500	Ahsan Habib ✓	0	0.00	0	0.00	0	0.00	0	0.00	8	0.00	0	0.00
1947	Bank Pos Pragati Bc	8	0.00	0	0.00	0	0.00	0	0.00	7	0.00	0	0.00
6385	Jinnat Aktermed Shadogh	0	0.00	0	0.00	0	0.00	0	0.00	8	0.00	0	0.00
4949	Kamrunnessa ✓	0	0.00	0	0.00	0	0.00	0	0.00	7	0.00	0	0.00
2578	Moumita Khan ✓	0	0.00	0	0.00	5	0.00	5	0.00	28	0.00	0	0.00
1036	Md. Sabina Yasmin	78	0.00	0	0.00	0	0.00	0	0.00	104	0.00	0	0.00
2809	Nafis Ahmed ✓	0	0.00	0	0.00	4	0.00	4	0.00	9	0.00	0	0.00
3788	PJT-T10-4 ✓	0	0.00	0	0.00	0	0.00	0	0.00	5	0.00	0	0.00
4934	PJT-T10-4 ✓	0	0.00	0	0.00	0	0.00	0	0.00	2	0.00	0	0.00
6576	Rasul Karim Muzumder ✓	0	0.00	0	0.00	0	0.00	0	0.00	3	0.00	0	0.00

Fig. 4: user wise transaction of Bashundhara branch

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

- **Expedited account opening process**
 - Scoring customers and precisely placing information in KYC (know your customer) form helped the bank to determine “high risk customer” or “low risk customer” based on the obtained score in the “know your customer” form. The meticulous score giving in numerous criteria presented in the annexure 1 and 2 of KYC (know your customer) form, helped the company to obtain the type of the customer and to take incisive decision regarding the opening of the account of the customer. The scores of various retail and corporate clients, helped the bank to make faster decision regarding the activities conducted by the bank for opening the account or to ask for further valid documents to reduce the risk factor of the client.
 - Filling up the client and the account information in an incisive and careful way reduced the error and expedited the process of account opening. As the bank is regulated in a centralized way, all the account opening documents are send to the central headquarter of the bank for authorization and the account to be opened. If all the information prevailing in the account opening form is error-free then the account would be authorized quickly without it being send back to the branch for further corrections. Because of the information placed in the account opening form without mistakes, over-writing and ensuring proper prevalence of information in all the fields, the account opening process and the authorization from the centralized headquarter was accelerated.

- **Helped in the estimation of monthly transaction enabling to fathom valuable clients**
 - Various documents such as income document, income source declaration of the retail customers and financial records of corporate customers were thoroughly assessed to estimate month wise total amount of deposit, total amount of withdrawal, number of deposits and number of withdrawals. This helped the branch to understand the valuable retail and corporate clients. If more amount is deposited to the branch then it's beneficial for the progression of the bank. If more amount is deposited it also showcases the reliability, credibility, acceptability and security essence of the bank. So, the assessment in the transaction profile helped the bank to gain deeper understanding of who the valuable clients are, the acceptability of the bank and helped the bank to strategize the ways to build stronger relationship with the valuable clients.
 - As, the estimation in the transaction profile helped bank to know monthly income of the customer, estimated monthly turnover (in case of institution), estimated

amount of incoming and outgoing monthly financial transactions, estimated highest amount of incoming and outgoing monthly financial transaction and anticipated number of financial transactions conducted in a month, it helped the bank to formulate and design products keeping the traits of the clients such as propensity of transactions, highest amount of monthly deposit and highest amount of monthly withdrawal in mind.

- **Minutely helped in combatting fraudulence**

- The information was provided in “Enterprise Resource Planning” for investigation was checked thoroughly which helped in the maintenance of security, avoidance of fraudulence and combat against money laundering.
- The confidential letter was sent by the headquarter in the ERP (enterprise resource planning) system which contained the name of the account holder, national identity card number (NID), income tax (TIN) number. As, the information placed in the confidential letter was of the person involved in fraudulence, the information was meticulously and thoroughly checked using customer information system of Flora Bank Web to see if that individual has any account with Bashundhara branch.
- In the internship tenure of three months only two accounts of the fraudulent individuals were found in the Bashundhara branch of the bank which were immediately informed to the headquarter along with the bank statement of each fiscal year of those accounts. So, the checking of the information provided in the letter helped the branch to find out the existence of the accounts of the people involved in fraudulence.

- **Minutely assisted in maintaining credibility of daily employee transaction**

- Cautious and vigilant checking of signatures, such as “prepared by”, “authorized by”, “examined by”, “cash-in-charge” and “teller signature” helped the branch in maintaining credibility and trustworthiness of the daily transaction of each employee.
- The transaction conducted by each of the employee should be checked by higher authority so that no illegal transactions or transactions for self-gain are carried out. So, “authorized by” and “examined by” signatures are vital to be checked. The meticulous checking of the prevalence of signatures in the voucher helped the branch to maintain credibility, trustworthiness and reliability of the daily user-wise transaction of the Bashundhara branch as presence of all the signatures in the voucher showcase the authenticity, credibility and security of the transaction conducted.

1.3.2 Benefits to the students

- **Understood the significance of job characteristics**
 - Internship enabled to understand the significance of job characteristics. The internship helped to gain practical experience of the type of the job design that facilitates intrinsic motivation and employee engagement. From the internship, it was well understood and fathomed that task significance, task autonomy, task identity, task variety and feedback are inevitable for employee engagement and job satisfaction.
 - Because of considering the tasks assigned to be significant as it had effect in the accomplishment of the broader objective of the branch; more enthusiasm, motivation and engagement were showcased for accomplishing the tasks in a befitting manner.
 - The identifiable portion of the tasks were conducted which required implementation of various skills, autonomy prevailed and after completion of identifiable portion of the task adequate feedback was provided which helped to infuse intrinsic motivation for better accomplishment of task and gained satisfaction through the process of doing the task.

- **Fathomed the importance of self-efficacy, optimism and resilience in the work place**
 - Internship helped to understand the importance of self-efficacy because self-efficaciousness helped to accomplish task which initially seemed to be complex to conduct.
 - Self-belief and confidence can help an employee to accomplish any task in an effective and victorious manner. Optimistic attitude also helps an employee to look at the brighter side and face all the obstructions with positivity that helps in the accomplishment of the task efficiently.
 - Resilience too play vital role in helping an employee succeed in the workplace because the employee knows the way to combat any hazardous, vulnerable, distressful situation and deal with the obstructions with self-efficaciousness and optimism.
 - So, internship not only enabled the proper understanding of self-efficacy, optimism and resilience, but also facilitated practical implementation of psychological capital in the workplace.

- **Familiarization with work-based learning**
 - Internship facilitated cognitive learning and behavioral learning which helped in gaining knowledge in the workplace. During internship, through cognitive learning strategy, various new information was obtained regarding banking and was indulged in understanding how the acquired information help in accomplishing the task and based on the obtained information tried to gauge the related information which could help in accomplishing other tasks.
 - Through utilization of behavioral learning strategy during internship various information regarding account opening process, enterprise processing system, Flora Bank web, KYC and transaction profile were gained. Open communication with the employees expedited the behavioral learning in the bank. So, internship helped to be familiarized with work-based learning.

- **Understanding the significance of resource-based view model in the workplace**
 - During internship, clear understanding was gained about resource-based view model as the internal resources of the branch are valued, irreplaceable and unique. Most vital resource of the branch is the employees termed as human resource that are inevitably valuable, non-substitutable, inimitable and can be retained.
 - So, it was observed that much emphasis was placed in training programs, clear performance appraisal, proper dissemination of the goal and the integration of the employees in vital decision making of the branch which helped to strengthen the resource-based view model.

- **Experienced sandwich approach of feedback**
 - During internship, after the completion of each task clear feedback was provided which helped to gain understanding of the outcome expected.
 - The feedback was provided utilizing sandwich approach where for the task accomplished the appreciation was placed, followed by the things that could be done in an alternative manner for better result and ended the feedback with optimistic statement showcasing the potentiality of better performance.

- **Experienced workplace environment**
 - Undergraduate studies have a vivacious and fundamental role in making students embrace various concepts but the practical implications are not showcased. But the workplace provides the opportunity to imply the concepts practically and observe the consequences of the established concepts.
 - Internship provided the opportunity to experience the workplace environment and equipped me for the rigorous corporate job. It was quite difficult to conform to the office hours but existence of job characteristics, adequate job design, appropriate feedback infused motivation to work for the accomplishment of the task assigned.

1.3.3 Problems faced during internship

- Few banking concepts were complex to be learnt within a constrained period of three months. The concepts related to clearing process, foreign exchange system, credit mechanisms need time and certain level of experience to grasp. So, restrained internship period obstructed to obtain profound knowledge on various critical concepts related to banking activities.
- The task of checking information provided in ERP (enterprise resource planning) system, required access to the Flora Bank Web. The information prevailed in the letter were thoroughly checked using customer information and enterprise resource planning system of Flora Bank Web to find whether the individual involved in fraudulence has any account with Bashundhara branch. To check the information provided in the confidential letter the Flora Bank Web was accessed using the user ID and password of the employee of the assigned department which sometimes created obstacle in the path of conducting the work because of dependence on other employee to access Flora Bank Web.
- While filling up “SBS form” which entailed account name, account number, occupation of the client, SBS code and sector code, problem was encountered because of non-accessibility of the document containing the SBS code and sector code. The SBS code and sector code varied depending on the occupation of the client. Because of non-accessibility to the document containing the list of occupation wise SBS code and sector code which existed in the file server of the official desktops; it created hindrance in the task of placing information in SBS form work because of high dependence on another employee to access the desktop. A printed document containing the list would have expedited the process of the task.
- Lack of task autonomy was a vital issue encountered during internship period. For placing the information in the account opening form, the most vital element without which the work couldn't be incepted was the “customer details” which was obtained from the intraweb go-AML of Flora Bank web that couldn't be accessed. So, high dependence on other employee to access Flora Bank web, intra-web diminished the task autonomy and slowed down the work process.

- Employees belonging to account opening department rigorously worked to provide adequate service to the clients which obstructed to gain deeper knowledge on account opening process through behavioral learning, but rudimentary knowledge was gained which enables to perform the tasks assigned during internship.
- As, the underlying focus of the employees is to provide high-quality service to the clients, so adequate time couldn't be provided by the employees to share critical details about account opening process through CIF (customer information system) of Flora Bank Web.

1.3.4 Recommendations

- The job description of the intern can be documented and transmitted so that intern would have a clear understanding of the expected works to be done and would enable the intern to visualize how the work is aligned with the broader objective of the branch.
- It's vital to make the intern realize the significance and gravity of the work, so that after realizing the task significance the intrinsic motivation is infused to indulge in better accomplishment of the task. A small session can be conducted on the first day which can include-
 - The broader objective of the branch or the goal that the branch is currently focusing on
 - The duties and responsibilities of the intern
 - Discussion on how the duties and responsibilities of the intern are aligned with the accomplishment of the goal
 - Explanation of how the activities conducted by the intern in the bank would help in the later part of the life.
- Limited access to the Flora Bank Web can be provided to the intern to decrease the task dependence which in turn would help to escalate the engagement and job satisfaction of the intern. Limited access can entail-
 - Search for the customer information in the intra reports of intraweb and provide permission to print the customer details which can expedite the process of account opening.
 - Access Trust Bank enterprise resource planning system (Trust ERP) which can accelerate the process of checking the information which were provided for investigation for the maintenance of security, avoidance of fraudulence and combat against money laundering.

The limited access In the Flora Bank Web and Intra Web means, when the intern enters the software or the intraweb using his user ID and password only the items permitted to access would be showcased in the screen. This would tremendously help intern to acquire the essence of inclusion in the workplace and would obtain task autonomy, task identity which would accelerate the work process and make the intern engaged deeply in the assigned work.

- As SBS code and sector code varies depending on the occupation of the client, so printed document containing list of occupation-sector wise SBS code and sector code would expedite the process of filling up the “SBS form”.
- Intern can be provided with identity card which can be scanned at the beginning of each working day. This would enable to monitor the punctuality of the intern. The identity card number can be utilized to get limited access in the Flora Bank Web and Intra Web. Intern can also be presented with opportunity to request office equipment for daily necessities. These opportunities would make the intern gain the essence of inclusivity in the workplace and make the intern more indulged, accountable and satisfied with the work.

CHAPTER 02: Organization Part-Trust Bank Limited: Overview, practices and strategic analysis

2.1 Introduction

Trust Bank Limited (TBL) was formed with the goal of providing people with important, reliable, credible and effectual banking services at the lowest possible cost and with the best possible standard. Trust Bank Limited has established itself as a prominent, competent, and reliable commercial private bank in Bangladesh. The Bank provides a wide range of banking solutions and products, such as liability products, asset products SME products and Islamic banking products to a variety of client sectors, comprising big and mid-sized corporations, small and medium-sized enterprises, and retailing firms. They focus solely on clients and position them at the heart of all operations to give them the optimum facilities and amenities. Trust Bank Limited plays a crucial role in knowing the wants and preferences of clients and seeing them as development partners by encouraging them to express their ideologies.

Financial inclusivity is a priority for Trust Bank. People of all classes, categories, occupations, gender, age, and economic levels are valued. Trust Bank strives to bring the financially excluded people of Bangladesh into the banking segment by being the bank for financial inclusion. The bank has been effective in attracting individuals to the banking system by offering financial goods at a reasonable and accessible price, as well as offering clients digitally guided service. Clients receive high-quality service because to the use of effective and computerized digitally guided services. Alternative delivery channels, such as debit cards, credit cards, and ATMs (automated teller machines), are provided to customers by Trust Bank Limited, which improves customer satisfaction and engagement.

Trust bank Limited's enhanced information technology facilitates in the empowerment of businesses as well as their advancement. Information technology helps businesses grow by lowering costs, boosting efficiency, and improving customer satisfaction by providing efficient services. Trust Bank Limited has integrated innovation into its operations and is continually redesigning its technology to keep up with the latest financial developments. Trust bank can serve its customers from every possible location because of unified internet banking setup. Customers can feasibly use online banking, debit cards, credit cards, and system-integrated payments through Trust Bank.

Trust Bank Limited established a new website that provided a simple and pleasant user experience. The website's quick and simple navigation ensures that clients have a better experience. Clients learn more about Trust bank Limited's goods and services because of website's user-friendly, well-structured, and informative design. The Trust Bank website was updated to ensure that design, layout and interface were compatible with all available devices. The flexible interface element improves the website's customer experience. Trust Bank Limited developed a Facebook page that aided in the growth of digital marketing by allowing customers to learn about retail asset products, retail liability products, SME banking products, Islamic banking deposit and investment products and services.

2.1.1 Objective

The chapter showcases two types of objectives. The types of objectives portrayed are-

- Broad Objective
- Specific objectives

Broad objective: The prime objective of the chapter is to profusely present all-inclusive comprehensive practices of Trust bank limited which entails management practices, marketing practices, accounting practices, operations management and information system practices.

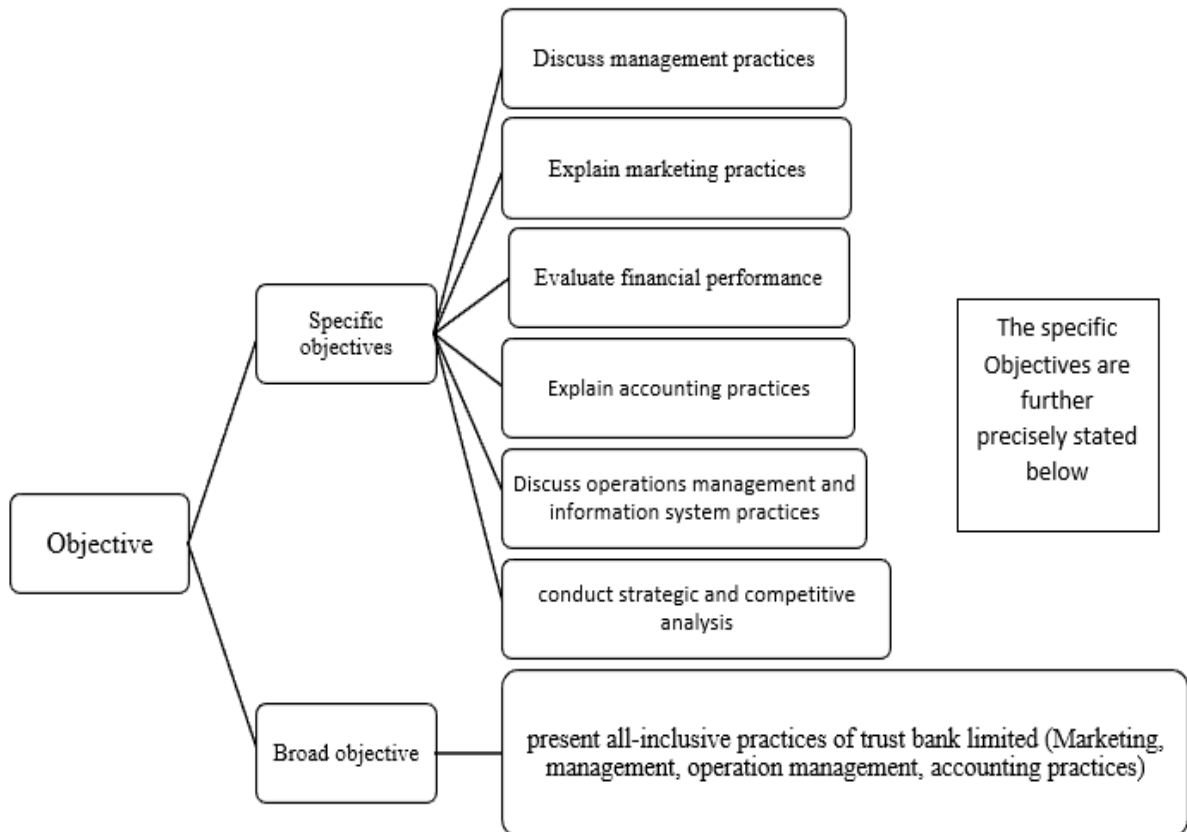


Fig.5: Broad and specific objectives

Specific objectives: The prime objective is segmented into specific objectives to broadly define the objectives persisted which facilitate clear reflection on the chapter. The specific objectives of the chapter are:

- determine the leadership style prevalent in Trust bank limited
- analyze how the leadership style helps to achieve goals and objectives of Trust bank limited
- discuss the recruitment and selection process
- explain the compensation system.
- discuss the training and development practices
- discussion the performance appraisal system
- explain the marketing strategies
- explain the advertising/promotion strategies of Trust bank limited
- discuss the activities related to branding of Trust bank limited
- identify vital marketing issues and gaps of Trust bank limited
- analyze and interpret financial performance
- discuss accounting practices which comprise of accounting principles, accounting methods, accounting cycle and method of depreciation of Trust bank limited.
- discuss operations management and information system practices and
- conduct strategic and competitive analysis of Trust bank limited.

2.1.2 Methodology

Exploratory research design (Qualitative research) is used to precisely collect information for this chapter. The reasons for choosing exploratory research for chapter-2 are stated below-

- The exploratory research would provide insights about various practices of Trust bank limited.
- The exploratory research would provide proper understanding of management practices, marketing practices, operations management, information system practices and accounting practices.
- The exploratory research design is flexible and versatile which would help to gain insights and understanding of Trust bank's practices.

- Under exploratory research design the methods used to collect information are-
 - Secondary Data
 - Depth interview (Direct/Non-disguised qualitative research)

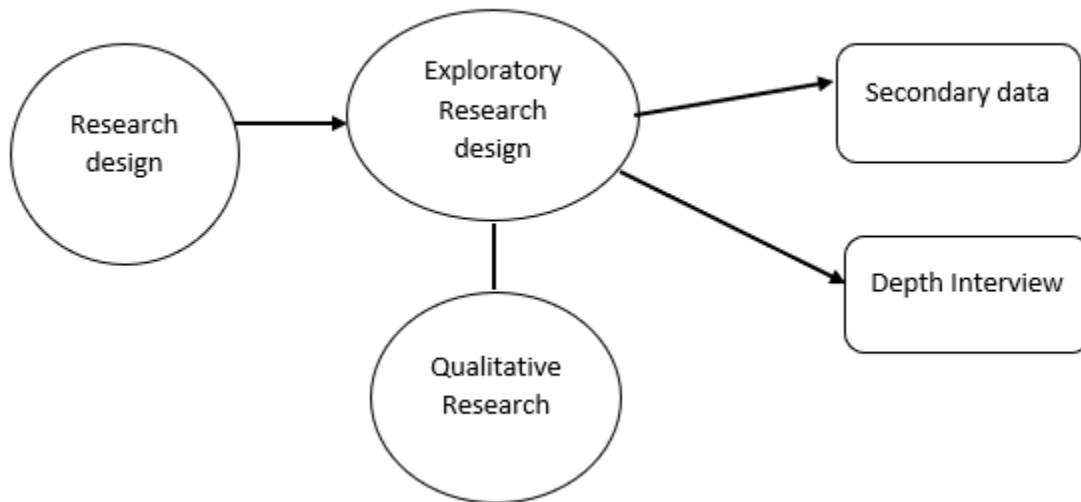


Fig.6: Methodology used to collect information

The sources of the secondary data are stated below-

Trust Bank Limited's-

- Annual Reports (2016 -2020)
- Operational Manual-2014
- Employee Manual (HR Manual)
- Accounts and Finance Manual (Version 2)
- HR (Human Resource) Service Manual
- Master circulars
- Official documents
- Product Program Guidelines (PPG)
- Website

primary data sources are stated below-

- Depth interviews of Md. Ahsan Habib (FAVP & Manager Operation & credit) and Ms. Umme Kulsum (Assistant Vice President).
- Practical work experience in account opening department of Trust bank limited.

2.1.3 Scope

The chapter provides an insightful overview of Trust bank limited. It also presents comprehensive practices of Trust bank limited which includes management practices, marketing practices, accounting practices, operations management and information system practices.

Again, the chapter presents marketing strategies, targeting and positioning strategies, advertising and promotion strategies, branding activities, marketing channels, new product and service development lists from 2016 to 2020, competitive practices and marketing gaps of Trust bank limited which gives an overall understanding of the marketing practices and performance of Trust bank limited.

The chapter showcases various software used by Trust bank limited such as Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, computerized human resource management system and automated accounting system which enables operational activities of Trust bank limited to be more efficient, accurate, credible and secure.

The chapter also presents thorough description of the leadership style, recruitment and selection process, compensation system, training and development practices and performance appraisal system of Trust bank limited. This portrays an overall picture of how the human resources of Trust bank limited are managed, monitored, trained and appraised for the betterment of the employees and on a broader scale for the progression of Trust bank limited.

The chapter discusses the accounting principles, accounting methods, accounting cycle and depreciation methods followed by Trust bank limited. Various accounting disclosures are made in this chapter along with financial analysis of the last five years of Trust bank limited. Evaluation of Trust Bank Limited's external environment and internal environment are presented in this chapter, i.e. Trust Bank Limited's macro environment is evaluated using PESTLE analysis, the immediate industry and competitive environment is assessed using Porter's five forces model of competition and the bank's internal environment evaluated with the help of SWOT analysis. So, a detailed picture of Trust bank limited is projected through this chapter enabling to gain insights about all aspects of Trust Bank Limited.

2.1.4 Limitations

The limitations encountered in the preparation this chapter are stated below:

- Limited internship period restricted to gain deeper knowledge on various critical subjects related to banking.
- Obstructed grasping of in-depth understanding of various subjects of banking because of non-relevance with academic majors which couldn't be described efficaciously.
- The subject matter of each of department of bank is vast which requires time and certain level of understanding and experience to grasp, fathom and comprehend.
- Various vital tasks were conducted by experienced employees and because of not having the access to know about the process of the completion of the task, it couldn't be included in the explanation of various practices of Trust bank limited.
- Numerous crucial documents and information stored in the Flora bank web are only accessible and utilized by the employees. So, the non-accessibility to the vital documents didn't enable the inclusion of important information which could have facilitated better articulation of the practices of the bank.
- Confidentiality and secrecy of the bank didn't allow to explicate all the practices of bank in the detailed manner by using their personalized terminology rather more generalized data are included to keep the secrecy of the bank intact.
- Employees belonging to various departments rigorously worked to provide adequate service to the clients which obstructed to gain more detailed information. As, the underlying focus is to provide high-quality service to the clients, so adequate time couldn't be provided by the employees to share critical details about various practices of Trust bank limited.
- Job specialization rather than job rotation was highly seen in Trust bank limited because of which employee belonging to a certain department knew about all the product program guidelines, policies, functions of that particular department but lacked adequate knowledge regarding the functions of other departments. So, it wasn't easy to gain an overall understanding of how the functions of different departments of the bank are co-related and interdependent with each other.
- The in-depth interviews of manager of operation & credit and assistant vice president was conducted which required certain level of command on the topic to ask questions and follow-up questions for gaining valuable insights.

Although limitations were encountered, the information were collected from authentic, credible and reliable sources which ensures the trustworthiness and accuracy of the information placed in the explanation of various practices of Trust Bank Limited.

2.1.5 Significance

There are numerous significances of the chapter “organization part” which are described below-

- It encompasses of wide-ranging practices of Trust bank limited, such as management practices, marketing practices, accounting practices, operations management and information system practices. The knowledge about all-inclusive practices is significant as it helps to gain overall understanding of how Trust bank limited performs and how various practices enable Trust Bank limited to progress in the path of development.
- The chapter contains detailed marketing practices of Trust bank limited which helps to comprehend that Trust bank limited believes in financial inclusion because of the existence of products and services for all irrespective of class, occupation, gender, religion and age. It also helps to fathom that Trust bank limited considers clients as development partners. This is considered to be significant as it has the potential to attract customers as they would know about various marketing activities, promotional activities, discount offers and be drawn towards availing the products and services of Trust bank limited.
- As the chapter contains detailed description of widespread practices of Trust bank limited, it would preliminarily help to increment customer awareness which would lead to customer engagement because they would know about the products and services offered, numerous benefits provided to the card holders by the allied companies, various software used for efficiency and security of services, the financial performance of Trust bank limited, the CSR(corporate social responsibilities)activities and introduction of high-quality services.
- This chapter is significant as it presents the indulgence of the Trust bank limited in upgradation of Information technology, introduction of EMV cards having two-factor authentication, SMS alert system, real time gross settlement (RTGS) service and disaster recovery site helps to infuse sense of security, credibility and efficiency in the minds of customers.

- The chapter explains the management practices of Trust bank limited which showcases the way employees are trained, provided with various facilities, accurately appraised and given competitive compensation. This portrays the employee satisfaction that leads to better employee performance which is significant as it would help customers to know about the efficient manpower who would be able to provide them with adequate service.
- This chapter incisively discusses the use of various software by Trust bank limited, such as Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, computerized human resource management system and automated accounting system which makes the operational activities of Trust bank limited more efficient, accurate, credible, secure and quicker. This chapter is significant as the recognition and mindfulness of the prevalence and use of the software in banking operations would create a sense of security, efficacy and credibility among customers which would increment customer satisfaction and help in the further progression of Trust Bank Limited.
- This chapter precisely portrays the evaluation of external and internal environment of Trust Bank limited. PESTLE analysis and Porter's five forces model of competition assess the macro environment and the immediate industry competitive environment respectively which are significant as the bank would be able to make business strategies, contingency plans and take measures to combat any external unwanted occurrence. SWOT analysis helps to assess the internal environment of Trust Bank limited which is significant as the bank would utilize the strengths to create competitive advantage, try to convert the weaknesses into strengths by taking corrective measures, making modifications in various systems and designing quality products and services keeping clients in epicenter; explore the opportunities to gain advantage from the existent opportunities and make necessary effort to combat and obstruct the threats.
- Lastly, the chapter also provides recommendations which can be taken into consideration for the betterment of Trust bank limited which showcases the significance of the chapter.

2.2 Overview of the Company

2.2.1 Trust Bank Limited at one glimpse

Trust Bank Limited (TBL) was constituted in 1999 to adequately satisfy people with essential and reasonable financial solutions at the greatest feasible, viable cost and quality. Trust Bank Limited is a great believer in financial inclusion, and has designed solutions to help individuals from all walks of life. They entirely concentrate on clients and place them on epicenter to provide them with the best facilities and services. Through encouraging clients to place their advocacies, Trust Bank Limited plays a critical function in understanding the demands and preferences of clients and considering them as improvement companions.

The objective of the trust bank is to make banking accessible and understandable for customers. Trust banks participate in CSR (corporate social responsibility) operations, assist enterprises, and contribute to the country's economic prosperity. Clients receive high-quality service through the use of efficient and automated technologically guided services. Alternative delivery channels, such as debit cards, credit cards, and ATMs (automated teller machines), are offered to clients by Trust Bank Limited, which improves customer satisfaction and involvement. Trust bank limited launched help desk solely dedicated to SME (small and medium enterprise) service at the branch level and also introduced a unit for the help of women entrepreneurs at the head office of Trust bank limited which helped in the growth of SME (small and medium enterprise) loan. Trust Bank limited introduced both bank and merchant point of sales (POS). Bank point of sales (POS) was launched in all the branches of Trust bank limited, whereas merchant point of sales (POS) was introduced at various Merchant outlets. TBL launched a bank-led Mobile Financial Service called "Trust Bank Mobile Money". TBL re-introduced and renamed Trust Bank Mobile Money as 't-cash' with the prime goal of making banking services accessible to all.

There are more than 2000 employees working diligently and putting in their utmost effort to serve millions of consumers, many prominent Bangladeshi companies, SMEs, institutional and government customers. To provide the public with access to banking, t-cash is serving as a prelude to their strong foothold in mobile finance service.

History of Trust Bank Limited

- The bank was constituted in 1999.
- It is sponsored by Army Welfare Trust.
- The present shareholding ratio 60:40 is in favor of Army Welfare Trust.
- Chief of Army Staff is the Ex-officio Chairman of the Board of Directors.

Chronology of developments

Year	Adoption of consecutive developments
1987	Idea formulation
1994	Foreign investment
1996	Trust Bank's MOU (memorandum of understanding) between Bangladesh and Malaysia
1999, 15 July	License & permission
1999, 17 July	Certificate of incorporation
1999, 5 Aug	Branch license
1999, 29 Nov	Branch inauguration
2001	Auto banking
2005	ATM (automated teller machine)
2006	Changed name & logo, joint stock and retail banking
2007	online banking
2010	Visa card service
2015	launched a bank-led Mobile Financial Service called "Trust Bank Mobile Money"
2016	introduced real time gross settlement (RTGS) service
2016	launched "Any purpose loan for TBL employees"
2016	launched green finance loan product called "Trust Shufola"
2016	agriculture loan product named "Trust Prantik"

Year	Adoption of consecutive developments
2016	introduced payment checkout, Management Information system reports from core banking solution database and help desk
2017	opened two new branches and twenty-one automated teller machines (ATMs)
2017	included six new organizations under payroll banking of Trust bank limited
2017	created account relationship with WZPDCL (West Zone Power Distribution Company limited) for the pre-payment of meter system
2017	launched “Trust hajj card” for the pilgrims of Bangladesh
2018	re-introduced and renamed Trust Bank Mobile Money as 't-cash'
2019	formed collaboration with “House Building Finance Corporation”
2019	collaborated with Ace Autos (Pvt.) Limited
2020	launched Facebook page
2020	offered EMV cards having two-factor authentication
2020	launched personalized electronic tender program
2020	introduced mobile financial service (MFS) called ‘tap’ in collaboration between Trust bank limited and Robi Axiata.

2.2.2 Vision, mission and proclamation of commitment

Vision:

Establish viable and feasible monetary organization by promoting inclusivity and providing maximum benefits to shareholders while adhering to the regulatory standards.

Missions:

- Feasible, stable advancement and progression centered upon varied and distinct organization having efficient threat mitigation.
- Firmly focuses on financial inclusion, designed solutions to help individuals from all walks of life with essential and reasonable financial solutions at the greatest feasible, cost and quality in integration with information technology enabling business progress by decrementing cost, incrementing efficiencies and increasing customer satisfaction through efficient services.
- Responsible and liable to clients, creditors, personnel, and authorities.
- In each stage of functioning in organization, maximum standard of accountability, conformance and clarity are required.

Proclamation of commitment:

Trust Bank Limited is stated to be a modern, optimistic organization having exceptional service standards which provides delightful financial involvement and environment being a trusted finance companion at all times and in all places.

2.2.3 General Code of Conduct at Trust Bank Limited

- Employees shouldn't not engage in or participate in any political campaign or activity. This is a strict provision and needs to be abided with sincerity.
- Employees should not personally provide representation to any director other than Managing Director with the proper usage of appropriate channels.
- Employees should not involve in the act of borrowing money from fellow employees.
- Should not participate in the creation or management of a joint stock company or business entity or agent
- Must not accept or seek outside work or positions without prior permission.

2.2.4 Ethics Implied by Trust Bank Limited

- Trust Bank Limited guarantees fair income for depositors and the safety of deposits.
- They ensure the interests of minority, shareholders and treat employees fairly and with compassion.
- They organize the necessary training for their employees.
- They ensure fund activities that help protect the environment, create jobs, reduce poverty and empower women.
- They attempt to expand business into non-banking sectors, regions and population groups.

2.2.5 Sustainable Financing

- Primary objective of the bank is to provide viable, responsible financial assistance for environmental preservation and restoration.
- Environmentally accredited business as the bank conducts responsible functions for the preservation and maintenance of the environment.
- Trust Bank constructed almost three thousand biofuel stations as of 2020.
- Trust bank allocated hundred and ten million takas to four thousand renewable power plants.
- Trust bank limited introduced mobile financial service (MFS) called 'tap' in collaboration between Trust bank limited and Robi Axiata which supports sustainable financing.
- Information technology upgraded by Trust bank limited helps to empower sustainable financing and plays roles in the progression of online-banking.
- Trust Bank is devoted and dedicated to make the globe a better place to live in, so they endeavor to place emphasis on resource efficiency, for which there is prevalence of hundred and thirteen online Trust banks' branches providing virtual services on a perpetual basis.

2.2.6 Master Organogram of Trust Bank Limited



Fig. 7: Master organogram of Trust Bank Limited

2.2.7 Organogram- officer ranking



Fig.8: Organogram- officer ranking

2.2.8 Organogram- Executive ranking

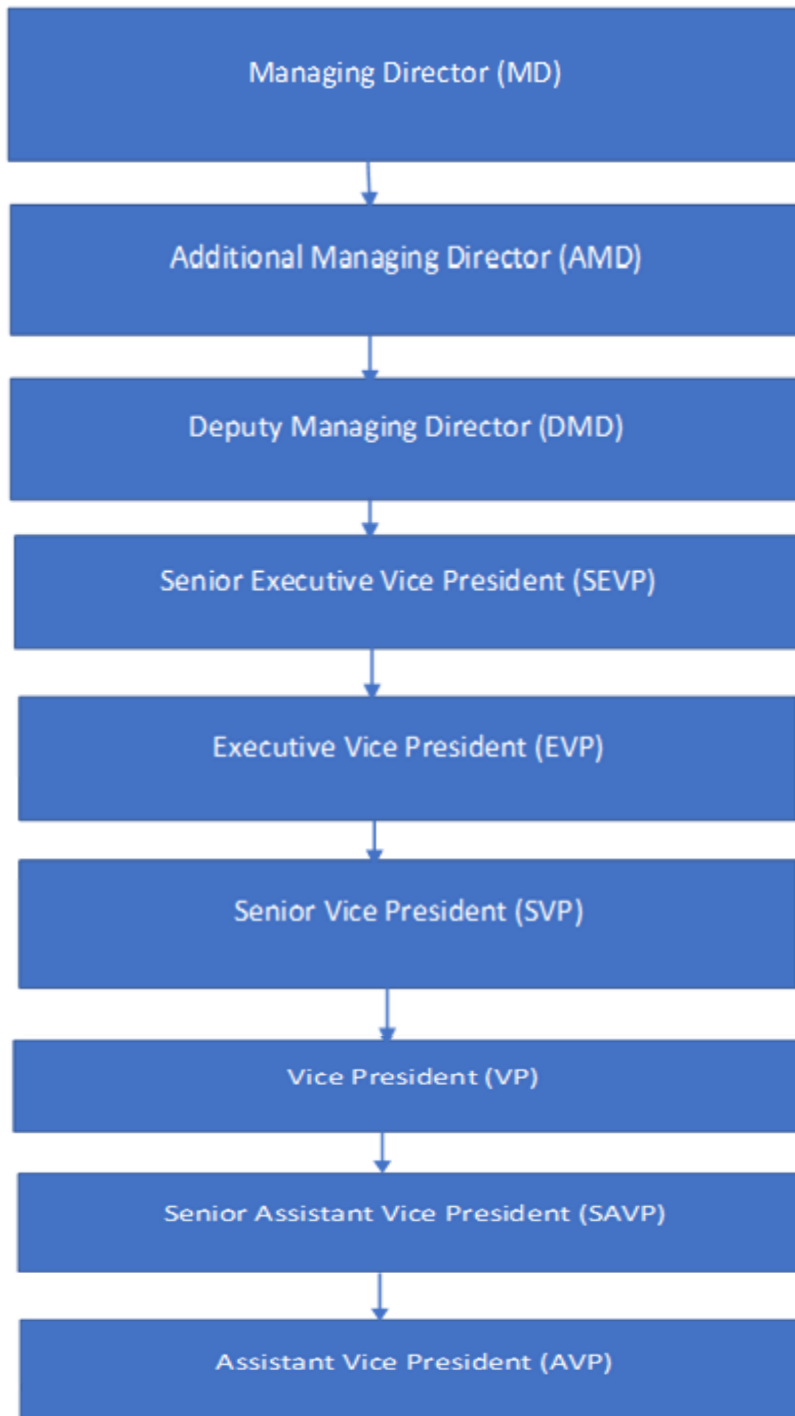


Fig.9: Organogram-Executive ranking

2.2.9 SME Financing

SME financing is a successful method for achieving long-term prosperity. It's considered to be essential in terms of generating jobs, alleviating misery, and contributing to economy. Trust Bank is consistently in the foreground of participating in the state's diverse economical operations.

Small entrepreneurs are benefited through SME financing, such as Trust Bunon, Trust Ekota, Trust Muldhan and peak season loans are designed and developed for the small entrepreneurs. Trust Nondini and Trust Sukanya are for the women entrepreneurs of Bangladesh. Both Trust Nondini and Trust Sukanya loans help women entrepreneurs to purchase fixed assets for the progression of their business.

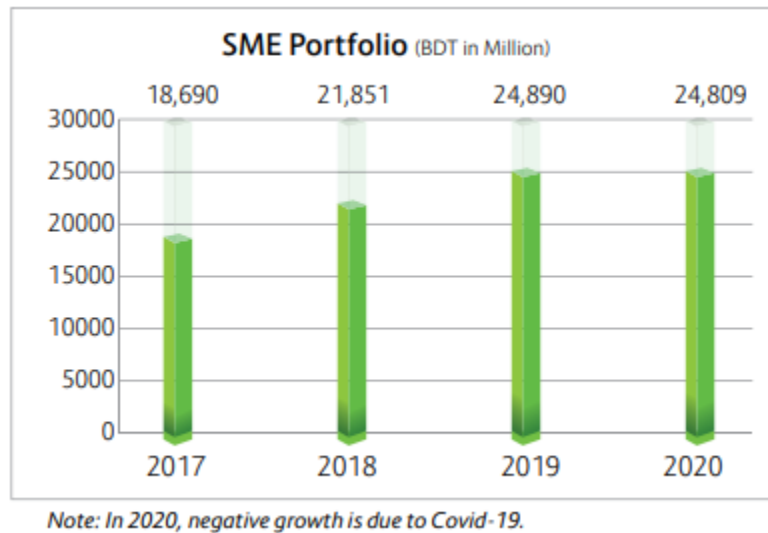


Fig.10: Year wise SME portfolio

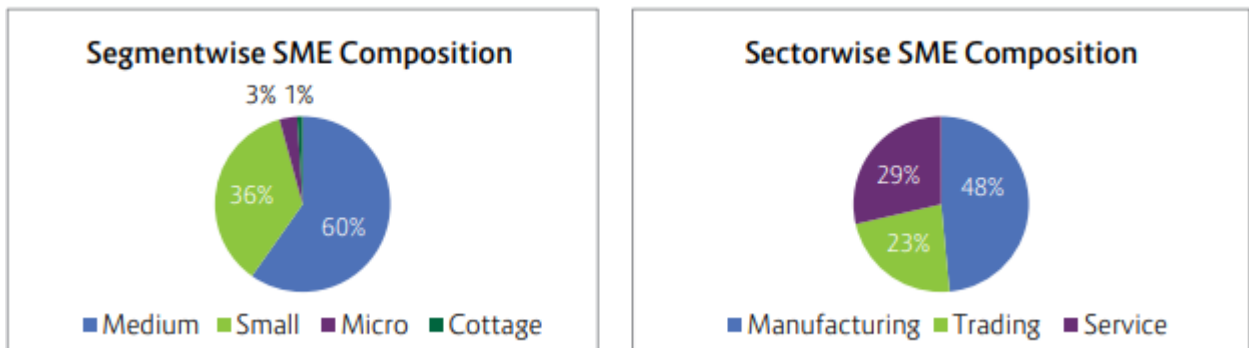


Fig. 11: Segment and sector wise SME layout

SME financing shows gradual increase with every passing year. The exception is portrayed in the year 2020 due to Covid-19 pandemic. The layout figure showcases that medium enterprises embrace 36% SME loans and manufacturing sector avails 48% SME loans.

2.2.10 Agriculture Banking

Agriculture banking is playing an indispensable role for the progression and development of country as innumerable number of people are engaged in agriculture. The indulgence of people in agriculture has strengthened agriculture banking. By availing various facilities offered by agriculture banking of Trust bank, farmers and entrepreneurs are hugely benefited. Agriculture loans are taken by farmers, small and medium entrepreneurs for the progression of their business. There is prevalence of few problems in agriculture banking. To mitigate the problems integrated initiatives are taken by Bangladesh Bank. One of the major initiatives is “Agriculture banking payout regulation”.

Rural farming loan, rural manufacturing loan, solar irrigation farming loan and four cow integrated farming loans are availed by farmers for efficient functioning and expansion of the prevalent agribusiness.

TBL performance with Bangladesh Bank

Financial Year (July-June)	Target	Achievement	Percentage of Achievement
2020-21 (up to Dec.2020)	3880	1497	39 %
2019-20	3650	3853	106 %
2018-19	3540	3594	101 %
2017-18	2890	3032	105%

Fig.12: TBL’s performance in agriculture banking

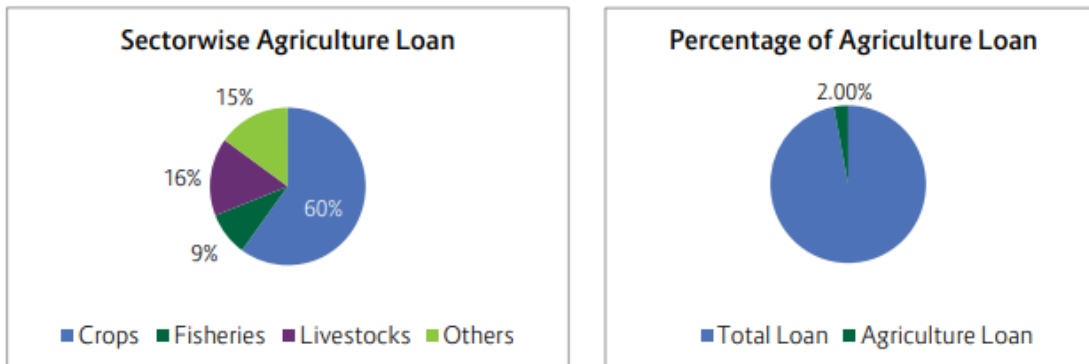


Fig.13: Sector wise agriculture loan availed

The agriculture banking of Trust bank flourished over the years. Percentage of achievement also increases which portrays the success of agriculture banking. In the year 2020, due to pandemic the agriculture banking suffered but initiatives are being taken by the bank to get back to the previous position. The figure portrays that, the farming sector occupies 60% of the agriculture loan which is considered to be beneficial for the progression of their farming by purchasing fertilizers,

pesticides, insecticides, advanced seeds, developed machineries and irrigation pumps fruitful for farming.

2.2.11 Products and services of Trust Bank Limited

Liability products:

- There exist liability products for every person irrespective of class, occupation, gender, religion and age. The liability products are Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Maxmill and Trust Money double scheme which are for any citizen who has valid documents for identification. Trust Assurance Deposit Scheme is for any citizen of Bangladesh who is aged between 18 to 50 years.
- Trust Porua, Trust Shohopathi and Trust Jhinuk are for students of different age groups and educational institutions. Trust bank limited makes attempt in benefiting students through their student accounts and schemes. Trust Porua account is for students who are between 18 years old, whereas Trust Shohopathi account is for students within the age range 18-30 years. Trust Jhinuk scheme is for students belonging to various educational institutions.
- Trust Porua, Trust Shohopathi and Trust Jhinuk provide facilities to the students like minimum balance of five hundred taka is required to open Trust Porua, Trust Shohopathi and Trust Jhinuk, higher interest rate is provided and provide efficient auto debiting. Trust bank limited makes attempt in benefiting students through their student accounts and schemes.
- Liability product Trust Sristi, provides loan and insurance facilities to women. Both Trust Nondini and Trust Sukanya loans help women entrepreneurs to purchase fixed assets to implement their business ideas or expand their existing businesses.
- Trust Pothokoli is designed for the street children and working children of our country which can benefit them as no minimum balance is required and higher interest rate is provided.

Asset products:

- Various loans are designed for the defense personnel. The names are specified below: Overdraft account against salary for serving defense officer, loan against commutation benefit, house building loan for defense officer, any purpose loan defense officer and car loan defense officer are offered to defense officers by Trust bank limited. Loan against pension benefit, repair and reconstruction of dwelling house (RRDH) and marriage loan scheme (MLS) are offered to defense soldiers.
- Loan against salary is provided to the employees of multinational companies, united nations organizations, development organizations, numerous embassies. The loan is also offered to the employees of commercial banks and local corporations.

- Personal loan is offered to businessmen, self-employed people and executives of different organizations.
- Car loan is offered to employees of multinational companies, united nations organizations, financial institutions, educational institutions, private service holders, government officials, businessmen and landlords.

Asset Products designed for Defense Personnel:

Loan Facilities to Defense Officers:

SL	Name of Loan Facility	Limit (BDT)	Rate of Interest
01	OD against Salary for Serving Defense Officer	Maj Gen & above – 10 Lac Brig Gen - 8 Lac Colonel - 7 Lac Lt Col – 6 Lac Major – 5 Lac	8.75%
02	Loan Against Commutation Benefit	Col & Above – 60 Lac Maj to Lt Col – 40 Lac	8.75%
03	House Building Loan for Def Off	Up to 1.20 Crore	8.75%
04	Army Officers Housing Loan Scheme	Up to 15 Lac	0%
05	Army Officers Housing Loan Scheme – 2	Up to 15 Lac	8.75%
06	Army Officers Housing Loan Scheme - 3	Up to 15 Lac	0%
07	Any Purpose Loan Defense Officer	Service Length 2-5 Years – 5 Lac Service Length above 5 years – 10 Lac	9.00%
08	Car Loan Def Officer	Up to 40 Lac	9.00%

Loan Facilities for Defense Personnel (Other than Officer):

SL	Name of Loan Facility	Limit (BDT)	Rate of Interest
01	Loan Against Pension Benefit for Defense Personnel (other than Officers)	JCO – 15 Lac NCO – 10 Lac Sainik to LCPL – 7 Lac NC / Mess Waiter - 5 Lac	8.75%

02	Repair & Reconstruction of Dwelling House (RRDH)	JCO & Equivalent – 4 Lac NCO & Equivalent – 3 Lac Sainik – 2 Lac Others [NC/ Mess Waiter] – 75,000.00	8.75%
03	Marriage Loan Scheme (MLS) for other ranks	1.00 Lac	9.00%

Small and Medium Enterprise (SME) products:

- Trust Projukti loan is given to them so that they can purchase fixed assets to start their business or expand their existing business.
- Trust Bunon, Trust Ekota, Trust Muldhan and peak season loans are designed and developed for the small entrepreneurs.
- Trust Ekota loan is for small entrepreneurs who are incapable of taking loan facility from bank, by taking Trust Ekota loan they can conduct their business to earn decent amount for their living.
- Trust Bunon is designed for entrepreneurs involved in Sharee, Lungi and traditional clothes manufacturing and are indulged in hand loom or power loom.
- Customer segment for Trust Muldhan is designed for Bangladeshi businessmen who are either involved in having proprietorship firm, partnership or private limited company and are capable of repaying the loan amount.
- Numerous loans are designed and provided to the farmers, such as - rural farming loan, rural manufacturing loan, solar irrigation farming loan and 4 cow integrated farming loan

2.2.12 Initiatives for 2021

- Bank would place greater emphasis on growing its client group by enticing customers to explore unknown areas. Bank plans to push digitalization, that would help to support increased and optimum inclusivity.
- Create an “Integral Lending Authorization Format” to improve the lending transaction procedure for authorization.
- Bank would take initiative to launch asset products for medium enterprises.

2.3 Management practices

2.3.1 Leadership Style

The leadership style prevails in Trust Bank is stated to be a combination of autocratic and participative leadership styles. The consolidation of the two leadership styles help in the accomplishment of the broader goals and objectives of the bank in the most effectual manner. Trust Bank is governed in a centralized way where the headquarter of the bank is responsible for making prime decisions, crucial plans and transmitting significant notices to be followed.

Autocratic leadership prevalent in headquarter:

- Formulate initiatives that would be taken in the coming year.
- Construct the plan to design new product or service.
- Take necessary steps for the introduction of new product or service.
- Selection of the company for signing memorandum of understanding.
- Make various amendments such as change of rates and price which are transmitted to all branches.
- Various circulars on numerous issues are formulated and distributed to other branches for following.
- Authorization is provided centrally for opening the account after assessing the information in CIF (customer information system).
- Cheque books, debit and credit cards are issued by the headquarter upon the requests of the clients on the numerous branches.

Participative leadership prevalent in branches:

- In branch level participative leadership exists as all employees prevalent in the branch collaborate for effective decision making.
- Entire operation or procedure of the branch is managed by the effectual guidance and supervision of the manger.
- Manager adequately informs the branch all relevant and essential factual data before decision making.
- Manager including all employees of the branch discusses possible solutions for better achievement of the branch's target.
- Manager plays crucial role in presenting factual data and suggestions obtained through the discussion

- Optimal alternative is embraced and executed by the branch.

Autocratic and participative leadership help in achieving the goals of the bank:

- Through autocratic leadership a control is established that enables better security, credibility, reliability and authenticity which helps in the achievement of error-free, effectual, credible and fraudulent obstructed bank.
- Through participative leadership an essence of employee belongingness and optimal involvement is ensure which facilitates job satisfaction, employee engagement, employee commitment. The employee engagement and commitment escalate service quality which broadly enables loyalty of the clients.

2.3.2 Recruitment

- The availability of vacancy is the starting point of the recruitment and selection process. The employee requisition form with the job description and job specification is sent to human resource division for further processing.
- The available vacancies are filled by lateral entry or promotion depending on the importance, significance and complexity of the job. Depending on the need of the vacancy employees are repositioned in the Trust bank limited.
- Two methods are followed for collecting applications for recruitment:
 - For the position of SVP (Senior Vice president) and above: For recruiting for the position of SVP and above, print media advertisement and human resource (HR) consulting firm plays role in finding efficient candidate. Human resource consulting firm use “executive search” method for finding suitable candidate.
 - For the position of vice president (VP) and below: For finding suitable candidates the advertisements are placed in websites and job portals where job description and job specification are mentioned. Trust bank limited sign contracts with he organizations who offer services of providing efficient and suitable candidates.
- When there is vacancy in the organization, the internal recruitment process takes place through searching for the job-fit candidate within the organization. In the event of finding suitable candidate in organization, he/she is transferred to the new job position within the organization.
- Under specified condition, existing employees having the qualifications asked in the job description can apply for the new job advertised through appropriate channel.

- In Trust bank limited recruitment of the relative of an existing employee is not allowed but would be allowed under special condition. If the candidate is qualified enough to be considered a vital asset of the organization and the candidate can't be under the direct supervision of the relative (existing employee).

- **Advertisements:**
 - Without the prior notification of the management or any other miscellaneous situations affecting the process, the recruitment will be advertised through the process of electronic media as well as news daily.
 - While in the situation of an emergency, if any slot opens up for recruitment, candidates from pending applications may be interviewed and considered for employment.

- **Short Listing:**
 - The bank has a selection committee which is there for the adjudication and proper employment of employees for particular posts.
 - The selection committee minutely focuses on the proper selection of employees according to calibre and capability and whether they meet the pre-requisites for the job are also adjourned by the committee.
 - The shortlisting of the applicants for a particular post will be conducted by the Selection Committee which is supervised by the Managing Director. If there is any candidate related to an employee involved in the process of recruitment within the organization, the employee who is concerned in this setup should convey that message or the matter to the Human Resource division (HRD).
 - Recruitment of family members of any employee is discouraged and not taken with positive notion. Taking part in any kind of activity of enticement or influence for securing employment within the organization is deemed to be critically acclaimed to be a nuisance and is regarded as a negative response.

2.3.3 Selection:

- All prospective candidates endearing themselves for any viable post for employment will have to be a citizen of Bangladesh. Exemption may be permissible if and only if it is duly approved unanimously by the Board of Directors.
- Any prospective candidate who has been dismissed or were eliminated from their jobs by their previous employer for reasons accounting to dishonesty, mistrust or obtrusion of any form defaming the organization through works of non-ethical behaviour or has been criminally convicted by any court of law will not be considered eligible or will not fall under capable for the process of selection of employment of any sorts within the establishment.
- A broad spectrum of topics and subjects are covered in the written tests which includes English, General Knowledge, Intelligence and Numeracy, Computer skills.
- Through the process of professionalism and meritocracy an employee would be able to go up the ladder and build himself up with repertoire. It is the policy of the bank itself to ensure that each employee is developed to its full core and is not complacent in the strive for further development. The bank ensures that the employee is developed fully to his abilities, performances, opportunities within which it is permissible by the bank. Periodic reviews are made to determine as to whether the curve of progress is shifting towards the right direction or not. If further development is needed, and training is required to enable them to progress further that would be ensured too.

2.3.4 Compensation

- Qualified and limited human resources are attracted and retained in a competitive compensation system. The performance system will support the personnel policy of performance-based remuneration.
- An individual's salary is determined upon appointment based on their experience, responsibility, educational background, and past performance. Management determines the compensation of a recruit's salary according to the cost of hiring the resource in question. Assigned payments is provided within thirty days of the appointment within the standard salary of the grade.
- Generally, salaries are paid by the 25th of each month, but if it falls on a holiday, payments are made the next day. Compensation is paid by direct deposit to the employee's payroll account, and a check is required.

- Gross monthly salary means the total amount paid monthly, including allowances, before deducting provident fund premium, taxes, and hospitalization insurance according to the salary structure.
- The cost to the company is the sum of the employee's guaranteed salary and the aggregate salary received from the bank. Gratuities, festival bonus, performance/incentive bonus, leave fare assistance, and any other allowances apply to employees under the service rule.
- Salaries are confidential between the employee and the bank, and they are prohibited from disclosing their salaries to others.
- Any requests for information about salaries are directed to Human Resources. Any disclosure/presentation of one's/other employee salary is considered misconduct and a breach of the bank's code of ethics.
- Any salary increase for an employee must be performance-related. Increase of non-performance-based salaries is detrimental to the bank's overall performance and affect the morale and attitude of the bank's top performers.
- Every job has value, accountability, and responsibility. Based on that assumption, the salary structure was proposed.
- If an employee reaches the cap of their pay range, they will be notified in writing that they will not be eligible for a further pay increase under the standard incremental method unless they move to the next higher tier of the pay structure band being revised.
- A salary review is held at least once a year. The annual increase consists of a general and a performance increase.
- All regular employees receive two fixed festival bonuses equal to one month's salary.
- The Board of Directors may declare that certain employees may receive variable performance bonuses based on the Bank's profitability.

- **Performance Bonus:**

Assuming the bank attains profit, the workers will be qualified for 3% of pre-charge benefit as performance reward. Half of such reward dispersed based on essential compensation of a representative, and equilibrium 50% based on the performance of individual workers. Performance evaluation for that reason is made on the model set by the administration time to time.

- **Provident Fund and Gratuity:**

The workers are additionally entitled with opportune asset in Trust Bank. In reality 10% of the essentials are deducted from every worker for the provident asset. Alongside this 10%

another 10% given by the organization all out 20% is introduced as the instalment of provident asset. This asset is given to their representatives towards the completion of their administration. Assuming any representatives leave the association prior to finishing three years of business he will get the provident asset prompt from the 10% of the essential that will be determined upon his administration period which implies those representatives cannot guarantee the other 10% given by the organization.

- **Yearly Increment:**

There is an arrangement of yearly increment in the salary of the employees of Trust Bank which is 10% increment dependent on the execution or performance of the employees.

- **House Rent Allowance:**

The organization additionally gives house rent allowance to their extremely durable workers who are in the administrative level and working with utmost sincerity and devotion. Every representative in the administrative level gets 55% of their fundamental as house rent. This supports the expected applicants in the market to work for Trust Bank.

- **Medical Facilities:**

The medical facility given by Trust Bank is not the same as other banks. It has their own medical group to take care for their representatives in the event of any clinical help. They have their nursing home too. The medical team administers any medical emergency with utmost dexterity and sincerity.

2.3.5 Annual growth:

- All regular employees, subject to satisfactory performance in the previous year, will receive raise in the structure of their grades in each year unless held as a penalty measure for unsatisfactory performance. An employee may receive additional salary increase, if they demonstrate outstanding performance (evaluation score) and exceptional skills and qualities.
- **Salary Fixation and Adjustment:** The performance appraisal assessment relates directly to the annual increase. The managing director is authorized to set up an evaluation committee. The committee recommends the grade or percentage increase based on the individual's assessment. The manager has the right to approve the annual increase based on the performance review.
- **Special Allowance:** The General Manager, at his sole discretion, grant a special allowance to an employee, considering the employee's performance and commitment, and such cases should be reported to the Board for information only. The manager may recommend sanctioning more than one notable increase (in addition to the extraordinary increase) for

an employee of exceptional nature/outstanding performance (Performance Review Assessment). The granting of such increases should require board approval.

2.3.6 Promotion / Upgrade

- Vacancies at the next grade and necessary skills for promotion must be in place to qualify for the promotion. Employees cannot be expected to advance to a higher grade solely based on seniority, but based on performance and criteria set by management.
- A minimum of two years of active continuous service is required while the promotion is being considered for an employee.
- For the promotion to the position of the 2nd (two) level below the managing director, the Board decides on the management's proposal.
- An employee who has not been promoted on a given date will be reconsidered for promotion after one year based on the same benchmark data. However, an employee who has meanwhile advanced to a post of higher rank and has met all other conditions may be considered for promotion at the next available deadline.
- The benchmark for promotion is the minimum grade C (good, satisfactory, often up to standard) and higher) obtained in the performance appraisal. In all cases, recent three years performance review will be considered for promotion
- An employee who, during his entire service with the Bank, obtains an E (Below Average/Below Average) for two consecutive years shall be terminated from the Bank's service on a three 3 months' notice or substitute payments together with other applicable End Services.
- An employee may be appointed to a higher post temporarily. Such posts allow the employee to recognize their competence and ability. In a temporary vacancy, the employee returns to his factual position.
- When promoted, an employee receives a promotion bonus based on their current salary. This benefit is increased by 20% over the same period.

2.3.7 Training of employees

- The employees are trained to make them more efficacious and potent.
- In the preliminary or initial stage two trainings, such as foundation course-1 and foundation course-2 which help the employees to obtain clear understanding of job responsibilities.
- After the completion of one-year tenure, advanced level training is organized for the employees.

- The advanced training particular issue and based on specific issues the trainings are designed CRM (credit risk management) training, foreign trade training part-1 and part-2, general banking training and training on banking malpractices.
- Overseas trainings are also arranged by Trust bank to provide the employees with adequate knowledge to increment proficiency.

2.3.8 Performance Evaluation

Purpose:

The annual assessment of each employee's performance is conducted to:

- Evaluate the employee's performance regarding their job responsibilities.
- Give employees feedback on their strengths and weaknesses.

Rating:

- An employee receives a formal performance review once a year.
- Employees are encouraged to fully participate in the evaluation process and to raise any concerns about the evaluation. The supervisor of the employee concerned carries out the appraisal process.
- The performance is measured against objective and job-related standards. It must be agreed upon beforehand with the person being assessed.
- A supervisor may make a specific assessment between two formal annual assessments. The purpose is to note any unusual circumstances related to outstanding or poor performance.
- All appraisals are discussed with employees.

Good performance goals:

- A manager should provide an appropriate number of non-routines, significant, realistic, challenging, specific, prioritized, and weighted objectives, which should not exceed six in number in any assessment year
- All objectives/goals must be realistic but challenging
- Goals must be worked out in consultation with the employees and agreed upon among themselves
- Writing down goals confirms that they are essential; and
- Working with your employees to develop written goals is another way to show care about their success.

- Vague performance goals that are difficult to measure can lead to misunderstandings and poor performance.
- To be valid, performance goals must be clear, measurable, and understandable.
- A manager should give direction to employees to achieve goals
- A performance goal should focus on specific outcomes to be achieved rather than the general duties, responsibilities, and expectations of current jobs.
- Performance targets must be meaningful and impact the bank's operations and purposes.
- Performance goals must be essential to make a difference in the overall effort.
- Specificity and measurability are characteristics found in everything written on a performance appraisal form. The more specific and measurable performance goals are, the clearer they can be made to employees, more minor disputes, and more defensible.
- If an employee has seven complex organizational goals to accomplish, it would be helpful to rank them in order of importance. If an employee cannot accomplish them all simultaneously (prioritization), it would be helpful to list which one they should begin with.
- Each employee should know the priorities and weighting of these performance goals at the beginning of the year to make decisions independently.

General criterion:

The judging criterion must be purely impartial and on an absolute merit basis following a standard pattern. The total number of employees will be rated at a percentage defined as follows, depending on the individual employee's performance.

A - Far Exceeds Standard/Excellent

B - Exceeded Standard / Very Good

C - Met the standard all the time / Fair -Good

D - Occasionally met standard/average

E - Mostly not meeting the standard below average

So, the performance appraisal of the employees is conducted to fathom the performance of the employees. Currently the performance appraisal process is automated i.e., headquarter designed software where authorized personnel place points on parameters in the system which enables automatic calculation of points placed on numerous parameters. The fair, precise and justifiable performance appraisal helps to increment employee satisfaction of the bank.

2.4. Marketing practices

2.4.1 Marketing strategy of Trust bank limited:

- Trust bank limited believes in financial inclusion. They have developed products to benefit people belonging to all classes of the society.
- There exist products for every person irrespective of class, occupation, gender, religion and age.
 - Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Maxmill and Trust Money double scheme are for any citizen who has valid documents for identification.
 - Trust Assurance Deposit Scheme is for any citizen of Bangladesh who is aged between 18 to 50 years.
 - Trust Porua, Trust Shohopathi and Trust Jhinuk are for students of different age groups and educational institutions. Trust Porua account is for students who are between 18 years old, whereas Trust Shohopathi account is for students within the age range 18-30 years. Trust Jhinuk scheme is for students belonging to various educational institutions.
 - Trust Sristi is for women segment of Bangladesh; Trust Pothokoli is for the street children and working children of our country.
- The marketing strategy is entirely focused on clients, i.e. to provide them with the best facilities and services.
- As a marketing strategy, Trust bank limited consider clients as advancement companions. Trust bank limited plays inevitable role in understanding the needs, preferences of the clients and provide services to them to satisfy their needs at a reasonable price.
- Trust bank place clients in the ladder of advancement which enables clients to provide their advocacy and lastly become advancement companion of the bank.
- Trust bank plays role in making banking simple and comprehensible for the clients. Trust bank performs CSR (corporate social responsibility) activities, provide support to entrepreneurs and plays role for the economic progression of the country.
- Trust bank limited not only try to meet the preferences, needs and expectations of the clients through their products and services but also diligently work to meet the expectations of the clients through various activities-
 - Sponsor educational programs
 - Sponsor cultural programs
 - Sponsor national sports events
 - Sponsor programs to promote social awareness and increase social initiatives.
 - Conduct impactful CSR (Corporate social responsibility) activities
 - Arrange various campaigns to promote products and to raise awareness about crucial social issues.

- Trust bank limited developed strategic partnership with Axiata group to introduce mobile financial service called “TAP”.
- Marketing strategy of Trust bank limited is client centric. To meet the expectations of clients, Trust bank introduced new products in 2016-
 - Any Purpose Loan for Trust bank limited employees.
- Trust bank limited designed loyalty program to arrange grandeur experience for the TBL (Trust bank limited) card owner. Trust bank limited successfully signed MOU (memorandum of understanding) with nine organizations in 2016.
- Trust bank limited formed loyalty alliances with various local brands who would provide facilities to the credit card holders of trust bank limited. The EMI (equated monthly facility) and discount facilities are given to the credit card holders which increases customer engagement and the value proposition.

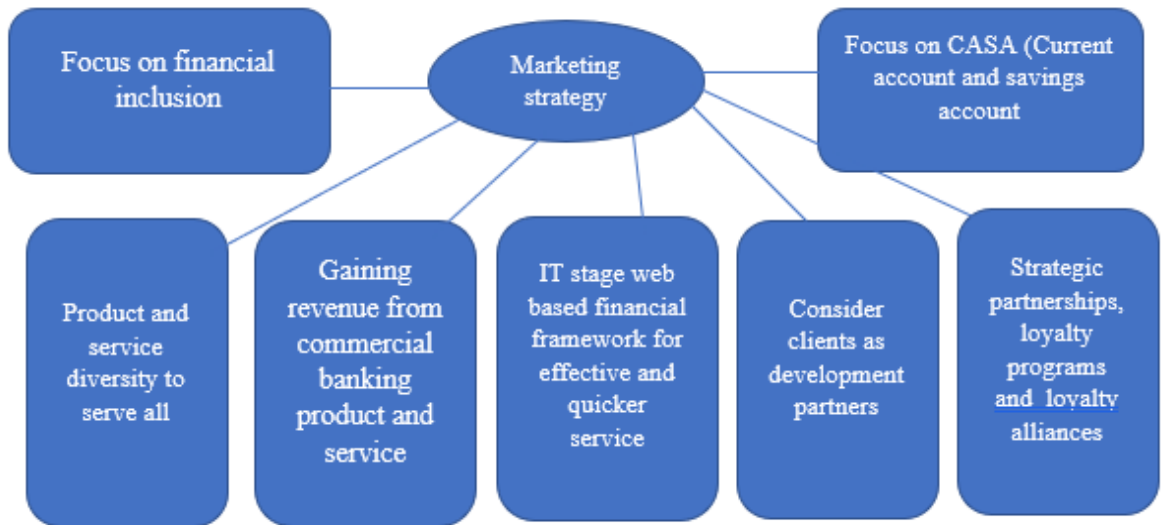


Fig.14: Marketing strategy of Trust Bank Limited

2.4.2 target customers, targeting and positioning strategy:

Target customers:

- Trust bank focuses on financial inclusion. Trust bank wants the inclusivity of people belonging to all classes, segments, occupation, gender, age and income.
- Based on being the bank for financial inclusion, Trust bank places effort to make the unbanked people of Bangladesh enter into the banking system.
- Trust bank is successful to bring the people in the banking system by providing banking products at a reasonable and affordable price and also providing technologically directed service to the clients.
- Quality service is provided to the clients through the utilization of efficient and automated technologically directed services. Trust bank limited provide alternative delivery channels to the clients like debit cards, credit cards, ATM (automated teller machine) which enhances customer satisfaction and engagement.
- Target customers are any citizen of Bangladesh bellowing to any class of the society Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Assurance Deposit Scheme, Trust Maxmill and Trust Money double scheme are developed for them.
- Students are also target customers, for them Trust Porua, Trust Shohopathi and Trust Jhinuk are made accessible.
- Women are target customers. Much emphasis is given to make the women financially inclusive into the banking system. Trust Sristi is for women segment of Bangladesh.
- Street children and working children of Bangladesh are also target customers of Trust bank limited. Trust Pothokoli is designed for the street children and working children of our country.
- Defense officers and soldiers are target customers. Various loans are designed keeping their needs and preferences in mind. The names are specified below:
Overdraft account against salary for serving defense officer, loan against commutation benefit, house building loan for defense officer, any purpose loan defense officer and car loan defense officer are offered to defense officers by Trust bank limited.
Loan against pension benefit, repair and reconstruction of dwelling house (RRDH) and marriage loan scheme (MLS) are offered to defense soldiers.
- People indulged in doing electrical business i.e. light engineering fall in the customer segment of Trust bank limited. Trust Projukti loan is given to them so that they can purchase fixed assets to start their business or expand their existing business.

- Small entrepreneurs are also the target customer of Trust bank limited. Trust Bunon, Trust Ekota, Trust Muldhan and peak season loans are designed and developed for the small entrepreneurs.
Trust Ekota loan is for small entrepreneurs who are incapable of taking loan facility from bank, by taking Trust Ekota loan they can conduct their business to earn decent amount for their living.
Trust Bunon is designed for entrepreneurs involved in Sharee, Lungi and traditional clothes manufacturing and are indulged in hand loom or power loom. Customer segment for Trust Muldhan is designed for Bangladeshi businessmen who are either involved in having proprietorship firm, partnership or private limited company and are capable of repaying the loan amount.
- Farmers are included in customer segment of Trust bank limited. Numerous loans are designed and provided to the farmers. The loans provided are-
 - ✓ Rural farming loan
 - ✓ Rural manufacturing loan
 - ✓ Solar irrigation farming loan
 - ✓ 4 cow integrated farming loan

Targeting and positioning strategy

- **Segmentation:**
 - Trust bank limited segment the customers as customer segmentation is vital for offering of the products and services according to the customers' needs, preferences and expectations.
 - **Trust bank conduct geographical segmentation** which is based on areas of Bangladesh such as farmers and entrepreneurs of rural areas; corporate and retail clients of urban areas; debit and credit owners of urban areas, small and medium enterprise loans for rural areas, agriculture loans mostly for rural and suburb areas, green financing loans primarily for rural and suburb areas, Trust pay app for clients belonging to any area with mobile network coverage.
 - **Trust bank conduct demographic segmentation** i.e. divide the customers based on age, gender and occupation.
 - **Age:**
 - Trust Assurance Deposit Scheme is for any citizen of Bangladesh who is aged between 18 to 50 years.
 - Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Maxmill and Trust Money double scheme are also for people who are above 18 years.
 - Trust Porua account is for students who are between 18 years old, whereas Trust Shohopathi account is for students within the age range 18-30 years.

- Trust Pothokoli is for the street children and working children of our country who are below 18 years.
 - The age range of the applicants for- loan against salary is 24-63 years, personal loan is 24-63 years, car loan 25-60 years, doctor's loan is 22-60 years and age range of the applicants for home loan is 21-55 years.
 - For Trust Nondini, the minimum age of the women entrepreneur must be 20 and the maximum age must be 55 years. For Trust Sukanya the women entrepreneurs should be aged between 22 to 50 years.
- **Gender:**
- Trust Sristi is for women of Bangladesh. Trust Sristi provides loan and insurance facilities to women. Only the women are permitted to open Trust Sristi account.
 - Trust Nondini and Trust Sukanya are for the women entrepreneurs of Bangladesh. Both Trust Nondini and Trust Sukanya loans help women entrepreneurs to purchase fixed assets to implement their business ideas or expand their existing businesses.
 - Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Maxmill and Trust Money double scheme are for any citizen. Both male and female are applicable to access the retail liability products of Trust bank limited.
 - Loans designed for rural farmers such as rural farming loan, rural manufacturing loan, solar irrigation farming loan and 4 cow integrated farming loan are mainly obtained by men.
- **Occupation:**
- Trust Porua, Trust Shohopathi and Trust Jhinuk are designed for students. Trust bank limited makes attempt in benefiting students through their student accounts and schemes.
 - Loan against salary is provided to the employees of multinational companies, united nations organizations, development organizations, numerous embassies. The loan is also offered to the employees of commercial banks and local corporations.
 - Personal loan is offered to businessmen, self-employed people and executives of different organizations.
 - Car loan is offered to employees of multinational companies, united nations organizations, financial institutions, educational institutions, private service holders, government officials, businessmen and landlords.
 - Overdraft account against salary for serving defense officer, loan against commutation benefit, any purpose loan defense officer and car loan defense officer are offered to defense officers by Trust bank limited. Loan against

pension benefit, repair and reconstruction of dwelling house (RRDH) and marriage loan scheme (MLS) are offered to defense soldiers.

The market segmentation is effectively done by Trust bank limited in the following way:

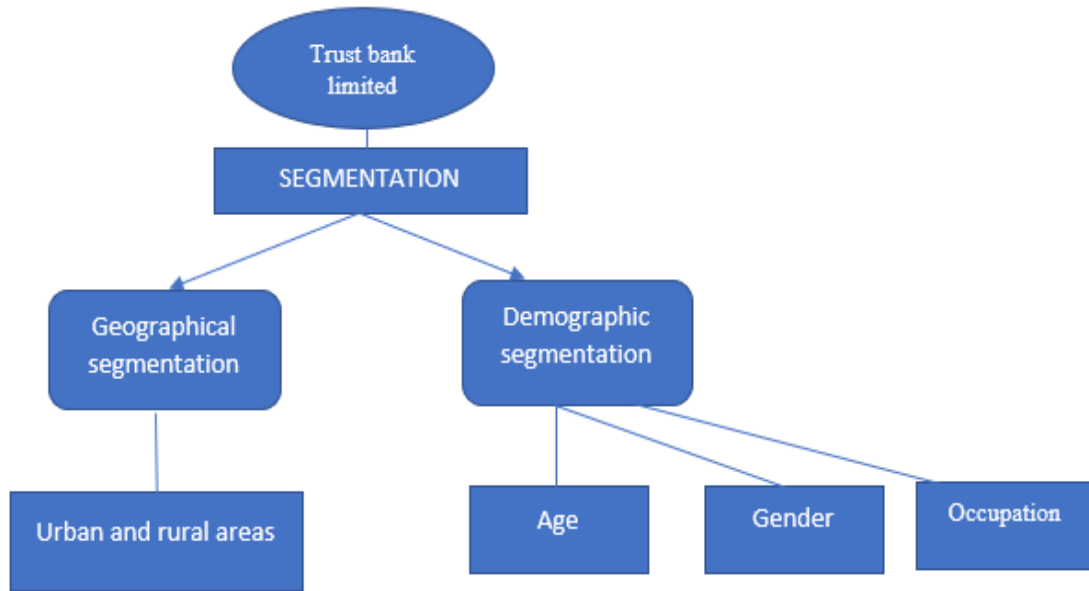


Fig.15: Market segmentation of Trust Bank Limited

- **Targeting:** In the formulation of targeting and the positioning strategy, the second step taken by Trust bank limited is to target the market segments of Trust bank limited.
- The market segments are targeted based on accessibility, attainability, viability, profitability, gainfulness and the size of the market segments.
 - Under geographic segmentation, Trust bank limited targets farmers and entrepreneurs of rural areas; Trust bank limited also targets corporate clients, retail clients and card owners (debit and credit card owners) of urban areas. Trust bank limited targets entrepreneurs of rural areas who are interested to take small and medium enterprise loans. Framers are targeted who are willing to take agriculture loans and green financing loans which are mostly for rural areas
 - Under demographic segmentation, Trust bank limited targets the citizens of Bangladesh who are aged between 18 to 50 years. Trust bank limited also targets

students who are aged between 18 to 30 years. Street children who are below 18 years old are also targeted.

- Women of Bangladesh, women entrepreneurs and rural farmers are targeted by Trust bank limited. Different products are designed and launched which meet the wants and preferences of these customer segments.
- Trust bank limited targets students and makes efficient, meticulous attempt in benefiting students through their student accounts and schemes.
- Trust bank limited targets employees of multinational companies, united nations organizations, development organizations, numerous embassies, commercial banks, local corporations, financial institutions and educational institutions. Trust bank limited also targets businessmen, self-employed people, private service holders, government officials, businessmen and landlords.
-
- Trust bank limited specially targets defense officers and soldiers. Differentiated asset products (loans) are offered to them.

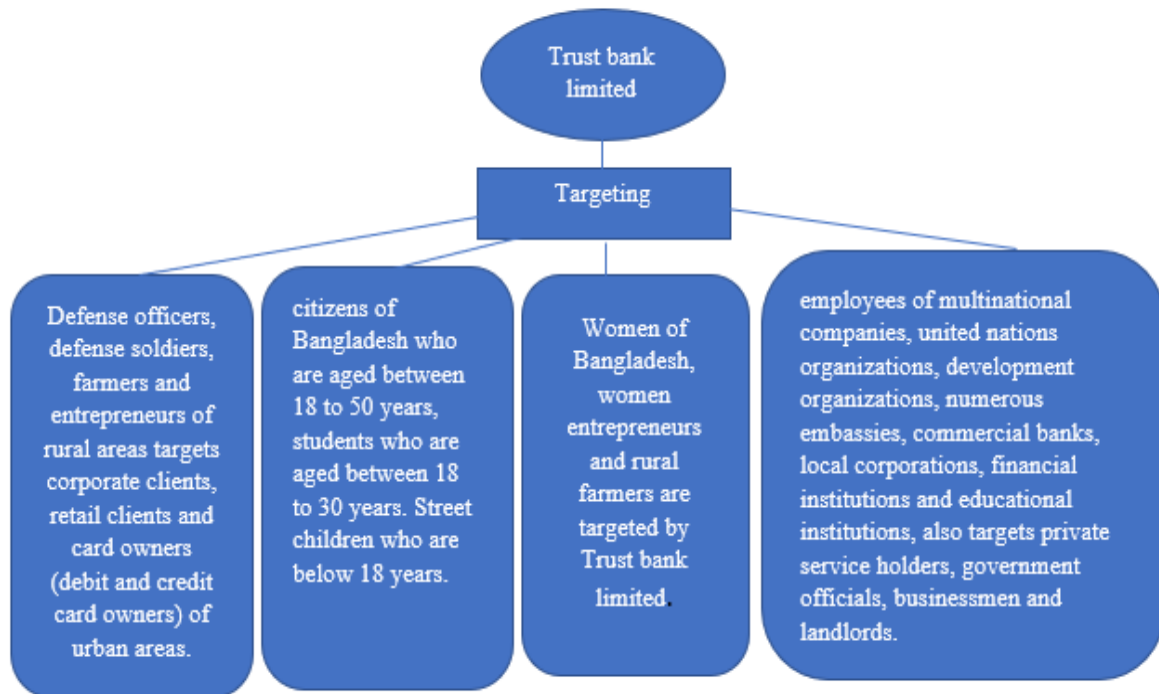


Fig. 16: Targeting by Trust Bank Limited

➤ **Positioning:** Positioning is vital in making the products and services stand out amongst the competitors. In positioning, the unique selling propositions and value propositions of the products are highlighted. Trust bank limited follows multiple positioning strategy which makes their products and services desirable to the customers. The positioning strategies followed by Trust bank limited are:

- For the card products of Trust bank limited, such as debit cards and credit cards, Trust bank limited follows the symbolic positioning strategy. Symbolic positioning helps customers to increment their self-image through the usage of the products. Debit cards of Trust bank limited are: Trust Visa Electron and Trust Proprietary Debit Cards. The symbolic positioning of card products is done by placing the value propositions of the card products of Trust bank limited. Card products of Trust bank limited can be utilized at shops and cafes worldwide. Notifications through SMS and e-statements are presented for month wise financial record of credit card usage.
- For liability products of Trust bank limited functional positioning is used. Functional positioning defines problem solving and providing benefits to the customers.

For liability product Trust Sristi functional positioning is utilized as it provides loan and insurance facilities to women. Both Trust Nondini and Trust Sukanya loans help women entrepreneurs to purchase fixed assets to implement their business ideas or expand their existing businesses which are positioned using functional positioning.

Trust Pothokoli is designed for the street children and working children of our country which can benefit them as no minimum balance is required and higher interest rate is provided.

Trust Porua, Trust Shohopathi and Trust Jhinuk are positioned in the mind of the students by stating the facilities like minimum balance of five hundred taka is required to open Trust Porua, Trust Shohopathi and Trust Jhinuk, higher interest rate is provided and provide efficient auto debiting. Trust bank limited makes attempt in benefiting students through their student accounts and schemes.

Trust Projukti loan is offered to the people indulged in doing electrical business i.e. light engineering so that they can purchase fixed assets.

Trust Bunon, Trust Ekota, Trust Muldhan and peak season loans are designed, developed and positioned in the mind of the small entrepreneurs through functional positioning. Trust Ekota loan is for small entrepreneurs who are incapable of taking loan facility from bank, by taking Trust Ekota loan they can conduct their business to earn decent amount for their living. Trust Bunon is designed for entrepreneurs involved in Sharee, Lungi and traditional clothes manufacturing and are indulged in hand loom or power loom. Trust Muldhan is designed for Bangladeshi

businessmen who are either involved in having proprietorship firm, partnership or private limited company and are capable of repaying the loan amount.

Rural farming loan, rural manufacturing loan, solar irrigation farming loan and four cow integrated farming loans are positioned in the minds of the rural farmers and entrepreneurs so that-

- ✓ Farmers can buy cows and establish bio-gas plants by taking four cow integrated farming loan.
 - ✓ Small and medium entrepreneurs acquire the fund required for efficient functioning and expansion of the prevalent manufacturing business by taking rural manufacturing loan.
 - ✓ solar irrigation farming loan facilitate installation of solar panels, submersible pumps, inverters, switches, and drainage systems.
- The asset products such as overdraft account against salary for serving defense officer, loan against commutation benefit, house building loan for defense officer, any purpose loan defense officer and car loan defense officer offered to defense officers and Loan against pension benefit, repair and reconstruction of dwelling house (RRDH) and marriage loan scheme (MLS) are offered to defense soldiers are positioned using experiential positioning as the defense officers and soldiers have emotional connection with the bank.

Credit card for the Army officers are also positioned in the mind of the defense officers using experiential positioning as Bangladesh Army sponsor Trust bank limited. The unique selling propositions are also presented stating the usability of the cards worldwide, gaining updated notifications through SMS and e-statements of the monthly financial records of the card usage.

Trust hajj card is positioned utilizing experiential positioning and the value propositions of the Trust hajj card are presented which are- Trust hajj card is a foreign currency card, Trust hajj card is a prepaid card, EMV chip based secured card, ensures security with blockage in E-Commerce, bank account in Trust bank limited is not required for Trust hajj card and provides guarantee of getting back the unused amount.

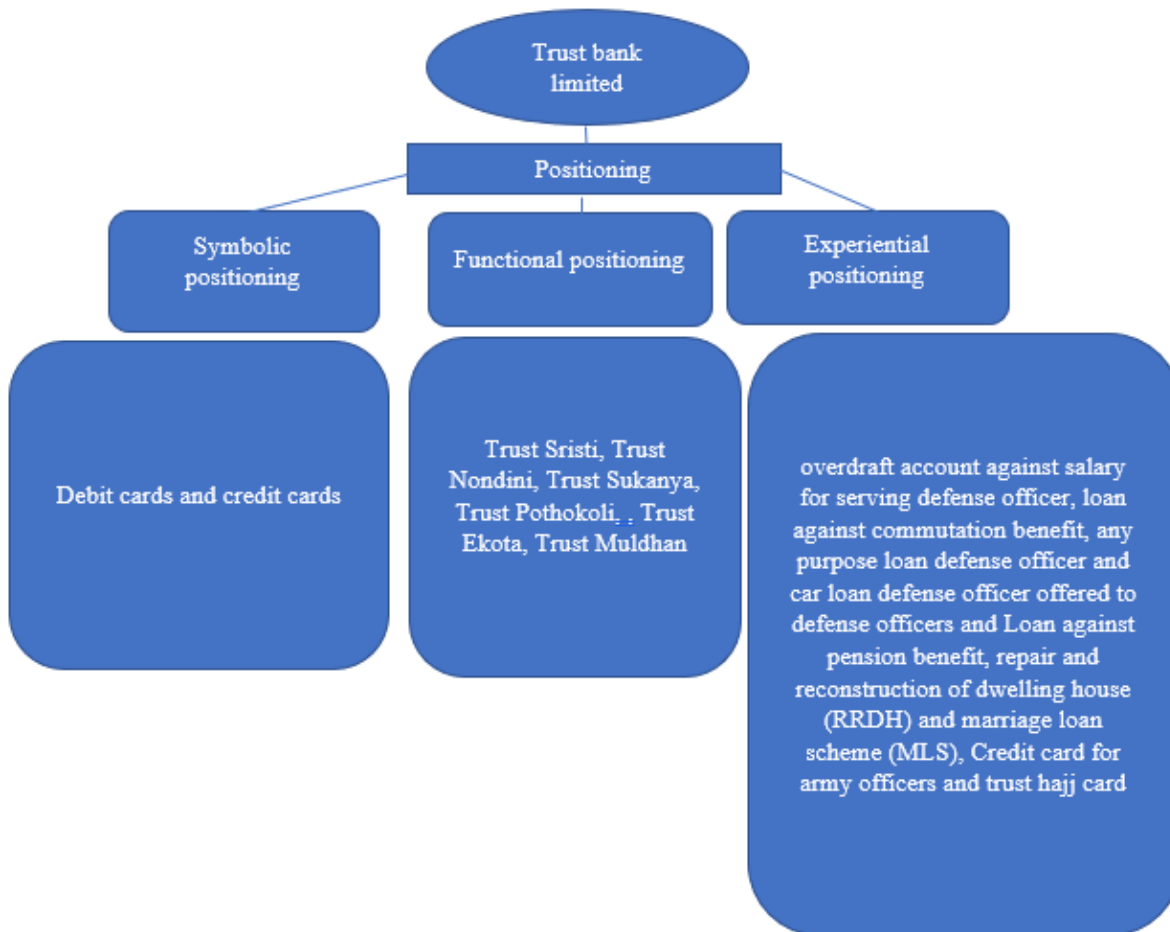


Fig.17: Positioning by Trust bank limited

2.4.3 Marketing channels for the products and services of Trust Bank Limited:

- **Search engine optimization marketing**

Search engine optimization is a vital way to attract customers to the website of Trust bank limited from unpaid source. Search engine optimization helps to increment visibility, distinctness of the website of Trust bank limited. Trust bank limited launched new website that facilitate easy user experience. The easy navigation of the website provides better experience to the customers which helps to attract more customers to the website of Trust bank limited. Because of user-friendly, well-structured and informative website customers gather better knowledge about the products and services offered by Trust bank limited. Trust bank modified their website to ensure the design and interface adaptability of the

website for all available devices. The interface adaptable feature ensures better customer experience of the website which helps in driving more website traffic.

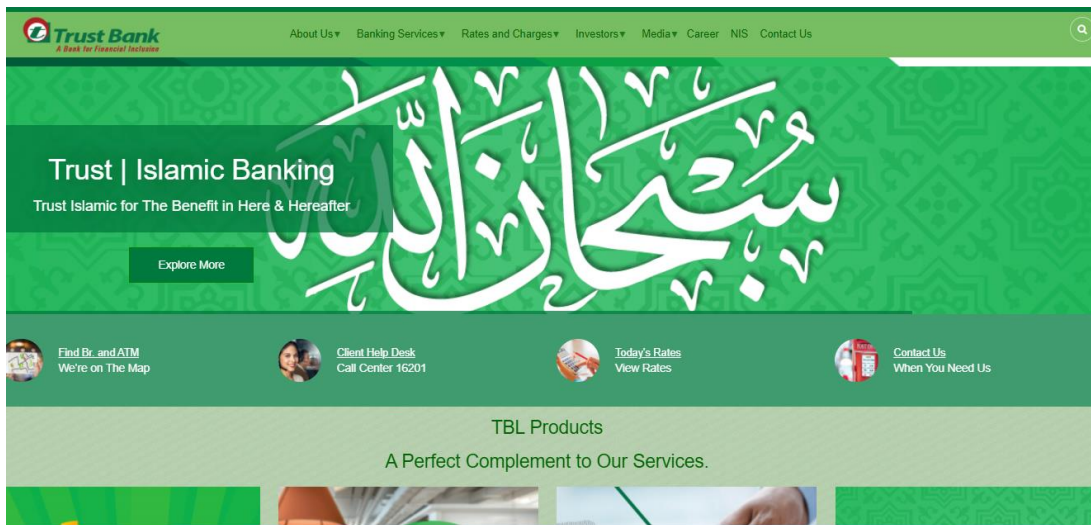


Fig. 18: Website of Trust bank limited

- **Social media marketing** and digital advertisement specifically through Facebook, is considered to be another marketing channel for marketing the products and services to the target customer segments. In the Facebook page of Trust bank limited all information regarding new products, new services, inauguration of sub-branches, numerous meetings held, discount offers, campaigns, loyalty programs and job postings are placed. Facebook page of Trust bank limited helps to increment digital marketing, enables people to know about the retail asset products, retail liability products, various schemes, SME banking products, deposit and investment products of Islamic banking and services provided. The Facebook page helps to escalate customer engagement and provides platform to gain insights from the activities of the customers on social media.

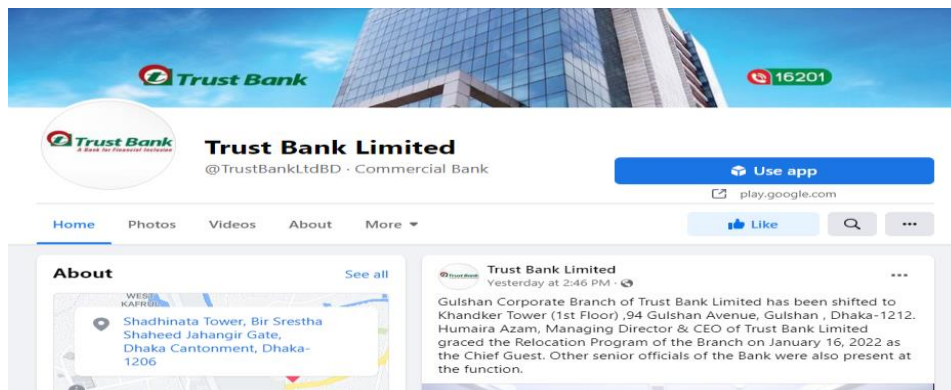


Fig.19: Facebook page of Trust bank limited

Digital advertisements of the products and services of Trust bank limited are placed on Facebook page of Trust bank limited which enables the potential customers to be aware of the products and services of Trust bank limited and would help existing corporate and retail clients to know about the discount offers of various products and services.



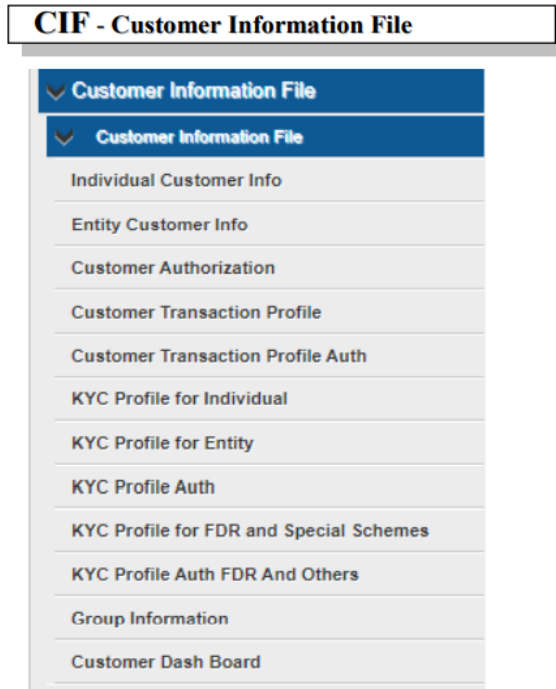
Fig. 20: Digital advertisements of Trust bank limited products on Facebook page of TBL (Trust bank limited)

- **Email marketing**

The existing corporate and retail clients' information are stored in the big data of Flora Bank (core banking software) used by Trust bank limited.

All the account holders' data/information are preserved in the customer information file (CIF) of Flora bank of Trust bank limited. Flora Bank Web of Trust bank limited contains information about all the persisting corporate and retail clients of the bank which are preserved in the customer information file.

Email-address of the customers and the business entities are existent in the present and permanent address sections of customer information file. So, Trust bank limited sends e-mail about the new products, new services, promotions, discount offers and various updated news of the Trust bank limited to the clients.



Customer Information File → Customer Information File → [Individual Customer Info](#)

Fig. 21: Customer information file on Flora Bank web of Trust bank limited

The figure showcases the customer information file prevalent in the Flora Bank web of Trust bank limited. The customer information file encompasses of individual customer information, entity customer information, transaction profile and KYC (know your customer) profile. All this information plays vital role for having clear understanding of the customer. The transaction profile helps to know the estimated monthly income of the customer, estimated monthly turnover (in case of institution), estimated amount of incoming and outgoing monthly financial transactions, estimated highest amount of incoming and outgoing monthly financial transaction and anticipated number of financial transactions conducted in a month. KYC (Know your customer) requires customers to provide numerous information such as name of the account, type of the account, reason for opening the account, occupation of the client, approximate monthly income of the client, source of funds, national ID card number, birth registration number, electronic tax ID number. The KYC (Know your customer) form consists of two annexures such as annexure-1 and annexure-2 which helps in calculating the risk associated with the client and assess whether the client is of high risk or low risk.

Customer Information File → Customer Information File → [Individual Customer Info](#)

Individual Customer Info

Personal
Relational
Present Address
Permanent Address
Professional Address
Other Info
Emergency Contact
ID Info
Additional Info
FATCA Information

Basic Information of a Person-

Sanction Screening Ref.ID:

Total Match Percent:

Customer No:

Minor Account (Y/N):

Customer Type:

Customer Title:

First Name:

Middle Name:

Last Name:

Name:

Elaborated Name:

Nick Name:

গ্রাহকের নামঃ (বাংলায়)

Date of Birth:

Country of Birth:

Place of Birth District:

Marital Status:

Religion:

Gender:

Nationality:

Personal
Relational
Present Address
Permanent Address
Professional Address
Other Info
Emergency Contact
ID Info
Additional Info
FATCA Information

Relational Information of a Person-

Father's Title:

Father's Name:

Mother's Title:

Mother's Name:

Spouse's Title:

Spouse's Name:

Family/Associate CIF:

Present Address-

Country Code:

Address:

Nearest Land Mark:

Division:

District:

Upazilla/Thana:

Union:

Village:

Postal Code:

Phone:

Mobile No for IB/SMS:

Email:

Fax:

Fig.22: Customer information file (CIF) of individual customer

The figure showcases customer information file of an individual customer which consists of all the information of the customer. It also contains the e-mail address of the customer. Trust bank conduct e-mail marketing by sending e-mail to the customers about the new products or services, new product or service facilities offered, discount offers, various campaigns, CSR (corporate social responsibilities) activities and numerous Trust bank limited news.

Customer Information File → Customer Information File → [Entity Customer Info](#)

The screenshot displays a web-based form titled "Entity Customer Info" with a navigation bar containing tabs: Entity Basic, Business/Office Address, Registered Address, Factory/Industry Address, Business Related Info, Registration Details, Emergency Contact, and FATCA Info. The "Additional Info" section includes fields for Sanction Screening Ref.ID, Total Match Percent, Customer No, Customer Type, Customer Title, Name One(1), Name Two(2), Name Three(3), Name (Full), প্রতিষ্ঠানের নামঃ (বাংলায়), Group Code, Country of Incorporation, Date of Incorporation, Business Commencement Date, Legal Form, and Nature of Business. Below this, the "Business/Office Address" section contains fields for Country (set to BANGLADESH), Address, Nearest Land Mark, Division, District, Upazilla/Thana, Union, Village, Postal Code, Phone, Mobile No for IB/SMS, Email, and Fax. The "Registered Address" section includes a checkbox for "Same as Business Address" and fields for Country Code (set to BANGLADESH), Address, Nearest Land Mark, Division, District, Upazilla/Thana, Union, Village, Postal Code, and Phone.

Fig.23: Customer information file (CIF) of entity customer

The figure portrays customer information file of an entity customer which consists of all the information including e-mail address of the business entity. Trust bank conduct e-mail marketing by sending e-mail to the corporate clients, business entities about the new products or services, new asset products, new liability products, card products i.e. credit cards, debit cards, prepaid

cards, new product or service facilities offered, discount offers, various campaigns, CSR (corporate social responsibilities) activities and numerous Trust bank limited news.

- **Referral or word of mouth (WOM) marketing**

Trust bank limited is firmly associated with Bangladesh Army which portrays the credibility, authenticity, reliability, dependability, professionalism, fairness and trustworthiness. All the products of Trust bank limited which are stated below-

- ✓ Asset products such as loan against salary, personal loan car loan, overdraft account against salary for serving defense officer, loan against commutation benefit, any purpose loan defense officer, car loan defense officer, loan against pension benefit, repair and reconstruction of dwelling house (RRDH) and marriage loan scheme (MLS).
- ✓ Liability products such as Trust Smart Savers Scheme, Trust Echo, Trust Kotipoti Scheme, Trust Maxmill and Trust Money double scheme.
- ✓ SME (small and medium enterprise) products such as Trust Bunon, Trust Ekota, Trust Muldhan, rural farming loan, rural manufacturing loan, solar irrigation farming loan and four cow integrated farming loans.

So, the existing clients of the asset products, liability products and SME (small and medium enterprise) products spread positive word of mouth because of the benefits gained and the service received from availing the products. The referral marketing or the positive word of mouth helps Trust bank limited to acquire new customers.

- **Direct marketing**

The marketing officers of corporate branding and market communication department of Trust bank limited approach the corporate clients based on business performance, capability of repayment of loans and transparency of business transactions for marketing asset products of Trust bank limited.

The marketing officers of corporate branding and market communication department also approach retail clients specially retired senior defense officers for marketing card products of Trust bank limited.

- **Catalog marketing**

The printed catalogs are persisted in the branches of Trust bank limited which consists of names and salient features of various liability products, asset products, card products, Islamic banking products, SME (small and medium enterprise), t-cash and trust pay app. When existing retail and corporate clients or potential customers come to the branch, they can see the catalog and avail the products or services that meet their needs.

- **Event Marketing** is a marketing channel of Trust bank limited where various events are organized to showcase the newly products or services and also existing products or services of Trust bank limited to acquire new customers. Event marketing is vital for Trust bank limited-

- ✓ It would help potential customers to know about the new products of Trust bank limited. They would also gather information about the features of the products, the eligibility for availing the product and also the documents required for getting the product.
- ✓ The event would help to make the people aware of various existing products and services of Trust bank limited. The existing corporate clients, retail clients and also potential customers would be able to know about the purpose, eligibility and the required documents for the asset products, liability products, card products and Islamic bank products of Trust bank limited.
- ✓ The event would enable people to know about the diversified product and service category of Trust bank limited. The event marketing helps in enabling customer awareness and customer engagement.



Trust Bank SME and Agriculture Division participated in the 'SME Women Entrepreneur Conference and Product Fair 2019' held on 08 March 2019 at Bangladesh Shishu Academy, Dhaka.



Launching Ceremony of t-cash



Workshop On t-cash at BIRC, Rajshahi Cantonment, Rajshahi arrange by Rajshahi Branch

Fig.24: Event marketing of Trust bank limited

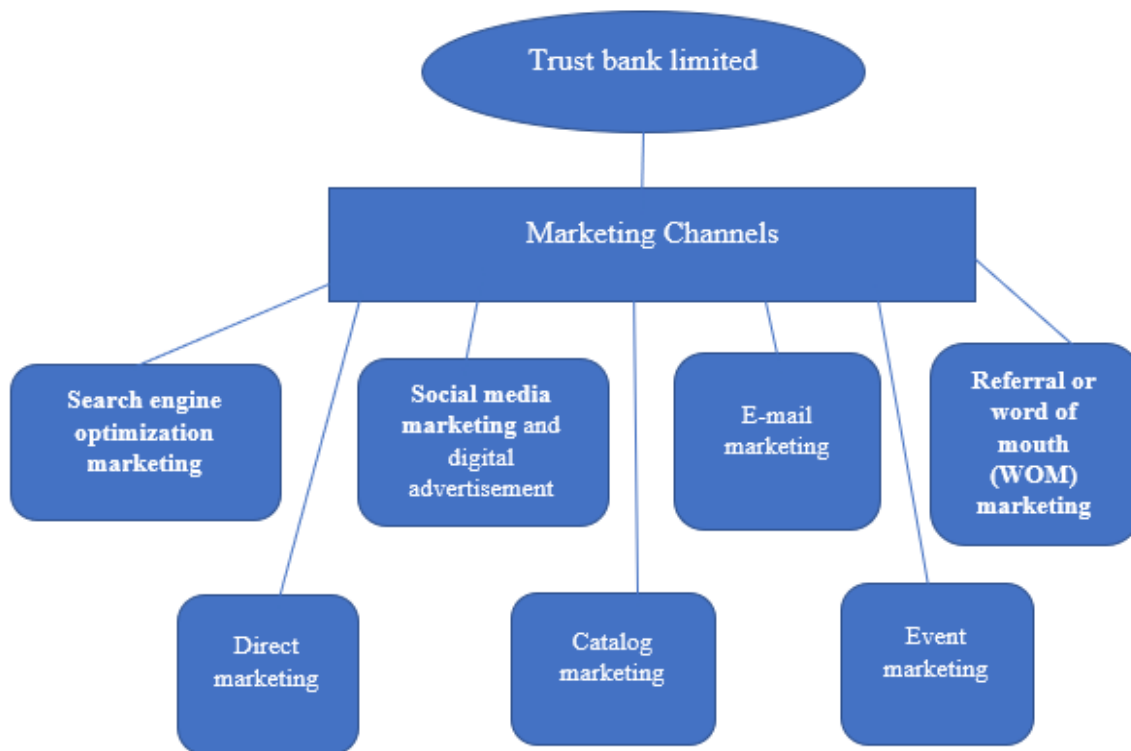


Fig.25: Marketing channels of Trust bank limited

2.4.4 New product development and competitive practices

New products of Trust Bank limited:

- In, 2015 Trust Bank introduced real time gross settlement (RTGS) service which is cutting-edge technology that facilitates real-time interbank financial transaction. Real time gross settlement service of Trust bank limited enables quick financial transactions which helps in the improvement of business to business financial transactions.
- In 2016, product program guideline of asset product of Trust bank limited was introduced for the soldiers and junior officers of Bangladesh Armed forces (Army, Navy and Airforce).

- In 2016, another retail product of Trust bank limited was launched which was called “Any purpose loan for TBL (Trust bank limited) employees”. This retail asset product was launched especially for the employees of Trust bank limited. This retail product is also availed by the people belonging to all segments of Bangladesh.
- In 2016, Trust bank limited launched another asset product under the category agriculture and green finance loan product called “Trust Shufola” which helped rural farmers to cultivate land in a better way utilizing machineries, operate and develop existent poultry farm, dairy farm and also can adequately accomplish the requirements necessary for the expansion of fish cultivation
- In 2016, Trust bank limited launched another asset product under the category agriculture loan product named “Trust Prantik” which help farmers to take agricultural loan for the progression of their crop cultivation, fish cultivation and livestock rearing.
- In the year of 2016, Trust bank limited launched services for the development of inhouse services of Trust bank limited which are payment checkout, Management Information system reports from core banking solution database and help desk.
- In 2017, Trust bank limited opened two new branches which made the total number of branches to be hundred and ten till 2017. In 2017, Trust bank limited also opened twenty-one automated teller machines (ATMs) which incremented the number of automated teller machines (ATMs) to two hundred and five till 2017.
- In 2017, Trust bank limited were successful to include six new organizations under payroll banking of Trust bank limited. Trust bank limited included RAOWA club and Uttara High School under the payroll banking of Trust bank limited.
- In the year of 2017, Trust bank limited created account relationship with WZPDCL (West Zone Power Distribution Company limited). The account relationship was created with the company for the pre-payment of meter system which is considered to be an efficient medium of fund.
- To provide better service to the clients, Trust bank limited launched help desk solely dedicated to SME (small and medium enterprise) service at the branch level and also introduced a unit for the help of women entrepreneurs at the head office of Trust bank limited. The betterment of service through the help desk of SME (small and medium enterprise) facilitated the growth of SME (small and medium enterprise) loan by 29% in 2017.
- Trust Bank limited introduced both bank and merchant point of sales (POS) in 2013. Bank point of sales (POS) was launched in all the branches of Trust bank limited, whereas merchant point of sales (POS) was introduced at various Merchant outlets.
- In 2010, TBL launched a bank-led Mobile Financial Service called “Trust Bank Mobile Money”. TBL re-introduced and renamed Trust Bank Mobile Money as 't-cash' on 2018, with the prime goal of making banking services accessible to people, 't-cash' will enable all players in the financial eco system with a standard business platform and would support various business models.

- In 2017, Trust bank limited launched “Trust hajj card” for the pilgrims of Bangladesh. Trust hajj card is a foreign currency card, Trust hajj card is a prepaid card, EMV chip based secured card, ensures security with blockage in E-Commerce and bank account in Trust bank limited is not required for Trust hajj card.
- In 2019, Trust bank limited formed collaboration with “House Building Finance Corporation” for benefitting the Bangladesh government employees with adequate home loan.
- In 2019, Trust bank limited also collaborated with Ace Autos (Pvt.) Limited to provide remarkable benefits to the car loan clients of Trust bank limited.
- In 2020, Trust bank limited launched Facebook page which helped to escalate digital marketing; enabled people to know about the products and services of Trust bank limited.
- In 2020, Trust bank limited offered EMV cards having two-factor authentication mechanism to enable retail and corporate clients conduct safe financial transactions.
- In 2020, Trust bank limited launched personalized electronic tender program which facilitate automation of enrollment, tender, and related operations.
- In 2020, Trust bank limited introduced mobile financial service (MFS) called ‘tap’ in collaboration between Trust bank limited and Robi Axiata.
- Despite the Covid-19 epidemic, Trust bank limited diversified the product category for the distinct client. Trust bank limited introduced product named “Trust Seniors”.

Competitive practices

- The cyber-attack on financial institutions are taking place which is of immense threat for any financial institution. Trust bank limited is taking numerous measures to counter or resist the cyber-attack by modifying the security features. The integration of the technology with business proved to be beneficial for Trust bank limited.
- Information technology upgraded by Trust bank limited helps to empower business and also helps in the progression of the business. Information technology plays roles in developing business by decreasing cost, incrementing efficiencies and increasing customer satisfaction through efficient services.
- Trust bank limited has coordinated innovation with its business and constantly redesigns its technology to adapt with the cutting-edge financial field. With the unified internet banking arrangement, Trust bank can provide service to its clients from anyplace. Trust bank made internet banking, debit card, credit card, system integrated payment accessible to customers.
- Trust bank limited launched new website which enabled easy and friendly user experience. The swift and easy navigation of the website is ensured to give clients better experience. Because of user-friendly, well-structured and informative website clients can gather better knowledge about the products and services offered by Trust bank limited.

- Trust bank modified their website to ensure the design and interface adaptability of the website for all available devices. The interface adaptable feature ensures better client experience of the website.
- Trust bank limited launched Facebook page which helped to escalate digital marketing; enabled people to know about the retail asset products, retail liability products, various schemes, SME banking products, deposit and investment products of Islamic banking and services.
- Facebook page helped to create customer engagement and provided platform to gain insights from the opinion and the activities of the customers on social media.
- Trust bank limited formed collaboration with “House Building Finance Corporation” for benefitting the Bangladesh government employees with adequate home loan. Trust bank limited also collaborated with Ace Autos Limited to provide remarkable benefits to the car loan clients of Trust bank limited.
- Trust bank limited has put resources into technology particularly in improving IT Security to guarantee greatest security for client data and shield from dangers that are continually evolving worldwide.
- During pandemic, Trust bank limited offered EMV cards having two-factor authentication mechanism and introduced personalized electronic tender program which facilitate automation of enrollment, tender, and related operations.
- During pandemic, Information technology (IT) division of Trust bank limited were provided training to know about the latest technology.
- Trust bank limited has SMS alert system which service that enables corporate and retail clients to receive text messages about the activities of their account. It’s a must for the corporate and retail clients to register for the SMS alert service to get the alerts regarding the activity of their account. When a client's account is debited or credited, the SMS alert system will send an alert to the client's registered cellphone number.
- The disaster recovery site of Trust bank limited plays vital role in functioning in parallel with the prime data hub. This synchronization ensures that corporate processes are disrupted as little as possible. In the case of a crucial interruption of service outage at the prime data hub, the disaster site automatically handles the afflicted site.
- Trust bank limited has undertaken multiple steps to provide better and efficient services to the clients.
 - The network understructure of the bank was repositioned.
 - Numerous services were launched in accordance with industry standards.
 - Advancement and conversion to a new Core Banking System (CBS) program
 - Converted and transferred to BACH-II from BACH-I in agreement and harmony with Bangladesh Bank regulations.
 - Introduced a concise call center code that is 16201.
 - Launched CPS (cheque processing system) incorporated software

2.4.5 Branding activities

- The branding activities of Trust bank limited can be segmented into three parts. The formulation of the brand strategy is the first part, followed by construction of brand identity and marketing of brand. The brand strategy of Trust bank limited is to place the clients in the epicenter. As a brand strategy, Trust bank limited considers clients as development partners. Trust bank place clients in the staircase of advancement which helps clients to provide their advocacy and play the role of the advancement companion of the bank.

- Trust bank limited has impactful and strong brand elements that helps to establish strong brand identity.

The logo consists of the color red and green which showcases patriotism, sacrifice of million Bangladeshis, natural beauty and greenery of Bangladesh. Association with Bangladesh Army is a clear indication that patriotism, trust, dependability, reliability, fairness and professionalism are the fundamental building stone.

Trust bank limited has developed products to benefit people belonging to all classes of the society. The diversified product and service category enables to serve the purpose of all Bangladeshis. There prevail products for every person irrespective of class, occupation, gender, religion and age.

- **Trust bank limited conduct brand marketing through the digital platform called digital marketing.**

In the Facebook page of Trust bank limited encompasses of all information about new products, new services, inauguration of sub-branches, discount offers, campaigns, loyalty programs etc. Facebook page of Trust bank limited boost digital marketing and increment customer engagement by providing platform to the customers to express their thoughts on various contents posted on the Facebook page of Trust bank limited.



Fig. 26: brand marketing through Facebook page of Trust bank limited

- Trust bank limited formed strategic partnership with Axiata group to introduce mobile financial service called Trust Axiata pay (TAP). Video content is created to market the mobile application service of Trust bank limited i.e., 21 seconds video of Trust Axiata pay is shown before the starting of the YouTube video using You Tube analytics. The demonstrative video of how to use the Trust Axiata Pay is available in You Tube which helps in the digital marketing of Trust Axiata Pay.

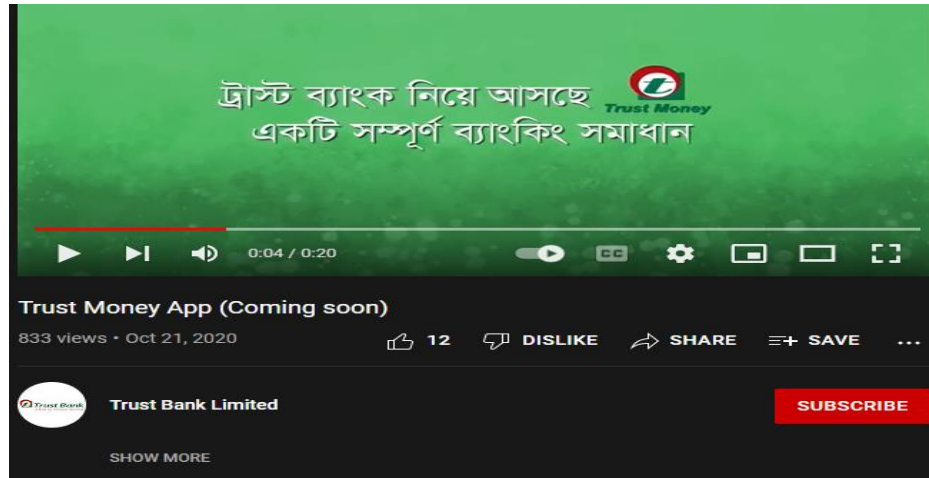


Fig.27: Video of Trust money App in the Trust Bank Limited’s YouTube channel

- As a part of digital marketing, for providing online banking experience Trust bank limited played vital role in introducing the mobile financial service (MFS) called ‘tap’ to provide mobile financial services to all the customer segments of Bangladesh. The collaboration of Trust bank limited and Robi Axiata formed Trust Axiata digital limited to offer simple, safe and fast mobile financial services.

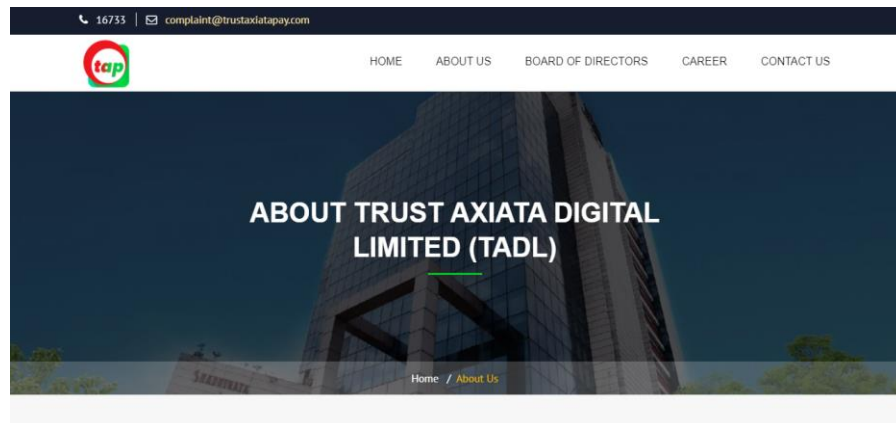


Fig.28: Website of Trust Axiata Digital limited

2.4.6 Advertising and promotional strategies

➤ Campaigns:

In 2016, Trust bank limited inaugurated a retail asset campaign called “The fortune”. The campaign had tremendous success and the aims and objectives of the campaign was accomplished. Within five months from the inception of the campaign approximately one thousand million-taka loans were availed. “The fortune” campaign played vital role in making Trust bank limited one of the main evolving players in the banking industry of Bangladesh.

In 2017, school banking campaigns had a considerable and substantial surge. Various branches of Trust bank limited conducted forty school banking campaigns. Among forty campaigns thirty-five campaigns took place outside of Dhaka and remaining five campaigns took place outside Dhaka.

In 2018, to promote the mobile banking service of trust bank limited called “T-cash”, Trust bank limited conducted various campaigns. The campaigns helped in substantial progression of T-cash in respect of clients, financial transaction size and agent points.



Pahela Baishakh Campaign by t-cash



t-cash campaigning through “Uthan Boithok”

Fig.29: T-cash campaigns



t-cash Campaign with the Student and Teachers of BN School and College, Mongla



Bangla New Year- 1426 Celebration of Jashore Cantonment Branch for promotion of t-cash at Jashore Cantonment Boishakhi Mela

Fig.30: Campaigns organized by T-cash of Trust bank limited

In 2019, TBL organized a school banking campaigns in various places of Bangladesh with the assistance of Bangladesh Bank. The campaigns helped the students to know about various products designed for the students, such as Trust Porua, Trust Shohopathi and Trust Jhinuk are for students of different age groups and educational institutions. Trust bank limited makes attempt in benefiting students through their student accounts and schemes. Trust bank limited conducted campaign in Lalmonirhat district where sixteen schools and approximately three hundred students took part.

➤ **Sponsorships:**

In 2017, Trust bank limited sponsored various programs. Trust bank limited sponsored Asian Tour Professional Golf Tournament. The bank also sponsored Olympic day and various programs of Taekwondo Federation. National parade of the victory day of Bangladesh was also sponsored by Trust bank limited in 2017. Pharmaceutical trade fair, biotechnology trade fair, United Nations peace keeping day and the yearly banking conference were sponsored by Trust bank limited in 2017. Trust bank limited was the major sponsor for the “Defense service golf tournament-2017”. Trust bank sponsored one of the talented golfers named Mohammed Shafique for the progression of his career in golf. In 2018, Trust bank limited sponsored the inaugural of the market for the women entrepreneurs.



Trust Bank Defence Services Cup Golf Tournament – 2017 Sponsorship agreement between Trust Bank Limited and Golfer Mr. Md. Shafique Bakha

Fig.31: Golf tournaments sponsored by Trust bank limited

➤ **Loyalty programs:**

Trust bank limited designed loyalty program to arrange grandeur experience for the card owners of Trust bank limited. Trust bank limited successfully signed MOU (memorandum of understanding) with nine organizations in 2016. Trust bank limited formed loyalty alliances with various local brands who would provide facilities to the credit card holders of trust bank limited. The EMI (equated monthly facility) and discount facilities are given to the credit card holders which increases customer engagement.

In 2017, the Loyalty team of Trust bank limited signed beneficial memorandums of understanding with twelve firms. The “EMI- Easy Pay service” of Trust bank limited was the prime subject of six memorandums of understanding. In 2017, Trust bank limited also signed memorandums of understanding with “Le Meridian Dhaka” and “United Hospital limited” for the card owners of Trust bank limited. The memorandum of understanding was signed to provide supreme luxury to the card holders of Trust bank limited.



MoU signing ceremony between Trust Bank Limited and United Hospital Limited.

Fig.32: Trust bank limited signed memorandum of understanding with United Hospital Limited

In 2018, Trust bank signed memorandums of understanding with more six organizations to provide ultimate facilities to the card owners. In 2018, memorandums of understanding were signed with Grameenphone, Biman Bangladesh Airlines etc., which provided “EMI- Easy Pay service” to the card owners of Trust bank limited.



MoU Signing Ceremony between Trust Bank Limited and Biman Bangladesh Airlines

Fig.33: Trust bank limited signed memorandum of understanding with Biman Bangladesh Airlines

In 2019, Trust bank limited formed association with numerous companies to enable card holders of Trust bank limited to gain specified benefits from the allied companies. The card holders of Trust bank limited can avail discount facilities offered by the allied companies. Some of the companies Trust bank limited form alliance with are: Walton, RANGS electronics, DARAZ Bangladesh, Unilever Bangladesh etc.

In 2020, Trust bank limited collaborated with numerous organizations to provide various facilities to the “TRUST Youniverse” customers, i.e. the card holders of Trust bank limited. The card holders can avail “EMI- Easy Pay service” and discount offers provided by the allied companies. In 2020, Some of the companies Trust bank limited form alliance with are: U.S. Bangla Airlines, Hi-Tech Furniture, Gadget and Gear, Panasonic etc.

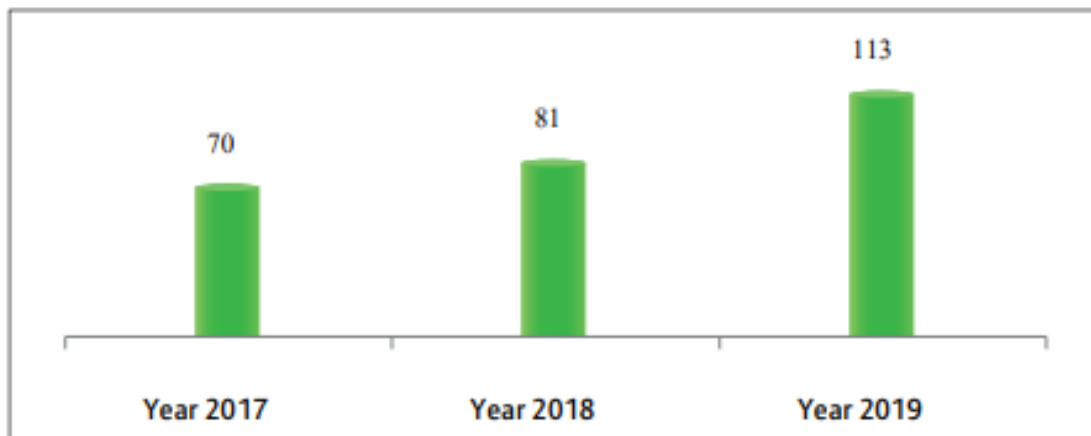


Fig. 34: Loyalty Partner trends of three years (2017, 2018 and 2019) of Trust Bank Limited

The figure showcases that with every coming year the number of loyalty partners of Trust Bank limited incremented. In the year 2017, the number of loyalty partners was 70, in 2018 it stood at 81 and in 2019 it incremented to a total of 113 loyalty partners which enabled the card owners to avail special offers provided by the loyalty partners of Trust bank limited.

➤ **Sales promotion in social media (Facebook page of Trust bank limited)**

Sales promotion is a promotional strategy that helps to increment customer engagement, brand awareness and infuses the need for a certain product in the mind of the customer. By providing discount offer i.e. decrementing the price of certain products the willingness to avail the products increment. **The mediums which are used for conducting sales promotion are stated below:**

- **Website of Trust bank limited**

Trust bank limited launched new website that facilitate easy user experience. The easy navigation of the website provides better experience to the customers which helps to attract more customers to the website of Trust bank limited. Because of user-friendly, well-structured and informative website customers gather better knowledge about the products and services offered by Trust bank limited. Trust bank limited gives promotional offers in the newly launched website of Trust bank limited which infuses willingness in customers to avail the product or service.



Fig.35: Sales promotion in the website of Trust bank limited

- **Facebook page of Trust bank limited**

Trust bank limited commenced a new Facebook page in 2020. The newly launched Facebook page of Trust bank limited plays active role in digital marketing of Trust bank limited. Sale promotions are advertised in Facebook page which stimulates potential customers to avail the product or service of Trust bank limited. Facebook page is a digital medium to reach vast segment of customers which hugely increment the brand awareness.



Fig.36: Discount offers advertised in Facebook page



Fig.37: Discount offer for the Trust bank card holders advertised in Facebook page



Fig.38: Asset product advertisement in Facebook page

- **YouTube channel**

YouTube channel which consists of short videos of the product, services and evolution of Trust bank limited which make the customers aware of the brand and increments customer engagement. The teaser videos of new products are uploaded which infuses interest among customers about the launch of new products and services. Promotional strategy is to create video content of the products and services of Trust bank limited to grab the attention of the customers, to make them more engaged with the brand and infuse enthusiasm in them to avail the products and services of the bank.

In 2020, Trust bank limited uploaded a teaser video of Trust money app of twenty seconds in YouTube channel before the introduction of the service to create excitement among customers and to engage customers to avail the service after the service is launched.

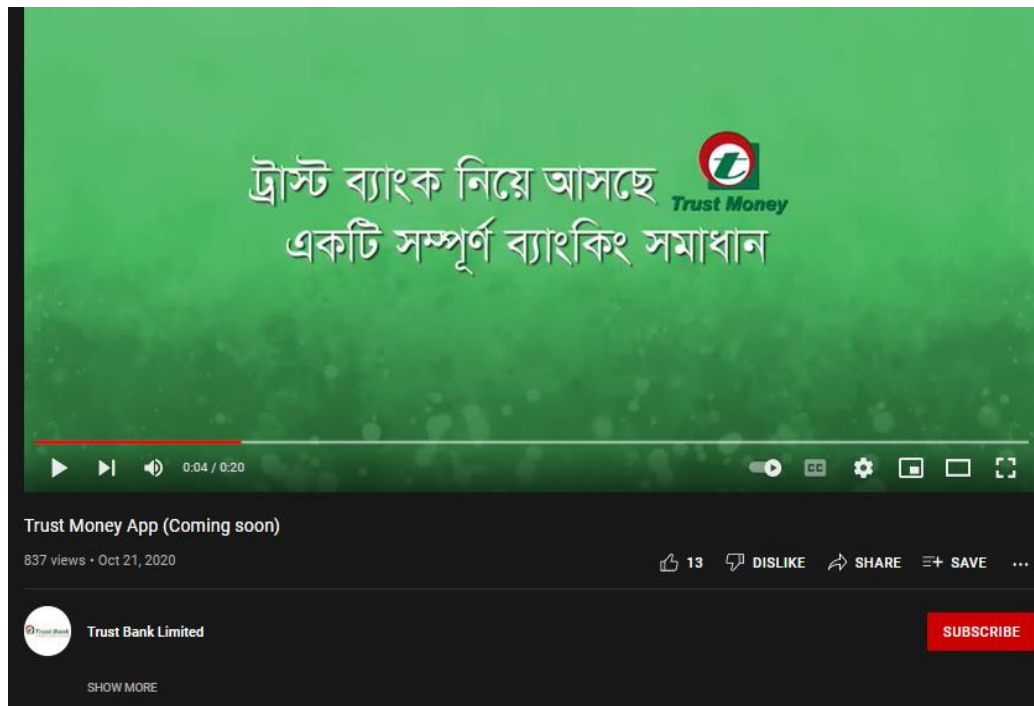


Fig.39: Teaser Video of Trust Money App in the Official YouTube channel of Trust bank limited

Trust bank limited uploaded videos of card products, Trust money app and green banking initiatives which helps customers to know about the features, benefits of availing the products and services. The video content helps to grab the attention of the customers which makes them more aware of the brand.

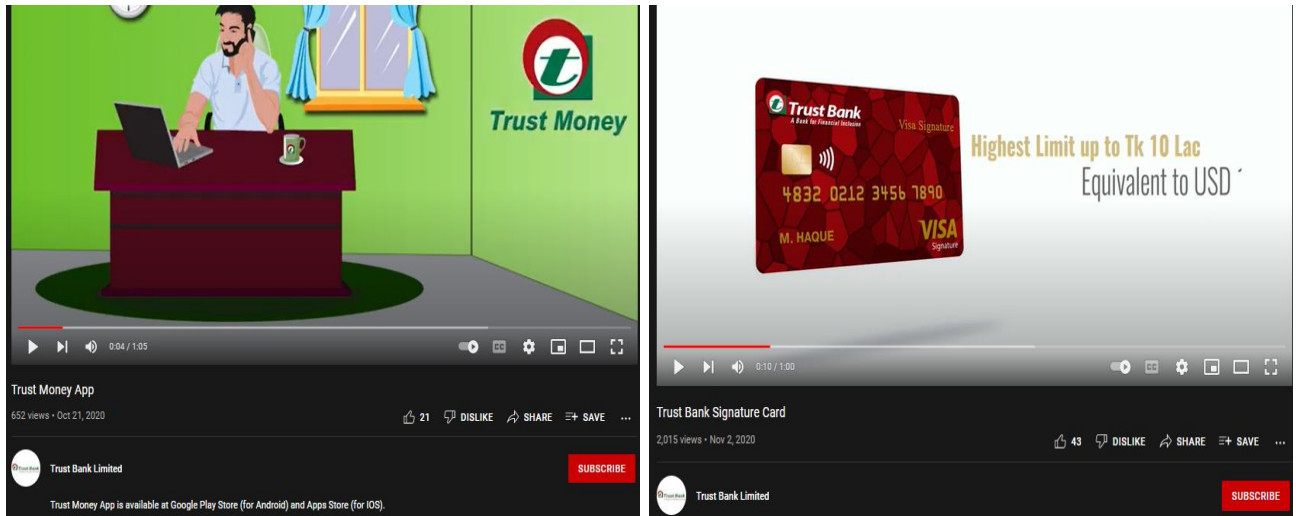


Fig.40: Videos of Trust Money App and Trust bank signature card in the YouTube channel of Trust bank limited



Fig. 41: Video showing chronological evolution of Trust bank in the last 20 years

2.4.7 Critical marketing issue and gap of Trust bank limited

- One of the immutable laws of branding is the law of focus which states that owing a term in customer's mind is the most potent marketing concept. The term prevalent in the tagline of Trust bank limited is financial inclusion, but Islamic Bank Bangladesh Limited is also conducting branding activities based on financial inclusion, i.e. in 2019, Islamic bank Bangladesh limited introduced a distinct campaign on financial inclusion. If two brands focus on a single term then it violates the law of focus. Although Islamic Bank Bangladesh limited, Janata bank limited and Sonali bank limited aren't focused on financial inclusion but due to their long-term market standing, firm market position, market exposure and availability to all socio-economic classes through effective accessibility and reachability, they have gained competitive edge in financial inclusion. As, Islamic Bank Bangladesh limited, Janata bank limited and Sonali bank limited have competitive edge in financial inclusion; Trust bank limited should own a unique, unused and distinct term in customers' minds. Trust bank limited has effectively worked to showcase their financial inclusivity by developing products and services to benefit people belonging to all classes of the society irrespective of class, occupation, gender, religion and age. But Islamic banks' guiding philosophy or organizational foundation is financial inclusion. Islamic banks have developed financial inclusiveness as a key strategy for contributing to sustainable development and helping underprivileged. So, Trust bank should own a distinct word in customer's mind.

Again, according to the law of exclusivity, in the minds of customers, no two organizations can possess the same word. Islamic bank Bangladesh limited ran marketing campaign on financial inclusiveness and Trust bank limited too focuses on financial inclusion and tries to establish the term in the minds of the customers. So, according to the law of focus and law of exclusivity, Trust bank should have a distinct word in the minds of the customers.

- Experience gap of Trust bank limited: The experiential marketing is vital to increment brand awareness and customer engagement. Experiential marketing engages customers and make them connected to the organization which helps in the escalation of customer retainment, customer engagement and progression of the organization. Both traditional marketing and digital marketing are conducted by Trust bank limited but they are not involved in experiential marketing. Through experiential marketing the interaction and engagement between the customers and the brand increases providing customers the opportunity to experience the marketing activities designed by the brand. The customer engagement leads to customer loyalty which would be beneficial for Trust bank limited. This marketing gap of Trust bank limited can be referred as "Experience gap"

- Marketing-operation gap: Another marketing gap is the presence of constrained visibility and non-prevalence of coherent content across all marketing channels of Trust bank limited. 360-degree marketing is vital to increase brand visibility as the products and services of the company are marketed using all the marketing channels and the coherent message of the brand is transmitted across all the marketing channels of the organization. A 360-marketing approach is focused on delivering a coherent message throughout all aspects of the marketing mix. All advertising channels are employed successfully to transmit the intended message in an integrated promotional marketing approach. All conceivable communication channels are used to their full potential. So, the marketing gap of Trust bank limited is known as “Marketing-operation gap”.

So, Trust bank limited has effective customer focused marketing strategy. Marketing strategy of Trust bank limited is formulated by keeping customers at the epicenter and making them development partners. Trust bank limited has designed and launched various new products and services throughout the year. They have launched new website, Facebook page and Trust money app in the year of 2020. Trust bank limited has embraced various marketing channels to make the customers aware of the brands and for effective marketing of all the products and services of the bank. Although effective marketing practices are performed by Trust bank limited but inclusion of few activities like experiential marketing, 360-degree marketing and forming a unique big idea, i.e. a word in the mind of the customer would help Trust bank limited to attract, engage and acquire more customers.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

2.5.1.1 Vertical Analysis

Operating Results	2020	2019	2018	2017	2016
Net Interest Income	16.31%	25.40%	29.16%	29.88%	26.24%
Total Operating Income	46.16%	45.22%	47.36%	51.82%	48.54%
Total Operating Expenses	17.49%	16.30%	17.77%	20.24%	22.30%
Total Provision	28.67%	28.92%	29.59%	31.59%	26.24%
Total Profit Before Taxes	11.54%	9.79%	10.27%	10.17%	5.80%
Net Profit After Tax	17.13%	19.13%	19.32%	21.41%	20.44%

Table A: outcomes of operations- Vertical Analysis

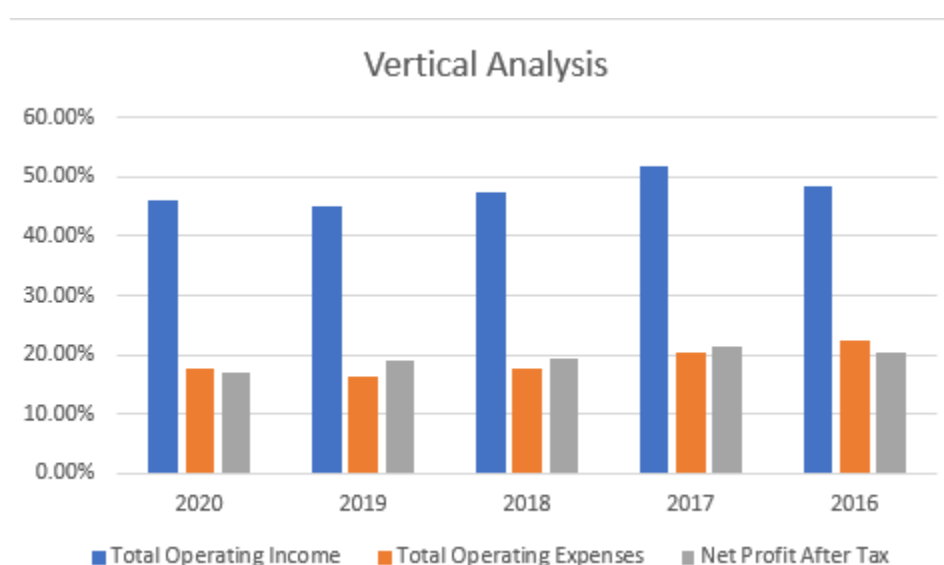


Fig.42: Column chart showcasing outcomes of operations

The chart showcases that entire operation profit incremented in 2020 by 0.94%. With the increment of operation profit, overall operational expenditure incremented by a small margin. After-tax income obtained by the bank was less in 2020 compared to 2019 because of the prevalence of covid-19 pandemic. But it didn't have much impact on the bank as they combat the pandemic effectually through various alternative delivery channels. A durable and sustained increase is observed which portrays the effective financial performance of the bank.

2.5.1.2 Horizontal Analysis

Operating Results	2020	2019	2018	2017	2016
Total Operating Income	11,728.76	11,133.40	10,085.71	9,535.77	8,237.29
Total Operating Expense	4,443.59	4,019.88	3,784.00	3,723.75	3,784.90
Operating Profit	7,285.17	7,113.52	6,301.71	5,812.02	4,452.39
Provision for Loans, Investment and Other	2,933.16	2,407.40	2,186.46	1,871.64	983.83
Profit Before Tax	4,352.02	4,706.12	4,115.25	3,940.38	3,468.56
Profit After Tax	1,788.20	2,031.56	1,892.58	1,729.61	2,008.84

(BDT in Million)

Table B: outcomes of operations- Horizontal Analysis

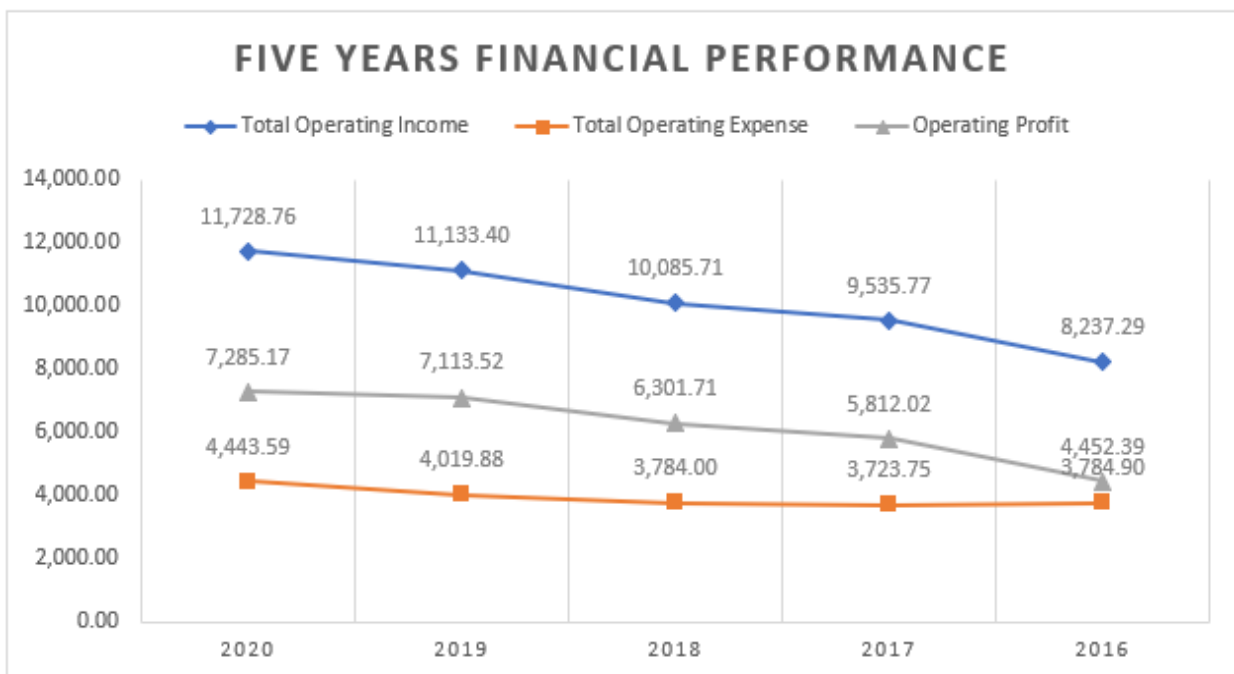


Fig.43: Line chart showcasing outcomes of operations

The line chart showcases an increasing trend in overall operational profit, operational expenditure and after-tax income. This showcases the efficient financial performance of the bank. A viable and sustained increase is showcased in the chart which portrays the viable financial performance over the years. Seeing the effectual functioning and prosperity of the bank stakeholder and clients would be more drawn to the bank.

2.5.1.3 DuPont Analysis

Operating Results	2020	2019	2018	2017	2016
ROE	11.18%	14.60%	15.14%	14.86%	19.42%
Net Profit Margin	7.04%	8.26%	8.89%	9.40%	11.84%
Total Asset Turnover	0.0782	0.0888	0.0853	0.0818	0.0869
Financial Leverage	20.3157	19.9276	19.9764	19.3246	18.8752
Operating Profit Margin	28.67%	28.92%	29.59%	31.58%	26.23%
Effect of Non-Operating items	0.5974	0.6616	0.6531	0.6779	0.779
Tax Effect	0.4109	0.4317	0.4599	0.4388	0.579

Table C: outcomes of operations- DuPont Analysis

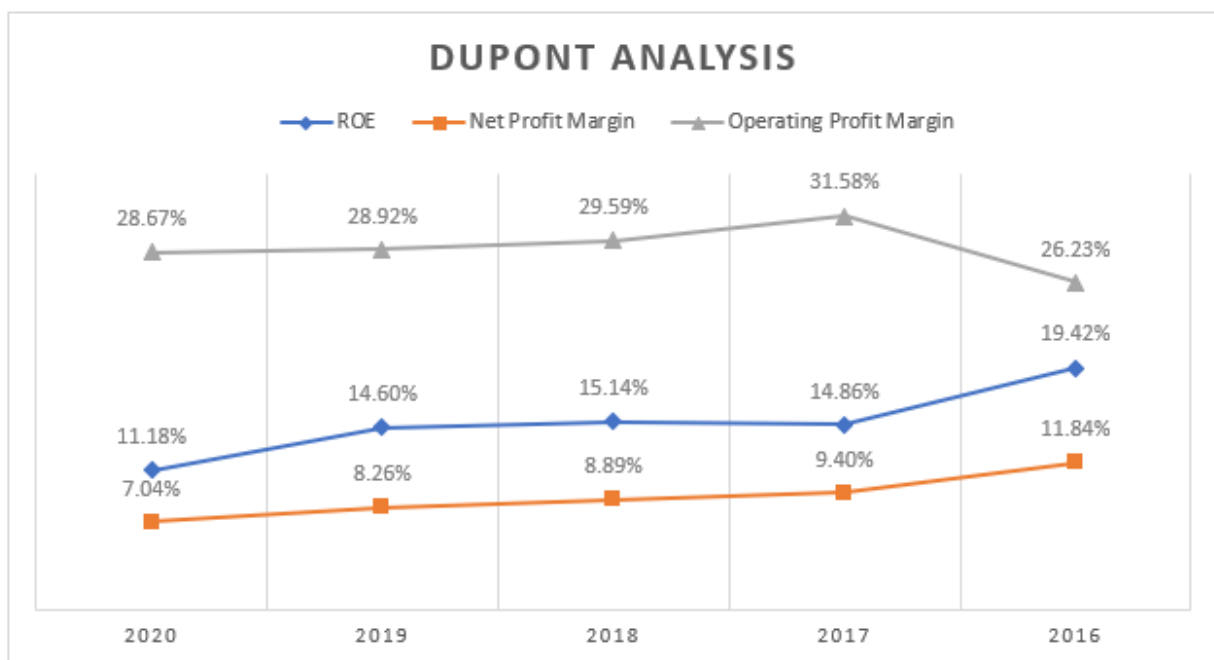


Fig.44: Line chart showcasing outcomes of operations

The greater the combined worth of overall DuPont analysis elements, the greater the favorable influence on return on equity. In 2020, the operational profitability decremented by a minute percentage. Both gross profitability and operational profitability decreased by a minute percentage which impacted negatively on return on equity causing it to decrease. But Trust Bank limited combatted the condition and emerged stronger with the coming year.

2.5.1.4 Liquidity Analysis

	2020	2019	2018	2017	2016
Current Assets	987,119,259	135,149,918	189,260,622	113,186,490	183,177,154
Current Liabilities	860,119,945	25,781,944	84,563,097	60,277,472	152,171,700
Current ratio	1.1477	5.2420	2.2381	1.8778	1.2038

Table C: Current asset, liability and ratio

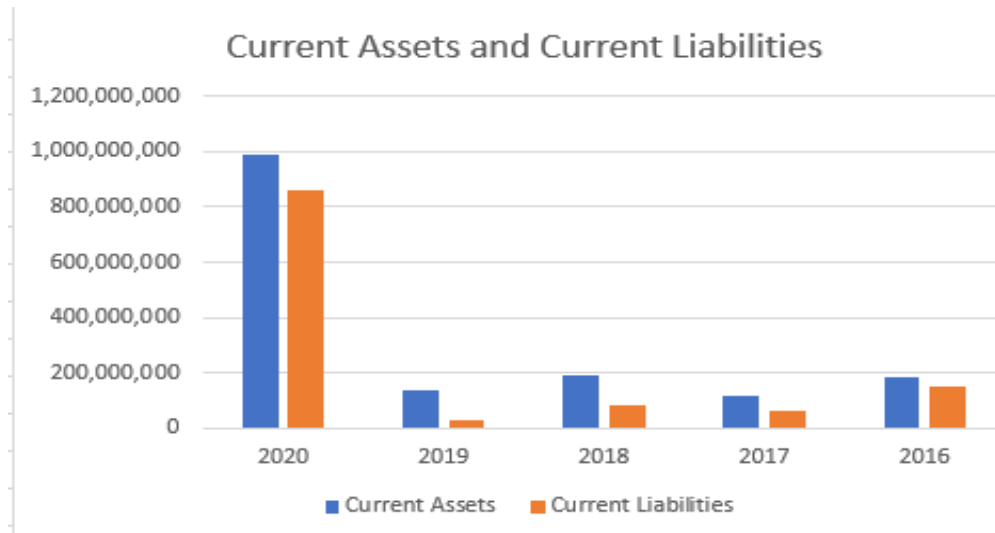


Fig. 45: Column chart showcasing current assets and liabilities

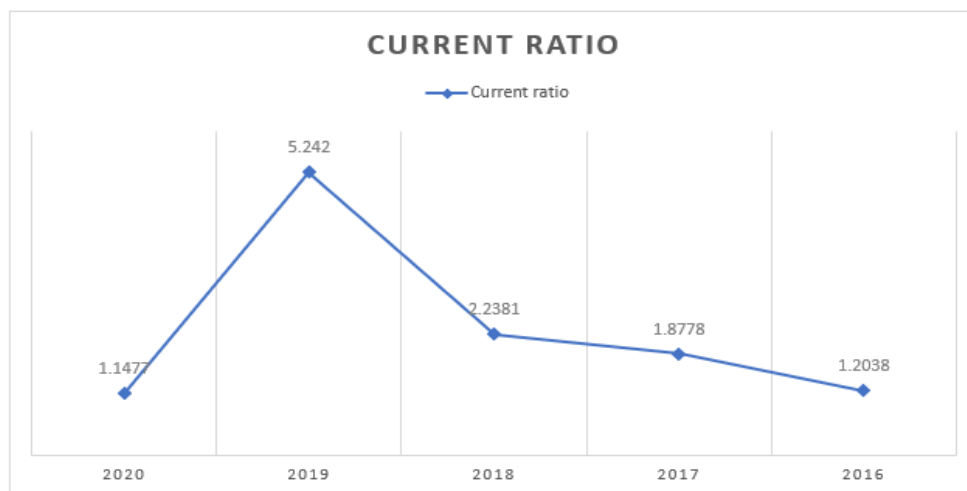


Fig.46: Line chart showcases current ratio

The figure showcases that current ratio decremented in the year 2020. The decrease of current ratio portrays that, the bank's capacity to meet relatively brief period's liabilities decreased. This occurred due to global pandemic but the current ratio incremented in the coming year making the bank capable to meet the current liabilities.

2.5.1.5 Efficiency Analysis

	2020	2019	2018	2017	2016
Net Asset Value	17609057132	15278755675	13221570039	12474902381	11516630312
Current Liabilities	7376048488	7228572453	7228572453	9861625974	8476951353
Asset Turnover	2.3873	2.1137	1.8291	1.2650	1.3586

Table D: Showcase the components of efficiency analysis

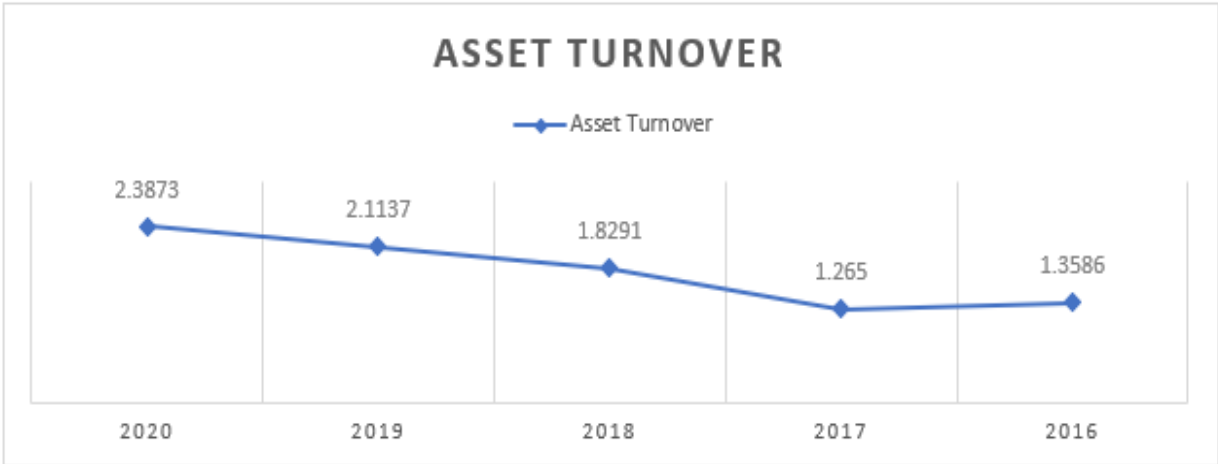


Fig.47: Line chart showcases asset turnover

Efficiency analysis conducted measures how effectively the bank produces revenue and cash flow using its assets which is crucial part of robust financial analysis. The chart showcases the increment of asset turnover in 2020 which portrays the bank's resources' effectiveness in producing income or transactions.

2.5.1.6 Profitability Analysis

Operating Results	2020	2019	2018	2017	2016
Total Operating Income	11,728.76	11,133.40	10,085.71	9,535.77	8,237.29
Total Operating Expense	4,443.59	4,019.88	3,784.00	3,723.75	3,784.90
Operating Profit	7,285.17	7,113.52	6,301.71	5,812.02	4,452.39
Gross margin	62.11%	63.89%	62.48%	60.95%	54.05%

(BDT in Million)

Table E: Showcase the components of efficiency analysis

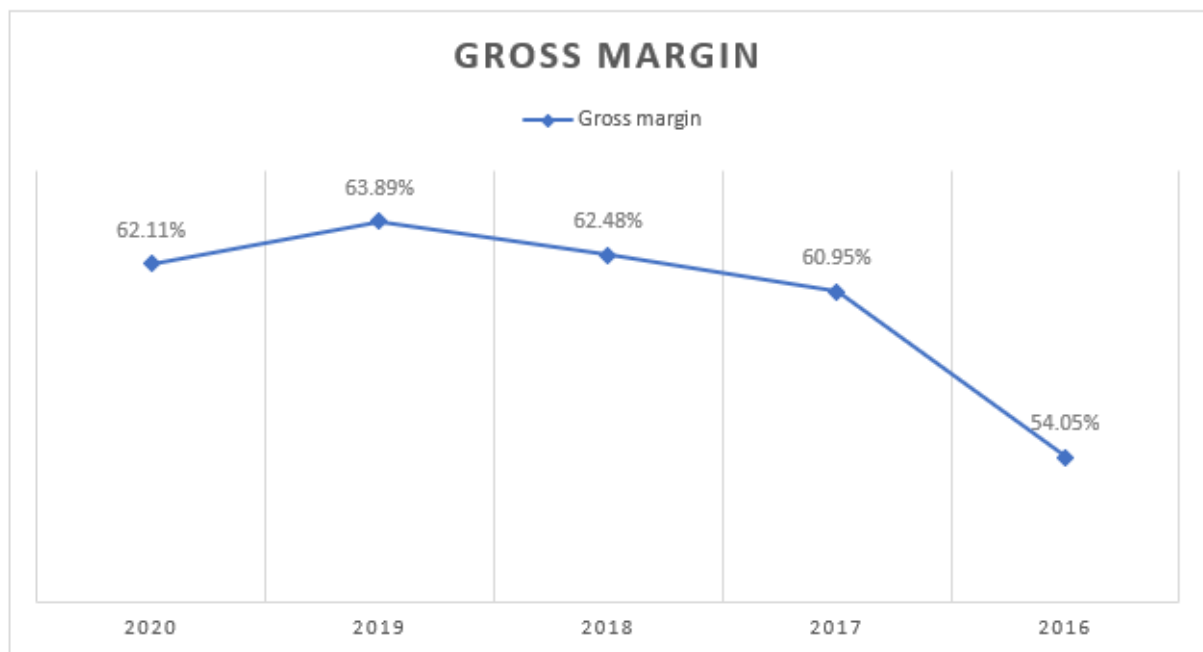


Fig.48: Line chart showcases gross margin

Gross margin decremented by 1.78% in 2020 which means after paying the actual expenses connected with manufacturing the product or offering of services, a bank's profit margin is the proportion of revenue it kept which was lesser in 2020. The larger the profit percentage, the more money the bank keeps, which it can utilize to cover other expenses or repay debts.

So, through overall financial analysis, the conclusion can be drawn that the bank's resources' have effectiveness in producing income or transactions. The analysis also showcases increment of operational profit and after-tax income. But due to Covid-19 global pandemic gross margin and return on equity decreased which were combatted by Trust Bank Limited making it an efficient financial performing bank.

2.5.2 Accounting practices

2.5.2.1 The process of general control:

- Delegacy of management: The accounting system established by the bank is followed precisely by the authorities responsible for providing approval and signature. The accounting system prevalent in the bank can be modified through the dissemination of circular in various events which include both general and special events.
- Incurred expenses of management: Financial and accounts department play crucial role in checking the expense vouchers to see the existence of all the supporting documents. The expense voucher should be sent to all authorities following the chain of power present in the bank. The approval of the person in authority is required for expense reimbursement and the approval of the beneficiary is not required.

2.5.2.2 Prevalence of Double-voucher system:

The double voucher system is existent in Trust bank limited which requires preparation of two vouchers for all the financial transactions excluding cash transaction. The two vouchers prepared are debit voucher and credit voucher. For the cash department one voucher is prepared. The voucher of the cash transaction encompasses of deposit slips, withdrawal slips and other financial instruments, so preparation of one voucher suffice the cash transaction of Trust bank limited.

2.5.2.3 Automated Clearing House: The process of automated clearing house is vastly followed by Trust bank limited. Bangladesh Automated Clearing house (BACH) facilitate financial transaction and settlement between participating bank (Trust bank limited) and Bangladesh bank. Bangladesh Automated Cheque processing system (BACPS) facilitate approval of payments and clearing of cheques with the help of MICR code and exchange of image.

Outward clearing process followed by TBL:

- The financial instruments which are received are carefully placed in the pay-in-slip or voucher.
- The received financial instruments are checked to see if there is existence of any inconsistency or variance.
- The received instruments are further checked by UV detector machine to avoid any attempt of manipulation.
- It's mandatory for the outward clearing cheques to have a stamp containing seal 'UV detector passed' before sending the clearing cheques to BACH (Bangladesh Automated Clearing house).
- The outward batches are developed manually which encompasses of batch ticket, deposit slips and cheques.
- The outward batches separated as normal and represented batches are observed by processing authority and are processed by them.

- In the process of the confirmation of the outward batch, the batch ticket is observed. Followed by the acceptance of the user the system automatically moves to the next available slip. User can see the data associated with slip and cheques which facilitate the process of confirmation.
- Later the batch clearing system is marked as regular and high value clearing-
Regular Value Clearing: The financial instrument amount ranges from Tk.1 to Tk.4,99,999
High Value Clearing: The financial instrument amount ranges from Tk.5 lac & above.

Inward clearing process followed by TBL:

- The inward clearing process starts with uploading the inward files in PBM (Participating bank module)
- The inward files are downloaded into the document management system (DMS) image
- At last, the inward batches which were uploaded in PBM (Participating bank module) and downloaded in DMS-image (document management system) were processed in respective branches and are marked as outward.

Branch clearing entries at Flora software

- Outward Clearing:
Debit – Clearing Adjustment Account (SKB- Sena Kalyan Bhaban Branch of Trust bank)
Credit – Clients Account
- For return cheques
Debit - Clients Account
Credit - Clearing Adjustment Account (SKB- Sena Kalyan Bhaban Branch of Trust bank)
- CCPU SKB branch: For Delivered Cheques
Debit – Clearing Adjustment Account
Credit- Clearing Adjustment Account
- For Return Cheques: (Central clearing processing unit at SKB-Sena Kalyan Bhaban Branch of Trust bank)
Debit – Clearing Adjustment Account
Credit- Clearing Adjustment Account (SKB- Sena Kalyan Bhaban Branch of Trust bank)

2.5.2.4 Operations in the Accounts department

- Vouchers are prepared with the help of accounting software. Batch-wise preparation of vouchers take place by each department which are checked by the authorized officer and other employees of the department.
- Reuniting and rectification of balance with other banks are ensured.
- Acquirement and issuance operation are responsible for the supervision of minor cash item and office supplies.

Accounting entries for various operations in accounts department

Accounting entries of office-supplies

- On receipt and payment of supplies:
Debit - Stock of supplies and stationery
Credit - Pay Order / Accrued expenses payable
- On payment to suppliers (if accrued earlier)
Debit - Accrued expenses payable
Credit - Pay Order
- Monthly Consumption at Head Office
Debit-Supplies and Stationery Expenses
Credit-Stock of Supplies and Stationery

Accounting entries of general services

- On receipt of bills
Debit-Relevant Expense Heads (Repairs/Maintenance)
Credit-Cash/Pay order/Accrued Expense Payable (Service and Maintenance)
- On payment of bills (if accrued earlier)
Debit-Accrued Expense Payable
Credit-Cash / Pay Order

Accounting entries of prepaid expenses (insurance, advertisement)

- Entries On payment
Debit-Prepaid Insurance/Advertisement
Credit-Pay Order/Current/Savings Account

Accounting entries of fixed assets

- On acquisition of fixed assets:
Debit-Relevant Head of fixed assets (Furniture and fixture, office appliance, motor vehicles, etc.)
Credit-Respective head of Tax Deducted at Source
Credit-Respective head of VAT Deducted at Source
Credit-Pay Order/Current/Savings Account
- On depreciation charge:
Debit -Depreciation expenditure on relevant fixed assets
Credit -Accumulated depreciation of relevant fixed asset
- On disposal of fixed assets:
Debit-Cash/Transfer/Clearing
Debit- Accumulated Depreciation

Debit-Non-operative Expense

Credit-Non-operative Income (Profit on disposal of Fixed Assets)

2.5.2.5 Accounting for month-end adjustments

a. Adjustment entries

- To prepare adequately for the closing of books and to obtain an accurate statement of condition, various accounts in the ledgers are adjusted, so that amounts of income and expense are showcased accurately in the accounting period.
- Few adjustment entries are prepared by the accounting department routinely and the adjustment entries are authenticated by two authorized officers. Adjustment entries for the revaluation of foreign currency ledgers are authenticated.
- Various types of adjustment entries which are prepared by different departments are submitted to the accounting department to ensure that all adjustments are accurately done. The primary adjustments are: depreciation of fixed assets, accrual of interest receivable, accrual of interest payable, accrual of other expenses, amortization of prepaid expenses, amortization of unearned income, revaluation of foreign currency balances and reversal of previous month revaluation adjustments.

b. Depreciation of fixed assets

- The cost of all capitalized fixed assets is originally debited to the appropriate account under premises and equipment.
- A portion of the cost which is applicable for a particular accounting month is allocated to expenses by recording depreciation expense and also recording a credit to accumulated depreciation which is done monthly or throughout the lifetime of the fixed assets.
- The Accounting Department makes sure that depreciation entries are not credited directly to the "Cost" accounts but to the "Accumulated Depreciation" accounts, which carry a credit balance.
- The Accounting Department ensures that adjustment entries are passed to appropriate contra accounts which is utilized in general ledger.

c. Accrual of expenses

All expenses such as telephone bill, electricity bill, house rent and other monthly recurring expenses that are unpaid but are applicable to the ending accounting month, are accrued monthly by various departments and credited to the accrued expenses accounts under other liabilities.

Debit Expenses: Electricity of office

Credit Expenses: Payable- electricity bills payable

d. Amortization of prepaid expenses

- The expenditures stated as “sizeable expenditures”, that are applicable for future periods are originally debited to the appropriate accounts under other assets, prepaid expenses. On closing day, the portion of the amount applicable to the accounting month must be expensed.

Debit Expenses-Insurance premium

Credit Assets-Prepaid expenses insurance

- The accounts department ensures that adjustment entries are passed to all appropriate accounts.

e. Amortization of unearned income

Unearned income received by the branch of Trust bank limited which are related to various types of transactions, i.e., discounts on loans and interest on securities, commissions and fees on loans, interbank placements, investments, mortgages, commitments etc., are originally credited to various unearned income accounts under other liabilities. These are amortized monthly for the applicable accounting period,

Debit-related unearned income account

Credit-related income account

f. Accounting year-end closing

- On the last working day of December many activities are performed that are directed towards the closing of the branch’s books for the year and the preparation of reports.
- The basic year end tasks are- special year-end adjustments and preparation of annual closing statements.

2.5.2.6 Accounting system for Islamic banking

Bai-Murabaha Investment

Bai Murabaha is an agreement involving such a purchaser and a supplier wherein the supplier provides particular specific goods (admissible per Islamic Law and local jurisdiction) to the purchaser at a value with margin, paid in immediately, entire amount at a fixed date, or in installment. The profitability can be set as a constant amount or as a percent of the actual price of the items.

- When obtaining monetary security prior to purchase of the products from customer:
Debit-Cash or Client’s Current Account
Credit-Respective Investment Account
- For other expenses incurred at the time of purchase
Debit- Bai-Murabaha Investment Account

- Credit-Payment Order / Current Account /Cash Account
- For Profit Receivable
 - Debit-Bai-Murabaha Investment Account
 - Credit-Other Liabilities/Unearned Profit of Bai-Murabaha Investment Account
- For Risk Fund
 - Debit- Bai-Murabaha Investment Account
 - Credit-Sundry Deposit: Risk Fund

Shirkatul Melk

The bank would provide equipment and goods to the client on a rental basis. The client would have the authority to possess the goods or equipment as long when they would continue paying to the bank on an installment basis and would gain complete possession after the entire payment is done by the client. The joint ownership prevails until the completion of the payment and the end of the investment account.

- While receiving equity from the client before purchasing/procuring the Shirkatul Melk Asset/Property
 - Debit: Cash or Al-Wadiah Current Account
 - Credit: Investment on Hire Purchase under Shirkatul Melk
- When providing payment for purchase
 - Debit: Investment on Shirkatul Melk
 - Credit: Payment Order/ Current Account
- While incurring various costs of purchase/procurement/ making/maintenance of the Shirkatul Melk asset/ property by the Bank
 - Debit: investment on purchase under Shirkatul Melk
 - Credit: demand draft/pay order
- While receiving cash security at the time of opening letter of credit
 - Debit: Cash or Al-Wadiah current account
 - Credit: Sundry Deposit: Margin on letter of credit
- For passing liability entries as per contract while opening letter of credit
 - Debit: Asset as per contract: Letter of credit for equivalent Taka amount of letter of credit
 - Credit: Liabilities as per contract: Letter of credit for equivalent Taka amount of Letter of credit.
- Entries of various expenses for opening Letter of credit
 - Debit: Party account
 - Credit: Income Account- Commission on Letter of Credit
 - Credit: Income Account- Recovery of postage i.e., for postage and telex charge incurred against letter of credit in connection with import of Shirkatul Melk asset/property.
 - Credit: Sundry Deposit- 15% VAT on Banking Service
 - Credit: Handling charges in connection with import of the Shirkatul Melk asset/property

2.5.2.7 Prevalence of automated accounting process:

With the advancement of science and technology, most of the activities of the organization are automated. The automated activities facilitate efficiency, accuracy and effectiveness of the work. The automated accounting process prevails in Trust bank limited which is carried out through Flora Bank. The financial transactions of Trust bank limited are not entered in the journal and published in the ledger account manually, rather the financial transactions are entered and calculated through the automated process of Flora Bank Web.

2.5.2.8 Accounting principles of Trust bank limited

Standardized accounting system is existent in Trust Bank limited which enables the accurate comparison of Trust bank limited with other banks on the basis of performance. The accounting standard universally followed and also followed by Trust bank limited is known as GAAP (Generally accepted accounting principle).

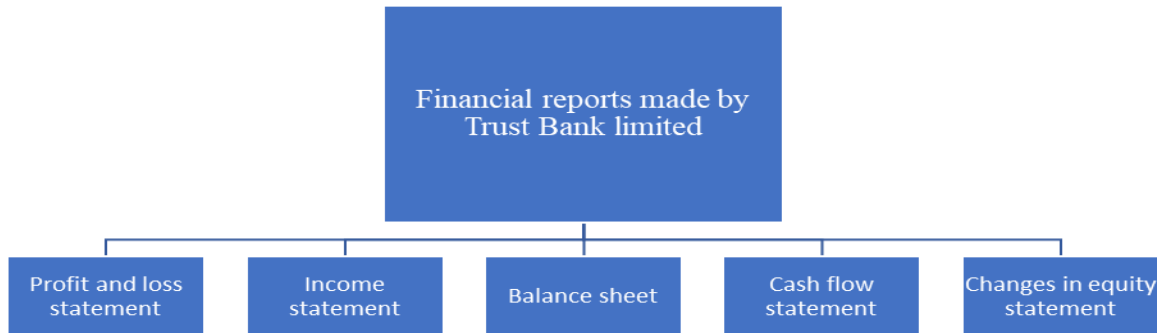
Few accounting principles followed by Trust bank limited

- Economic entity principle: According to the principle, various transactions which takes placed are placed separately from its owners and also from the other organizations.
- Going concern principle: This principle states that business will keep on existing and will also work within a reasonable time-frame, and wouldn't be required to liquidate. This enables business to keep some prepaid costs for future bookkeeping periods.
- Cost principle: Cost Principle states that the original cost of the assets, equity and liabilities are documented. Even the change of the original cost over the course of time through depreciation and inflation but it wouldn't be showcased for the purpose of reporting.
- Time period principle: Time period principle states the proper documentation of the financial statements should be done which is appropriate for the specific time period.
- Matching principle: According to matching principle the revenue and its related expenses should be matched. When the revenue is recorder, at the same time the related expenses are documented.
- Revenue recognition concept: The principle emphasizes that recognition of revenue is essential and should be recorded. When revenue is generated or collected, it must be precisely recorded.

2.5.2.9 Accounting Methods (Cash and Accrual accounting) of Trust bank limited

Both cash and accrual accounting are followed by Trust bank limited. Trust bank limited precisely follow IAS-1 (International Accounting Standard).

The financial reports created by Trust bank limited are:



The financial reports of Trust bank limited are made up of financial transactions showcased in the figure below:

Non-financial Transaction (Non-financial transactions are transactions that do not involve the flow of money or goods and services)	Financial Transactions (Economic events that affect the asset and equities of the organization)
<ul style="list-style-type: none"> • Balance Inquiry • Updating a customer’s details like mobile number, address etc., • Account opening • Account closing • Balance Inquiry • Printing an account statement • Standing instructions maintenance • Cheque book issue etc., 	<ul style="list-style-type: none"> • Cash withdrawal • Cash deposit • Funds transfer from one account to another • Sending NEFT, RTGS. • Loan Disbursed

Fig. 49: Financial and non-financial transactions of Trust bank limited

The financial reports are made at the end of each reporting period

- Monthly Report- financial report made for the period of 1 month
- Quarterly Report- financial report made for the period of 3 months
- Half-yearly Report- financial report made for the period of 6 months
- Annual Report- financial report made for the period of 1 year

Financial reports are generated for a range of accountancy clients which includes both internal and external accountancy clients that is showcased in the figure below-

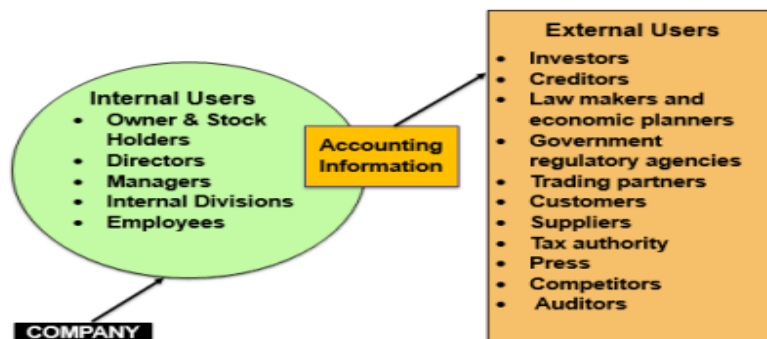


Fig.50: Internal and external users of accounting information of Trust bank limit

Documentation of Financial transactions and preparation of financial reports by Trust bank limited

- The accountants of Trust bank limited incisively utilize and apply sequential record of financial transactions of the bank which is termed as Journal.
- The accountants play vital role in recognizing and indicating accounts impacted by financial transactions of Trust bank limited and then the accounts impacted by financial transactions are characterized by Indicate each account impacted by the exchange and characterize each account by category.
- Accountants make valid decision whether each account is incremented or decremented by the occurrence of financial transactions. Accountants further use the rules of debit and credit to increment or decrement each account.
- The financial transactions of Trust bank limited are documented in journal and a concise clarification for the documentation of financial transaction is placed. On the left side of the journal the debits are placed, whereas credits occupy the right side.
- Accountants document all the financial transactions occurred by date in the ledger.
- Then all the accounts along with their balances are documented in trial balance. Trial balance helps to sum up all the adjustments of the accounts. After summing up, it's keenly observed whether equivalence of value persists between debits and credits.
- At last, the accountants of Trust bank limited prepare the financial statement.

2.5.2.10 Accounting process of Trust bank limited

Accounting Process

- The financial transaction takes place which is stated to be a monetary occurrence which has influence in Trust Bank Limited's financial statements. It is documented as a financial transaction in the income statement of Trust bank limited.
- Accountants conduct recording of the financial transactions which is the process of maintaining a periodic record of documented occurrences in an organized way.
- Accountants first record the financial transactions in a sequential order in a journal, prior to getting transmitted to the account.
- Then the financial transactions get transmitted to the account which is a specific accounting document of adjustments in a particular asset, liability, or owner's equity component.
- The accounts alongside corresponding balances are recorded in trial balance. Trial balance enables summation of adjustments of the accounts. After summation the equivalence of debits and credits are observed.
- Reports which are commonly referred as financial statements, are used to transmit financial information. The reports are evaluated and interpreted for the stakeholders.



Fig.51: Accounting process of Trust bank limited

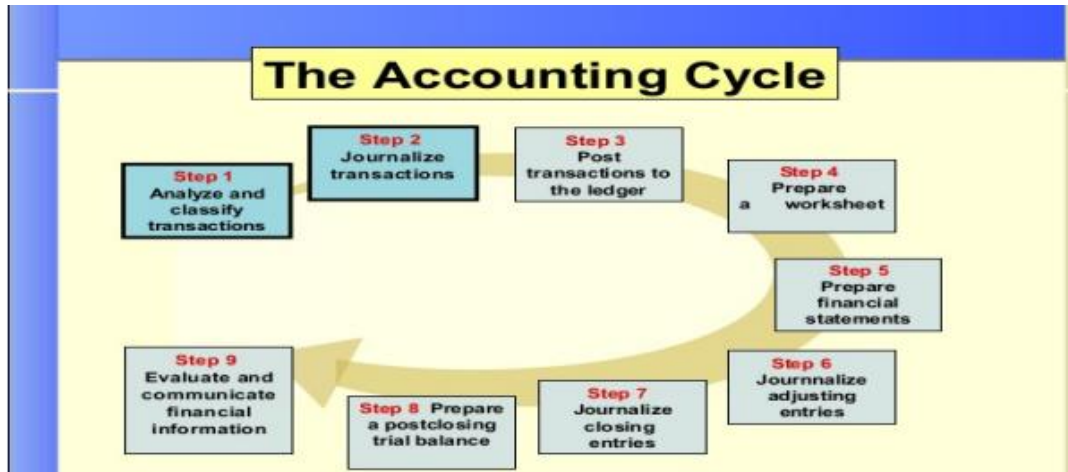


Fig.52: Accounting cycle of Trust bank limited

2.5.2.11 Depreciation methods followed by Trust Bank Limited

- The depreciation methods followed by Trust bank limited are straight line method and reducing balance method.
- Straight line depreciation method is used for office equipment items whose life cycle is five years and are depreciated by 20%.
- Trust bank limited use reducing balance depreciation method for furniture and fixture of the bank whose life cycle is considered as fifteen to twenty years and are depreciated at a rate of 10%.

2.5.2.12 Accounting disclosures in annual Report 2020 of Trust Bank limited

- International accounting standard (IAS) 7 is abided by for the formulation of cash flow statement and the required guiding principle of Bangladesh Bank was followed.
- International accounting standard (IAS) 1 is abided by or the formulation of equity variation statement the required guiding principle of Bangladesh Bank was followed.
- According to the income tax act 1984, the current income tax is presented in conformance with International Accounting Standard 12.
- International accounting standard 37 is conformed with for presenting reserves and incurred costs.

- In conformance with International Accounting Standard 16, fixed assets are valued through the deduction of cost from aggregated depreciation.

Name of IAS	IAS No.	Status
Presentation of Financial Statements	1	*Applied
Inventories	2	N/A
Cash Flow Statement	7	Applied
Accounting Policies, Changes in Accounting Estimates and Errors	8	Applied
Events after the Reporting Period	10	Applied
Construction Contracts	11	N/A
Income Taxes	12	Applied
Property, Plant and Equipment	16	Applied
Employee Benefits	19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	20	N/A
The effects of Changes in Foreign Exchange Rate	21	Applied
Borrowing Cost	23	Applied
Related Party Disclosures	24	Applied
Accounting and Reporting by Retirement Benefit Plans	26	N/A
Separate Financial Statements	27	Applied
Investment in Associates	28	Applied
Interest in Joint Ventures	31	N/A
Financial Instruments: Presentation	32	*Applied
Earnings per Share	33	Applied
Interim Financial Reporting	34	Applied
Impairment of Assets	36	Applied
Provisions, Contingent Liabilities and Contingent Assets	37	*Applied
Intangible Assets	38	Applied
Investment Property	40	Applied
Agriculture	41	N/A

Fig.53: International Accounting Standard (IAS) abided by Trust Bank Limited

So, the accounting principles, accounting process, accounting methods, depreciation methods and automated clearing house followed by Trust bank limited portrays credibility and reliability. All these well-structured and effectual practices enabled satisfactory financial performance.

2.6 Operations management and information system practices

2.6.1 Operational strategy

Operations division has the prime authority of the Trust Bank Limited's operative supervision and guarantees that all branches and sub-branches of Trust bank limited construct and provide superior quality products and services and preserve an organizational culture of a control.

2.6.2 Clearing Software of Trust bank limited (FLORA BACH SYSTEM)

The various operations are carried on by FLORA BACH System of Trust bank limited such as creation of bundle, scanning of items, deleting items, logging in the web system of Flora Bach System software, managing of bundles, outward posting of items, inward postings, inward authorization, outward core banking system (CBS) integration: clearing of posting and outward core banking system (CBS) integration: Confirmation or return of clearing.

- a. The clearing process begins with logging in the Flora Bach system by the authorized employee of Trust bank limited. The authorized employee for clearing must enter the user ID and password for logging in the Flora Bach System of Trust bank limited.

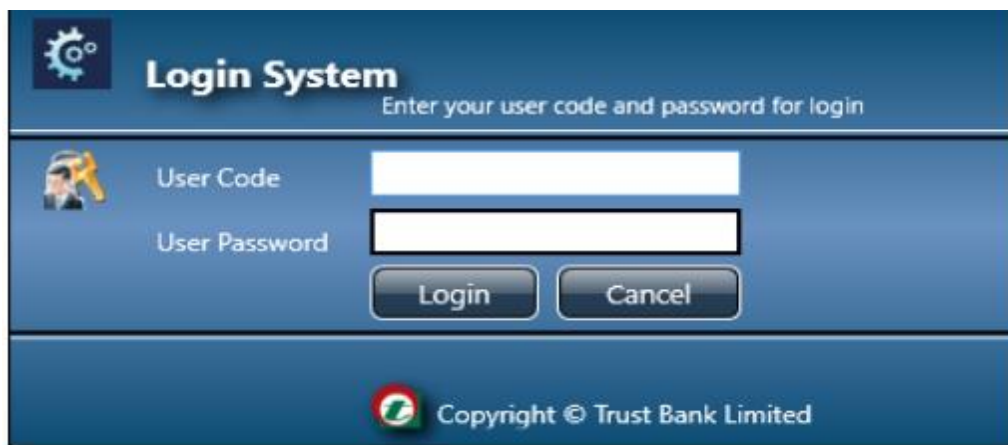


Fig.54: logging in the Flora Bach System of Trust bank limited

- b. **creation of bundle in the Flora Bach System of Trust bank limited:** The authorized employee for clearing, create bundle in the Flora Bach system. The authorized employee, first select the item scan ribbon of Flora Bach system, then click on create bundle followed

by selecting date of bundle. At last number of cheques and total amount are placed to complete the process of bundle creation.

The process that is followed to create bundle in the Flora Bach system of trust bank limited is showcased in figures below:

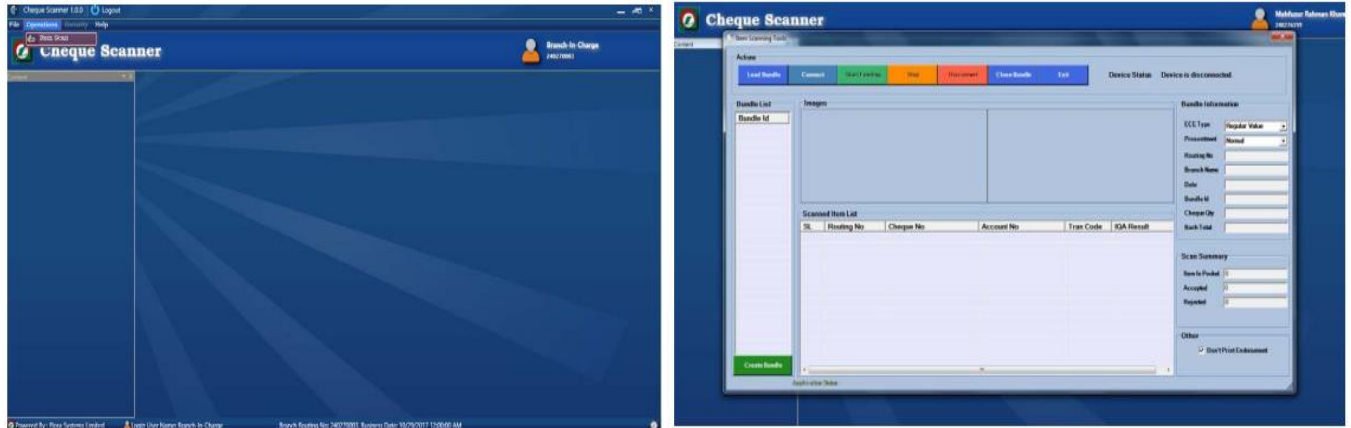


Fig.56: step 1 and 2 of the creation of bundle in the Flora Bach System

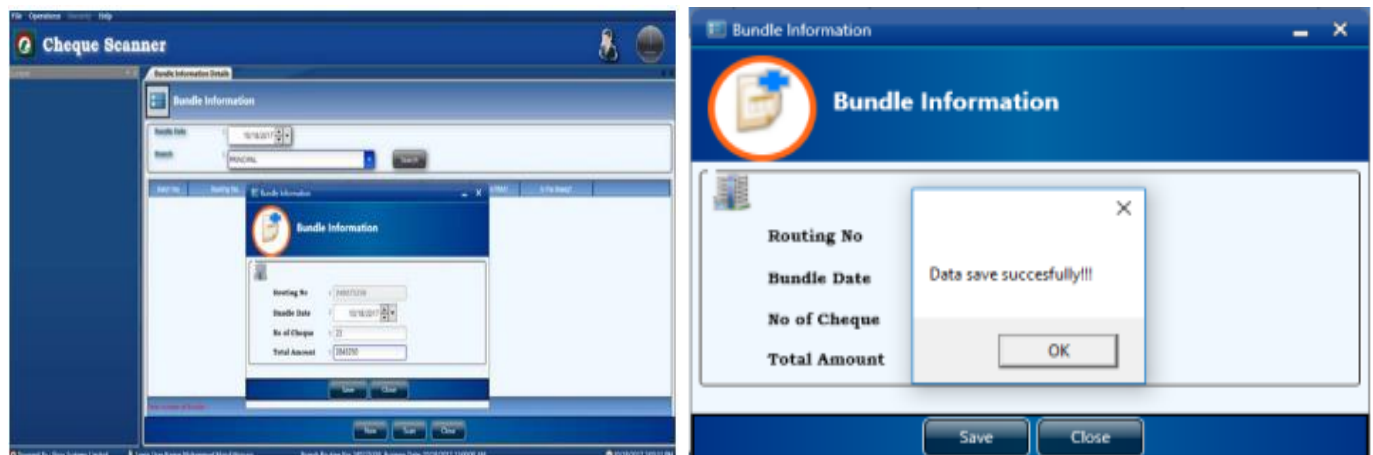


Fig.57: step 3 and 4 of creation of bundle in the Flora Bach System

- c. **scanning of items in the Flora Bach System of Trust bank limited:** The authorized employee for clearing, scan the items in the Flora Bach system. The authorized employee, first select the item scan ribbon of Flora Bach system. Then the authorized employee clicks on “select bundle” followed by connect and start feeding consecutively. At last, the authorized employee closes the bundle.

The process that is followed to create bundle in the Flora Bach system of trust bank limited is showcased in figures below:

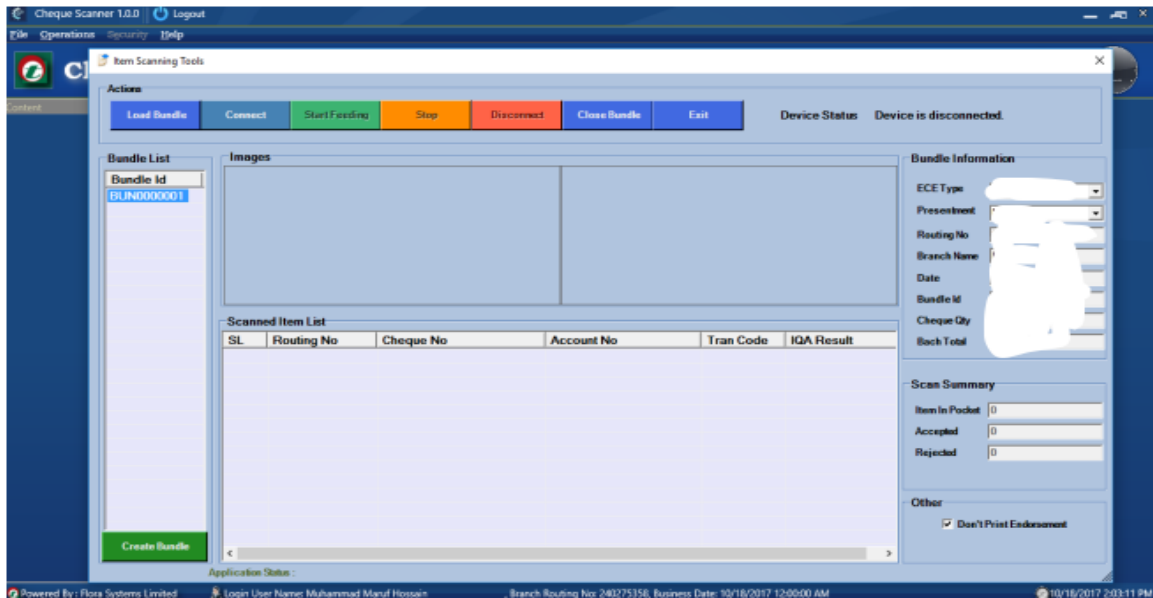


Fig.58: Step 1 of the scanning of items in the Flora Bach System

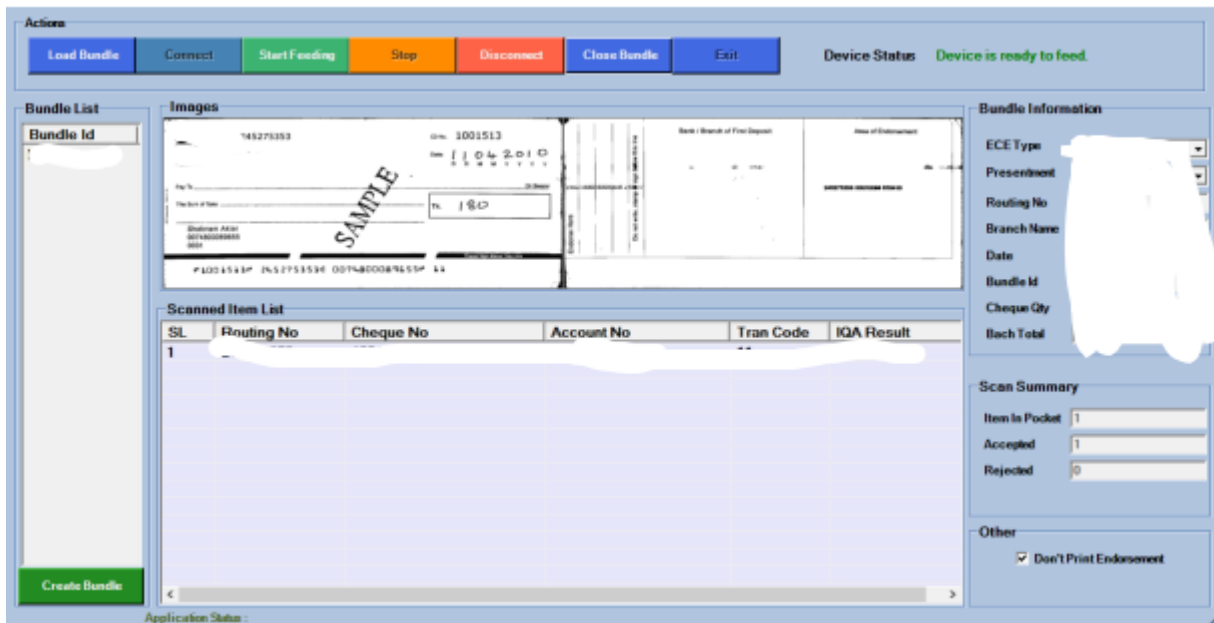


Fig.59: Step 2 of the scanning of items in the Flora Bach System

- d. For deleting items in the Flora Bach system of Trust bank limited, authorized employee needs to select the bundle ID and then double click on the item that is needed to be deleted.

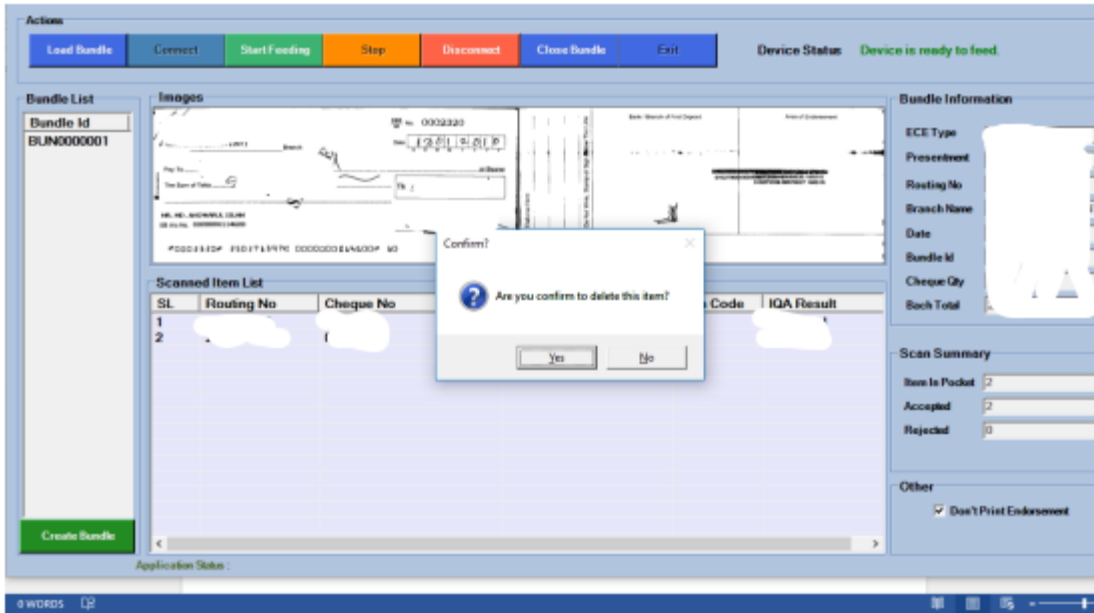
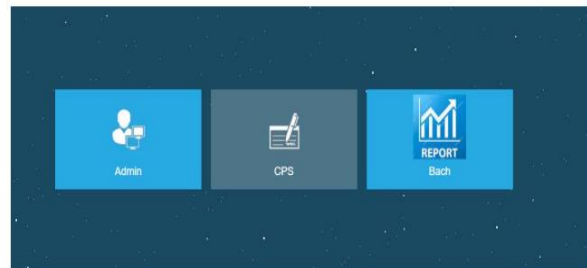
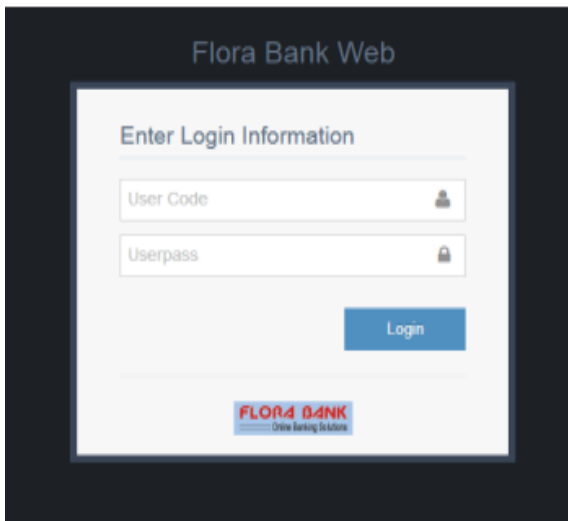


Fig.60: deleting items in the Flora Bach system

- e. For logging in the Flora Bach web system, authorized employee should place user Id and password followed by the clicking on CPS tab.



2. Figure: Flora BACH Login Web



3. Figure: Flora BACH Login Web

Fig.61: Logging in the Flora Bach web system

- f. For managing bundles, authorized employee selects the transaction tab of the Flora Bach system software, then enter the manage bundle tab and places the total number of cheques and total amount. At last, the authorized employee updates the bundle.

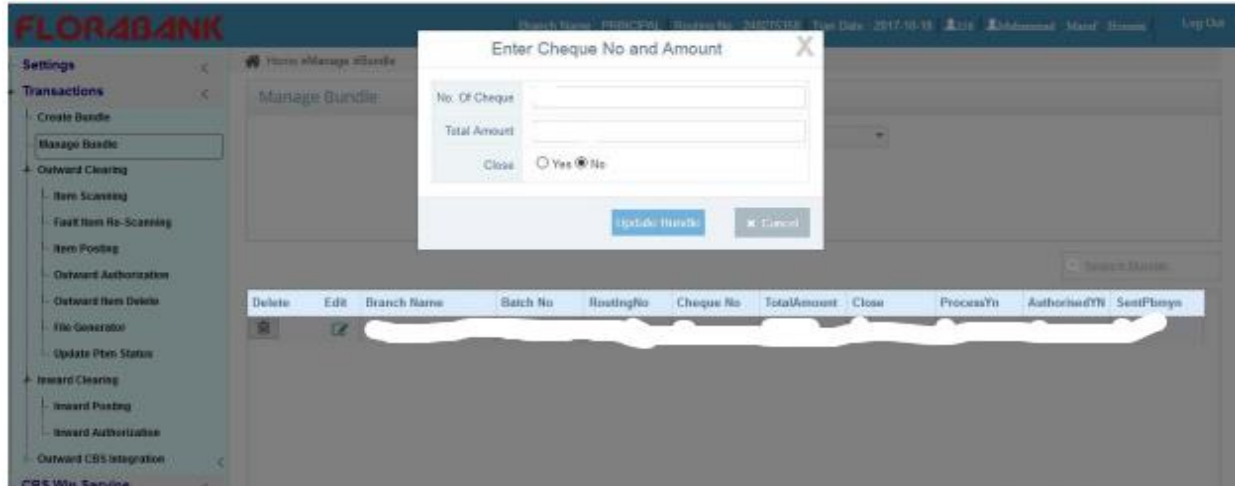


Fig.62: Managing bundle in Flora Bach system of Trust bank limited

- g. For outward posting of item, authorized employee first selects the transaction tab, flowed by “outward clearing” and “item posting” respectively. Then the bundle is selected and under bundle item is selected. After selecting the bundle item, the employee enters business date, amount, deposit A/C No and remarks.



1. Figure: Flora BACH Outward Item Posting.

Fig.63: Outward posting in Flora Bach system of Trust bank limited

- h. The outward authorization process starts with selecting the transaction tab, followed by “outward clearing” and “outward authorization” chronologically. Then the bundle is selected and under bundle item is selected. After selecting the bundle item, the employee enters business date. Then a query is conducted which is followed by the action of authorization or un- authorization.

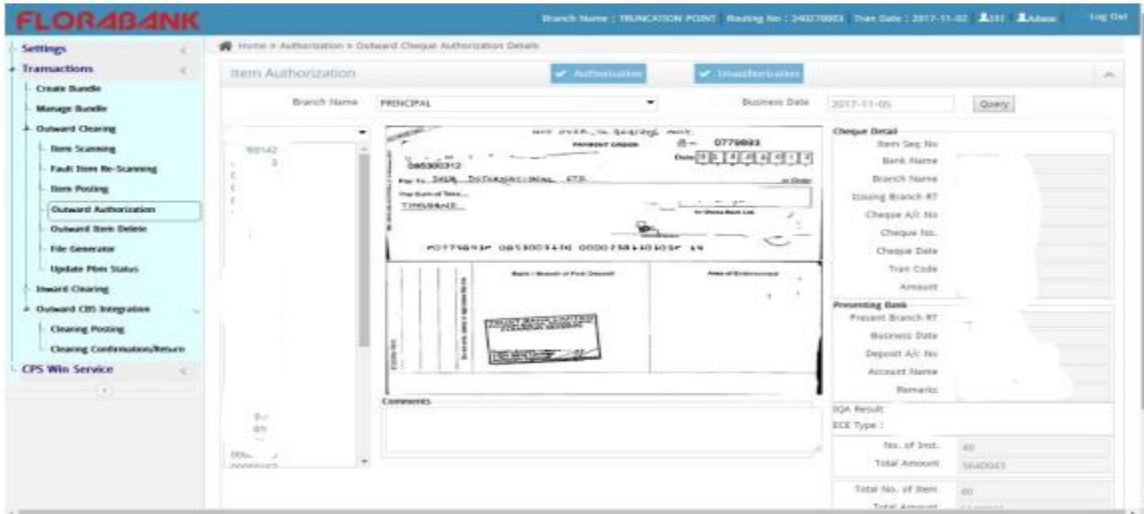


Fig.64: Outward authorization in Flora Bach system of Trust bank limited

- i. The inward posting process starts with selecting the transaction tab, followed by “inward clearing” and “inward posting” chronologically. In a sequential way the authorized employee selects business date, item status, Tran code, ECE type and status. If the entire process is accepted then “pay to” is clicked for inward posting otherwise select the return reason.

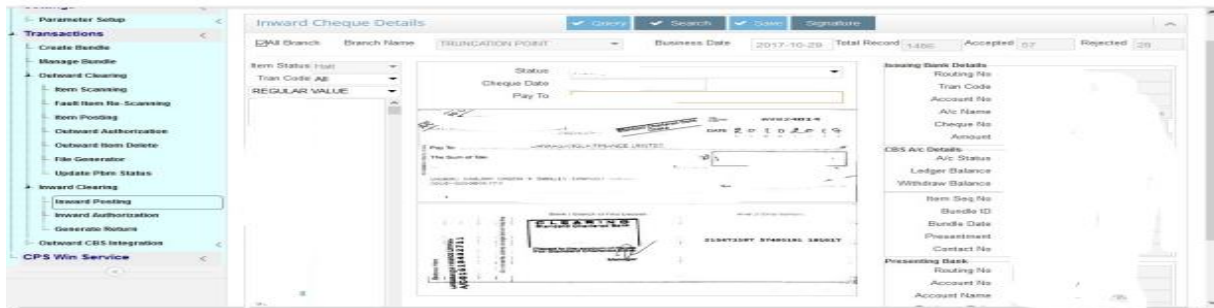


Fig.65: Flora Bach Inward posting of Trust bank limited

- j. The inward authorization process starts with selecting the transaction tab, followed by “inward clearing” and “inward authorization” chronologically. Then the business date is selected. If all the information provided are correct then the inward authorization is given, otherwise the “un-authorization” ribbon is clicked.



Fig.66: Inward authorization in Flora Bank system of Trust bank limited

- k. For clearing posting the outward core banking system integration is selected. “Clearing posting” under “outward core banking system integration” is selected. After selection of “clearing posting”, authorized employee of clearing department selects business date and mark the value, i.e. high value or regular value cheques. After selecting dates and placing values, authorized employee search for the clearing items which are integrated to complete the process of posting of clearing.

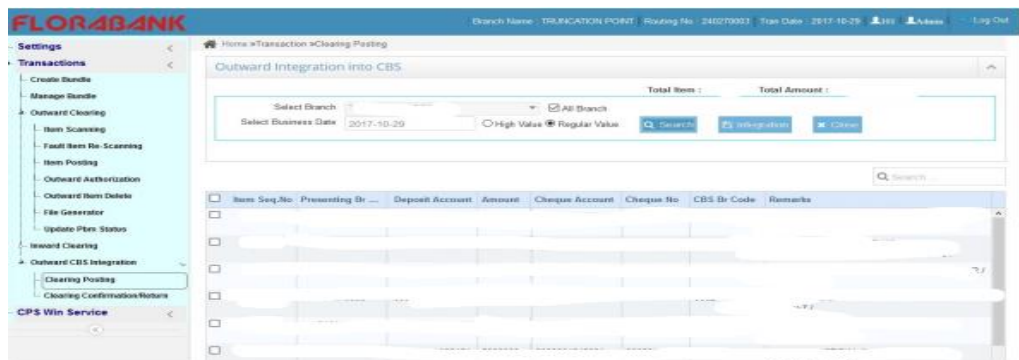


Fig.67: Outward core banking system integration: clearing posting

1. For clearing confirmation or return the outward core banking system integration is selected. “Clearing confirmation/return” under “outward core banking system integration” is selected. After selection of “clearing confirmation/return”, authorized employee of clearing department selects business date and mark the value, i.e. high value or regular value cheques. After selecting dates and placing values, authorized employee search for the clearing items which are integrated or the payment is stopped to complete the process of clearing confirmation or return

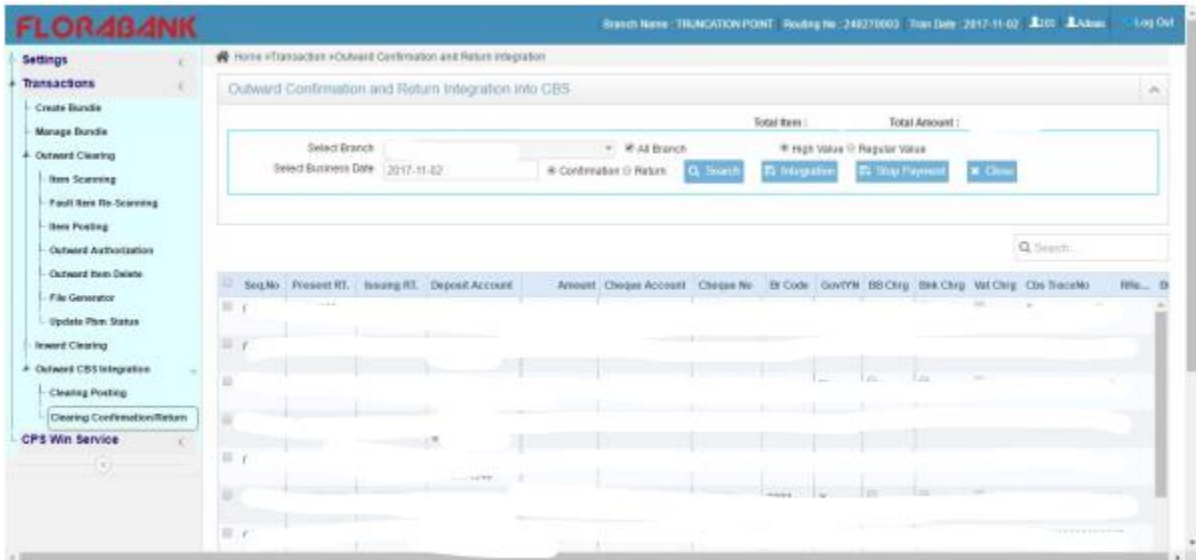


Fig.68: Outward core banking system integration: clearing confirmation/return

2.6.3 FLORA BEFTN (Bangladesh Electronic fund transfer network) Solution

A digitalized mechanism that ensures financial transactions are safe, quick, and cost-efficient. It helps in the quick and safe electronic transfer of payments between banks that make the inter-bank clearing quicker and more effective.

- a. The authorized employee has to login to Flora BEFTN solution by entering user name and password. For both the outward and inward BEFTN solution authorized employee has to log in to Flora BEFTN solution.
- b. The outward Flora BEFTN solution comprises of new message, outward authorization and bulk message.

- c. The inward Flora BEFTN solution encompasses of posting of inward message, inward authorization, inward return, manual assessment, authorization of manual assessment and authorization of inward return
- d. Bank wise and branch wise reports of outward Flora BEFTN solution are obtained after the completion of the steps of the outward Flora BEFTN solution.
- e. Bank wise and branch wise reports of inward Flora BEFTN solution are obtained after the completion of the steps of the inward Flora BEFTN solution.

SL	Sett Date	Branch From	Msg	Sender Id	Sender Name	Rec. RoutingBank	Received Branch	District	ReceiverId/Acc	Receiver Name	Amount
----	-----------	-------------	-----	-----------	-------------	------------------	-----------------	----------	----------------	---------------	--------

Fig.69: Bank wise Outward EFT (Electronic fund transfer) report

SL	Sett Date	Branch From	Msg	Sender Id	Sender A/c	Sender Name	Received Bank	Received Branch	District	ReceiverId/Acc	Receiver Name	Amount
----	-----------	-------------	-----	-----------	------------	-------------	---------------	-----------------	----------	----------------	---------------	--------

Fig.70: Branch wise Outward EFT (Electronic fund transfer) report

SL	Settlement Date	Bank From	MSG	Status	Sender ID/Acc	Sender Name	Received Branch	Receiver Name	Receiver ID /Acc. No.	Amount Dr/Cr	Create User	Login User
----	-----------------	-----------	-----	--------	---------------	-------------	-----------------	---------------	-----------------------	--------------	-------------	------------

Fig.71: Bank wise Inward EFT (Electronic fund transfer) report

SL	Self. Date	Bank From	Ret Reason	SECC	Received branch	Sender ID/Acc	Sender Name	Receiver Account#	Receiver Name	AMOUNT	DRCR
Total number of EDR:				0	Total:						
Prepared By						Authorized By					

Fig.72: Branch wise Inward EFT (Electronic fund transfer) report

2.6.4 FLORA Bank Web (Core banking system of Trust bank limited)

Flora Bank Web is considered to be the core banking system of Trust bank limited. Numerous major banking operations are carried out and managed through Flora Bank web, such as:

- Storage of customer information- Customer information profile (CIF)
- Account opening
- Signature and picture card management
- Financial transaction
- Cheque book management
- Pay order

a. Storage of customer information- Customer information profile (CIF)

Customers information are stored in the Flora Bank web of Trust bank limited which is called customer information profile. Customer information profile encompasses of-

- individual customer information
- entity-customer information
- customer authorization
- transaction profile (TP) of customer
- authorization of customer transaction profile (TP)
- KYC (know your customer) profile for individual
- KYC (know your customer) profile for entity
- KYC (know your customer) for FDR and special schemes
- Authorization of KYC (know your customer) profile
- Customer dashboard

b. Account opening

For deposit account opening through Flora Bank web, the first step includes selection of type of account, mode of operation, placement of customer code, account title and account opening date. For conducting the first step, authorized employee of the account opening department clicks on the “General Info” tab of Flora Bank Web. After entering the “General Info” tab, all information such as account type, mode of operation, account title, account opening date, interest rate, principal amount, minimum balance and purpose of opening the account are filled up accurately.

Then, the authorized employee of the account opening department clicks on the “charges/other info” tab of Flora Bank web. After entering the tab, the authorized employee fills up the field called “SBS1 Table A Sector” with required sector code of the customer, followed by filling up the information of the nominee of the client opening the deposit account. After filling up the required fields with accurate information in the flora bank web, the deposit account needs to be authorized to opened successfully in Trust bank limited.

Deposit Account Opening x

General Info Charges/Other Info Delivery Channel Introdncer Information

Account Type: 0310 - Savings Account

Currency: TK

Mode of Operation: Singly

Customer:

Account Title:

হিসাবের নামঃ (বাংলায়)

Account No. :

A/C Open Date: 14/09/2020

Interest Rate : 4.000000

Initial/Principal Amount: 0.00

Minimum Balance: 0.00

Purpose:

Interest Fixed/Variable: Variable (V)

Fig.73: step 1 of the deposit account opening through Flora Bank web

Charges/Other Info | Delivery Channel | Introducer Information

SBS1 Table A Sector:

RM Code: Please search and choose from the list. See Help.

Monitoring RM Code: Please search and choose from the list. See Help.

SPL Instruction:

Source Of Fund:

Sub Sector Code:

Under Refinance: --Select--

Client Type: --Select--

Account Category: --Select--

Segment: --Select--

SME Credit Rating: --Select--

Environmental Rating: --Select--

Online Charge Allow: Yes | Online Transaction Allow: Yes | Applied Interest(Y/N): Y

Excise Duty: Y | Service Charge: Y

Incidental Charge: Y | Deposit From Bank: N

Miscellaneous A/C: N | Nominee (Y/N): N

Fig.74: step 2 of the deposit account opening through Flora Bank web

Authorize | General Info | Term/Recurring Info | Charges/Other | Nominee Info | Joint Acc Info

All Account Authorize

Date Wise Authorize

Date: 17/02/2014 | Query

AccountNo	EntryUserCode	EditUserCode
		0
		0

Fig.75: Authorization of deposit account opening using Flora bank web of Trust bank limited

c. **Signature or the picture card management**

Signature or the picture card management is conducted through Flora Bank web of Trust bank limited. The authorized employee of the account opening department, uploads the picture of the signature card in the Flora bank web which contains the picture and signature of the client. The signature card is of vital importance because when the client comes to the bank for the withdrawal of the money after the opening of the account, the signature of the client is checked against the signature provided in the signature card uploaded in the Flora bank web. For obtaining the bank statement, cheque book, debit card, credit card and

for withdrawing money from Trust bank limited, the signature of the client is checked against the signature of the client prevalent in the signature card.

After uploading the signature card it's needed to be authorized. The employee having the authority to authorize the signature card of the client authorizes the signature card after checking the accuracy of the information provided in the signature card.

The signature card can be updated. For any case if the client needs to change the signature, then the client needs to manually fill up the information in the signature card and place the new signature in the signature card. After the correction of the information and the placement of the new signature, the signature card is updated in the Flora bank web of Trust bank limited.



The screenshot shows a web interface for managing a signature card. At the top, there is a text input field for 'Account No'. Below it, a blue header reads 'Signature(s) of [redacted]'. The main area displays account details: 'Account Type :Savings Deposit Account (Urban)', 'Account No [redacted]', 'Name [redacted]', 'Address :Shantipur', 'Open Date :08/07/2013', 'Linkage date :08/07/2013', and 'Linkage User :487--'. Below the details is a table with columns 'Select', 'SL No', and 'Picture'. The first row has a checked checkbox, the number '1', and a small thumbnail image of a signature card.

Select	SL No	Picture
<input checked="" type="checkbox"/>	1	

Fig.76: Signature card containing picture and signature of the client is uploaded in the Flora bank web of Trust bank limited

d. Cash transaction

The entire process of cash transaction takes place through the Flora bank web of Trust bank limited. The process of cash transaction encompasses of credit- cash transaction, debit-cash transaction (debit), transfer transaction and authorization of transaction. In credit-cash transaction, authorized employee types the account number of the client in the field of “account number”, then he selects “CR” (credit) from the field DR/CR (Debit/credit) and type the amount in local currency. In debit-cash transaction, authorized employee types the account number of the client in the field of “account number”, then he selects “DR” (debit) from the field DR/CR (Debit/credit) and types the amount in local currency.

In case of debit-cash transaction, the authorized employee has to place the cheque number of the client and also the cheque date. For transferring the transaction, the authorized

employee again has to place the account number, cheque number and cheque date of the client. At last, authorization of the transaction is vital for the completion of the cash transaction which is conducted by the authorized user of the Flora bank web of Trust bank limited.

e. Cheque book management

Cheque book management activities in Flora bank web comprises of three actions, such as issuing of cheque book, authorization of cheque book and cheque-stop payment. For issuing of cheque book, the authorized employee of the account opening department type the account number of the retail client, issue date of the cheque book and select the series type. After completion of cheque book issuance, it's needed to be authorized for the client to obtain the cheque book. The cheque book is authorized by the employee who has the authority to conduct cheque book authorization in the Flora Web of Trust bank limited. In case the cheque book is stolen from the client or the inability to find the cheque book, the client avails the service called “cheque-stop payment” provided by the Flora Bank web of Trust bank limited. The service ensures the proper security by immediately stopping the functioning of the cheque book.

Fig.77: Issuing of cheque book using Flora bank web of Trust bank

AuthoriseYN	Cheque No.From	Cheque No.To	Issue Date	Account No.
<input checked="" type="checkbox"/>	SB	SB	08-Jul,2013	[blurred]

Fig.78: authorization of cheque book

Fig.79: cheque-stop payment

f. Pay order

Under pay order section in Flora bank web, the activities which are carried out through Flora software are issuing of pay order, authorization of pay order, adjustment of the pay order and stop payment of the pay order. For issuing pay order, the authorized employee of the clearing department make numerous selections in the Flora bank web for issuing pay order, such as: batch type which can be single or multiple, transaction type where two options are available i.e., transfer or cash and type of the instrument which is pay order. The authorized employee accurately types the instrument number, purchaser name, payee customer name, sector code of the payee; the authorized employee of the clearing department also places the values of commission, value added tax and other charges related to pay order and also accurately place the debit account number and cheque number which are vital for the completion of the issuing of the pay order which is followed by authorization of pay order. Flora bank web software plays role in making the process more efficient, accurate and quicker.

The screenshot shows a web application window titled "PO Issue". Below the title bar is a navigation bar with "Entry Details" and "Multiple Incomplete List" tabs. The main form contains the following fields and controls:

- Batch Type: Single (dropdown)
- Transaction Type: Transfer (dropdown)
- Type: PO (dropdown)
- Batch No.: [text input] with a "New" button
- Instrument No.: [text input]
- Purchaser Customer: [text input]
- Purchaser: [text input]
- Payee Customer: [text input]
- Payee: [text input]
- Payee Sector Code: [dropdown menu]
- Amount: [text input] with a "..." button
- Amount In Word: [text input]
- Commission: [text input]
- Vat: [text input]
- Other Charge: [text input]
- Total: 0.00 (text input)
- Dr A/C No.: [text input] with a "..." button
- Cheque No.: [text input]
- Cheque Date: [text input]

Fig.80: Issuing of the pay order through Flora Bank Web of Trust bank limited

2.6.5 Computerized Human Resource management system of the bank

Human resource department (HRD) of Trust bank limited has a computerized human resource information management system which contains detailed employee files. The files contain numerous information of each employee of Trust bank limited. The information contained in the file are:

- Employee’s job application, curriculum vitae, educational certificates and the employee references.
- Employee’s letter of appointment and acceptance letter which portrays an employee’s acceptability to abide by all the rules, regulations and policies of Trust bank limited.
- Job analysis of the employee, i.e. detailed job description and job specification
- Personal history form of the employee
- Compensation increment records of the employee
- Performance appraisal records of the employee
- Transfer records of the employee
- Leaves availed by the employee
- Training and development records (records regarding the participation in various trainings arranged by Trust bank limited)
- Other important documents of the employee, such as warning letter, notices etc.

Management information system

Management information system of Trust bank limited encompasses of management of employee information through computerized human resource management system of human resource department, issuance of certificates and MIS (Management information System) reports interrelated to human resource.

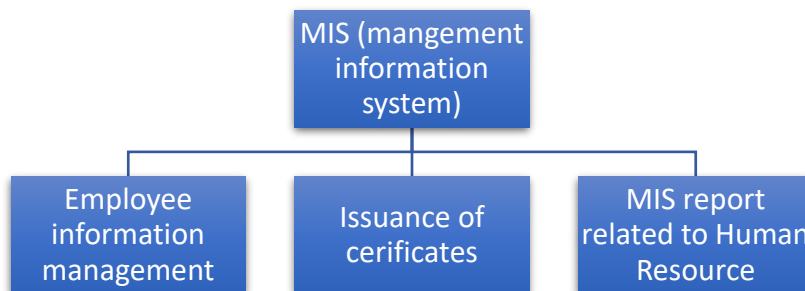


Fig.81: Management information system (MIS) of Trust bank limited

The human resource department in the head office of Trust bank limited maintain privacy and secrecy of the employee files. All the branches of the Trust bank limited contain computerized shadow password files of the employees which they also maintain with utmost privacy and secrecy.

2.6.6 Employee management system in intra apps of Flora Bank

Employee management system contains various information like list of the employees working in respective branches of Trust bank limited, list of new employees, employee status, life events of the employees, birthday wishes for the employees, intra messages among employees etc. In employee management system software each employee has his/her own profile which contains all the information regarding the employee such as name, position, department, joining date, employee attendance, employee state, employee leave application (if any) and covid-19 vaccine information. Upon arrival in the office each employee has to scan the employee ID card and finger print electronically, then the employee has to login to their profile in Flora bank which portrays the arrival time of the employee. After the completion of the work each employee has to logout from his/her profile in Flora bank which showcases the departure time of the employee. Through the employee management system, the intra messages among the employees are transmitted and conveyed which creates a platform for easy and open communication among the employees. Both inter-branches and intra-branch communication, transmission of important messages, notices from human resource department are facilitated by employee management system in intra-web of Flora bank.

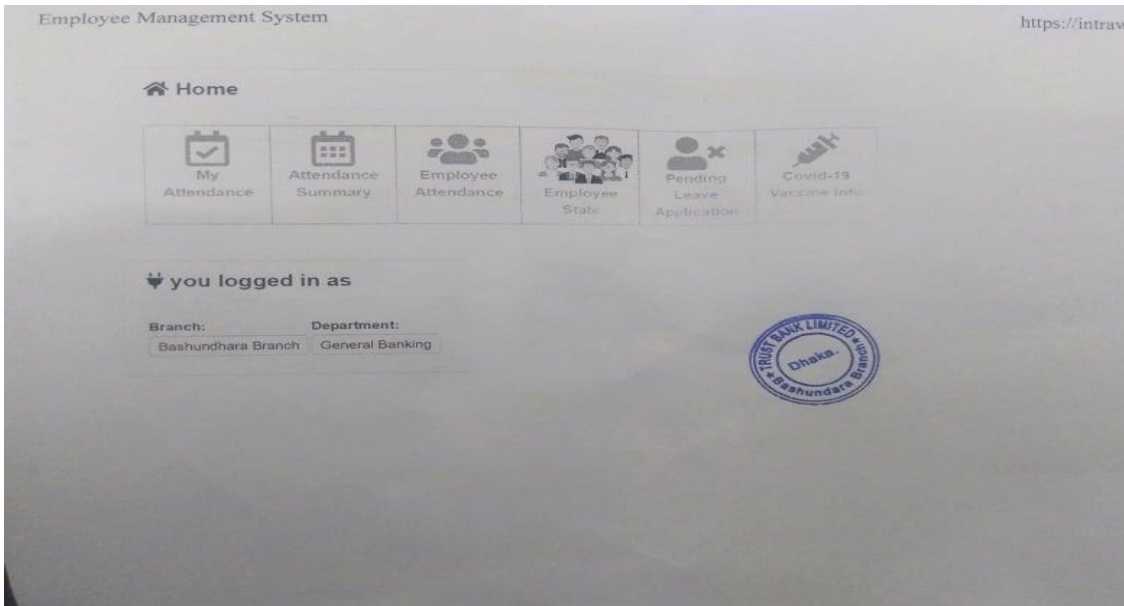


Fig.82: Employee management system of Trust bank limited

2.6.7 Automated accounting system in Flora Bank Web

The automated accounting system facilitate efficiency, accuracy and effectiveness of the accounting practices of Trust bank limited. The automated accounting process prevails in Trust bank limited which is carried out through Flora Bank. The financial transactions of Trust bank limited are not entered in the journal and published in the ledger account manually, rather the financial transactions are entered and calculated through the automated process of Flora bank.

So, the prevalence and utilization of Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, computerized human resource management system and automated accounting system make the operational activities of Trust bank limited more efficient, accurate, credible, secure and quicker enabling satisfaction and retainment of both retail and corporate clients of Trust bank limited.

2.7 Industry and Competitive analysis

2.7.1 PESTLE ANALYSIS

- **Political factors:**

- Political factors affecting banks are characterized by the legislation of the state where the bank is located. So, the political environment prevalent in the nation plays crucial role in the betterment and development of the banks.
- Various political circumstances, whether desirable or undesirable, have an impact on the activities of the banks.
- There is existence of several legal considerations, such as taxation, labor legislation, and societal duties that decide the effectiveness of the banks' activities.
- Previously there existed volatile, uncertain and unpredictable political environment. Because of the existence of uncertainty, unpredictability of political atmosphere and deception both local and global investors were unwilling to preserve their money in Bangladesh. There also prevailed negative and disorganized tendencies which made the investors scared of encountering fraudulence.
- Political atmosphere is currently steady, which would be advantageous for the proper functioning of the banks.
- Currently, Bangladesh's political landscape is mild, so the banks face minimal difficulties in terms of governmental stability and security. However, the bank must adhere to certain government laws and should consider the unpredictability of political atmosphere.

- **Economic factors:**

- Economically inactive population and increased structural or cyclical unemployment are detrimental for the growth of the banks.
- The unemployed population don't have earnings leading to no disposal income to be deposited in bank. Unemployment rate was estimated to be around 5.3 percent in the year 2020. The unemployment rate was seen to be stable from 2010 and stood at a rate of 4.3%. (O'Neill, 2021)
- Nationwide savings incremented little, showing moderate growth in deposit accounts, but are still low compared to other countries. Less per capita income, escalated dependence ratio, industrialization, and insufficient infrastructure in rural regions are causing nationwide low savings.
- Inflation and hyperinflation decrease the value of money, so the savings in banks are decremented as more money are required for consumption. In the year 2022, the inflation rate of Bangladesh is 5.68%. (O'Neill, 2021). Steady increase of inflation persists in Bangladesh which wouldn't be a huge risk for the banks but should be taken into consideration.
- Interest rate plays vital role in the loanable fund market. When the interest rate is high, people deposit more in the bank for attaining money with greater interest, so the money supply is more and the money decrements when the interest rate is low.
- Again, interest rate is inversely proportional with investment. When interest rate is high, more amount is deposited, the loanable fund market and money supply in the money market are incremented. But Bangladesh Bank has given stringent instructions to maintain interest rate around 5%. (Bangladesh Bank Home, n.d.)
- In past years, consumer consumption and business investment have risen. The increment of consumption decrements the deposition in the bank and reduces money deposited in the loanable fund market. The rise of investment is beneficial for the bank as the loan would be taken for further development of the invested project and for infrastructure development.

- **Socio-cultural factors:**

- Demographic shifts, workplace diversification, academic status, digital influences, entrepreneurial mindset, shift in lifestyle and evolving social norms greatly influence activities of banks.
- There is existence of people who are not well acquainted with the banking activities, so slight spread of rumor suspicion has the possibility of creating havoc in the banking industry.
- Few socio-cultural factors that are influencing banking functions are stated below-
 - Currently entrepreneurship has garnered attention

- Several families consider ecommerce website as one of the most appealing alternatives.
 - Incremented proportion and prevalence of ladies in entrepreneurship and companies demonstrates the evolved corporate climate.
 - Young population of the country are drawn and inclined towards agriculture and hospitality business; try to imply novel and innovative ideas for the progression in agriculture and hospitality business.
 - A prime element of interest for young people is digitized or paperless transactions.
 - The acceptability, usage and reachability of smartphones have crossed the maximum threshold.
- **Technological factors:**
 - Technology is firmly considered to be an integral part of the effective, efficient and error-free functioning of financial sector. Banks are encouraged to employ new technologies that enables the enhancement of services provided to the clients. This facilitates competitive advantage. The crucial factors of banks are mobile technologies, digitization and innovation.
 - Emerging technological usage is preceded with security component. Financial institutions should emphasize on incorporation of technology and mitigation of threat or danger associated with technological usage.
 - The covid-19 pandemic was detrimental for the entire universe as the globe was entirely at halt. The significance of technology was fathomed and understood. The financial institutions understood the significance of technological usage in the operations of the banks and embraced technology.
 - The banking activities are embracing automation, digitalization, electronic payments and virtual client support.
 - Technologically sound and efficacious workers are accessible and obtainable. With the increment of technologically sound workers, technological exploitation has proliferated or increased.
 - With the advent of technology and huge acceptability by people, the wireless coverage crossed the maximum threshold which enabled the people to acquire banking related knowledge.
- **Environmental factors**
 - Organizations are encouraged to take CSR (corporate social responsibility) initiatives for betterment of the environment. The CSR components to preserve environment is acquiring popularity because of its fruitfulness. Global warming,

composting, carbon-dioxide emissions, trash disposal, energy conservation, ecofriendly funding, renewable resource programs, and ecological practices towards environmental sustainability are few of the factors that should be meticulously considered.

- Implementation of sustainable technologies is required by the banks
- Prevalence of numerous demands on banks to accomplish one's societal duties.
- Sustainable, ecological, ethical banking are considered to be crucial principles that should be pursued by the banks.

- **Legal factors**

- To safeguard against technology and potential threat, laws connected to online protection should be embraced by banks.
- Customer security laws should be implemented.
- framework for threat minimization must be embraced.

So, through PESTLE analysis the external macro environment is assessed which portrays the existence of various factors of the external environment of the banking industry. The macro environment helps to analyze various components that should be taken under vigilant consideration when making strategies, designing products, sculpting innovative ideas. The political climate, economic condition, customer preference, technological accessibility, ecological sustainability and security measures should be critically analyzed before strategy formulation and implementation for the progression and betterment of the banks.

2.7.2 Porter's five forces

- **Competitive rivalry**

- Greater standard of competitiveness is determined by the quantity of businesses, business expansion, transferring costs, product and service heterogeneity, and departure barriers. There prevails greater competitiveness in the banking industry because of the existence of low transferring cost, product and service homogeneity.
- Existence of numerous banks that provide the clients with identical but superior facilities demonstrate the fierceness of the competition.
- After analysis of the fierce competitive rivalry, the score obtained is five.

- **Bargaining power of buyers**

- Due to the existence of massive quantity and absence of distinctiveness and uniqueness of products, the purchaser's negotiating strength is strong. The bargaining power of the buyers are stated to be strong for the following reasons-

- Shifting to a different or substitute product is reasonably easy and is not accompanied with huge costs.
 - Consumers are price conscious and have minimal profitability.
 - There are several banks existent in Bangladesh which offers indistinguishable, equivalent products and services. There is adequate availability of the indistinct products which makes the substituting process easy and with minimal cost.
 - Observing high bargaining power of buyers, the score obtained is four.
- **Bargaining power of suppliers**
 - Suppliers' bargaining power is less which is considered to be fruitful and advantageous for banks.
 - There is existence of large number of suppliers which decrements the negotiating strength. The financial sector is controlled by a significant wide range of vendors.
 - The clients of the suppliers are banks and there is prevalence of several banks offering savings rates which are almost identical that plays role in decrementing the power of bargaining.
 - As, there is adequate number of suppliers, shifting to a different supplier is comparatively easy and is not associated with huge costs.
 - Analyzing low bargaining power of buyers, the score acquired is two.
- **Threat of substitutes**
 - Banks predominantly provide asset and liability products. Banks' asset entails loan products and liability consists of deposit product. The activities of banks such as deposit accumulation are being substituted by mobile financial service.
 - Banks' transaction operations are also phased out by mobile financial service.
 - Numerous substitutes like BKash and online banking exerted tremendous strain on the card products and substitute distribution methods of the banks.
 - Major enterprises are routinely subsidized and provided with loan solutions by NBFIs at rates almost identical to rates offered by conventional banks. NBFIs provide loan solutions for a range of purposes, including housing loans, automobile loans, and other personal loans.
 - Analyzing high threat of substitutes, the score acquired is four.
- **Threat of new entrants**
 - The financial sector has observed the rise of traditional banks. But more than rise and expansion of traditional banks, the emergence and proliferation of MFS (mobile financial service) has placed tremendous challenge.
 - In financial sector one of the crucial emerging merging players is bKash which played significant role in altering critical marketplace factors. The enormous

acceptability and magnitude of success of MFS propelled traditional banks to design, create and advertise mobile financial service owned and identified by them.

- Analyzing very high threat of new entrants, the score acquired is five.

Calculation for understanding the industry attractiveness:

- Score obtained in each of the five forces that determine the overall competition
 - Competitive rivalry- $(5/25) * 100 = 20\%$
 - Bargaining power of buyers- $(4/25) * 100 = 16\%$
 - Bargaining power of suppliers- $(2/25) * 100 = 8\%$
 - Threat of substitutes- $(4/25) * 100 = 16\%$
 - Threat of new entrants- $(5/25) * 100 = 20\%$
- **Total score- $(20+16+8+16+20) \% = 80\%$**
- **The percentage of competition prevails is 80%, so the financial industry is not attractive.**

2.7.3 SWOT analysis

- **Strengths:**

- Trust bank limited consider clients as advancement companions and plays significant role to fathom the needs, preferences of the clients and provide services to satisfy their needs at a reasonable price.
- Trust bank places effort to make banking simple and comprehensible for the clients. Trust bank performs CSR (corporate social responsibility) activities, provide support to entrepreneurs and help in economic progression of the country.
- Trust bank limited developed strategic partnership with Axiata group to introduce mobile financial service called “TAP”.
- Trust bank limited designed loyalty program to arrange grandeur experience for the TBL (Trust bank limited) card owner.
- Trust bank limited formed loyalty alliances with various local brands who would provide facilities to the credit card holders of trust bank limited. The EMI (equated monthly facility) and discount facilities are given to the credit card holders which increases customer engagement.
- Quality service is provided to the clients through the utilization of efficient and automated technologically directed services.
- Trust Bank introduced real time gross settlement (RTGS) service which is cutting-edge technology that facilitates real-time interbank financial transaction.

- Trust bank limited launched services for the development of inhouse services of Trust bank limited which are payment checkout, Management Information system reports from core banking solution database and help desk.
- To provide better service to the clients, Trust bank limited launched help desk solely dedicated to SME (small and medium enterprise) service at the branch level and also introduced a unit for the help of women entrepreneurs at the head office of Trust bank limited.
- TBL launched a bank-led Mobile Financial Service called “Trust Bank Mobile Money”. TBL re-introduced and renamed Trust Bank Mobile Money as 't-cash'.
- Trust bank limited offers EMV cards having two-factor authentication mechanism to enable retail and corporate clients conduct safe financial transactions.
- Trust bank limited has coordinated innovation with its business and constantly redesigns its technology to adapt with the cutting-edge financial field.
- Trust bank limited launched new website which enabled easy and friendly user experience. The swift and easy navigation of the website is ensured to give clients better experience.
- Trust bank limited launched Facebook page which helped to increase digital marketing.
- Advancement and conversion to a new Core Banking System (CBS) program; converted and transferred to BACH-II from BACH-I in agreement and harmony with Bangladesh Bank regulations.
- Utilization of Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, computerized human resource management system and automated accounting system.
- Association with Bangladesh Army is a clear indication that patriotism, trust, dependability, reliability, fairness and professionalism are the fundamental building stone.
- The diversified product and service category enables to serve the purpose of all Bangladeshis. There prevail products for every person irrespective of class, occupation, gender, religion and age.

- **Weaknesses:**

- Prevalence of few indistinguishable and undifferentiated asset and liability products.
- Employees with varied, uneven caliber and competence which increments the longevity of customer service.
- Existence of inadequate customer involvement with the advertising and promotional activities and minimal involvement with digital marketing.

- **Opportunities:**

- Trust bank can broaden or widen the existing area of operations and products offered to implement a diversifying technique of offering products and services with diverseness enabling more inclusivity.
- Trust bank limited can adequate effort to embrace numerous measures to counter or resist the cyber-attack by modifying the security features. Modern techniques like machine learning and automated computational intellect can be utilized to enhance risk exposure and recognize fraudulence accurately.
- Trust bank limited can introduce SMS system for retail and corporate clients to request for services through the SMS system. If the clients can request for various services like opening account, taking loan, changing information in CIF (customer information system) and claiming new cheque book without having come to the bank for filling up the “service request form” then the clients would be benefitted.
- By meticulously concentrating on massive datasets prevalent in CIF (customer information system) of Flora Bank Web; ideas and designs of new offerings can be formulated. Analysis of the client’s indulgence in banking operations and usage of products and services enables in the development of new offerings.
Example: If vast amount of disposable income is existent in current account of a retail client, then fixed deposit schemes can be offered to the client.

- **Threats:**

- Destabilization and unrest in the world economy.
- The competitiveness in the financial sector, i.e. escalation of fierce competition is a major threat.
- Evolving preferences of clients with the passage of time.
- Trust bank limited focuses on financial inclusion. They have developed products to benefit people belonging to all classes of the society. Although Janata bank limited, Islamic Bank Bangladesh limited and Sonali bank limited aren’t focused on financial inclusion but due to their long-term market standing, firm market position, market exposure and availability to all socio-economic classes through effective accessibility and reachability, they have gained competitive edge in financial inclusion. Islamic Bank Bangladesh limited, Janata bank limited and Sonali bank limited have competitive edge in financial inclusion.
- There is prevalence of increased demand for Islamic banking. Although Trust Bank has Islamic banking section but in terms of competitive advantage and brand awareness Islamic Bank Bangladesh limited outperforms Trust bank’s Islamic banking section.

Through SWOT analysis, it can be clearly stated that Trust bank possess medium competitive position and moderate competitive advantage.

2.8 Summary and conclusion

Trust bank limited firmly concentrates on financial inclusion for which they developed products to benefit people belonging to every class of the society. They place effort to provide superior quality products and services to retail and corporate clients. The operational strategy is to ensure that Trust bank limited would provide quality products, services and preserve an organizational culture of a control. They efficiently provide quality products and services by entirely focusing on clients and considering them as advancement companions; also, meticulously work to meet the preferences of the clients through various sponsorships, CSR (corporate social responsibility) activities and development of new products and services. Accomplishment of the operational strategy is possible because of the prevalence of effectual management practices. Efficient and competent employees were recruited using two policies, such as fresher and lateral recruitment and selected through internal and external process which ensures acquirement of capable employees. The employees are trained to make them more efficacious and potent. In the preliminary or initial stage two trainings, such as foundation course-1 and foundation course-2 which help the employees to obtain clear understanding of job responsibilities. After the completion of one-year tenure, advanced level training is organized for the employees. The advanced training particular issue and based on specific issues the trainings are designed CRM (credit risk management) training, foreign trade training part-1 and part-2, general banking training and training on banking malpractices. Overseas trainings are also arranged by Trust bank to provide the employees with adequate knowledge to increment proficiency. The performance appraisal of the employees is conducted to fathom the performance of the employees twice a year. In every six months the performance of the employees is appraised. Previously documents were provided for employee performance appraisal, currently the performance appraisal process is automated i.e., headquarter designed software where authorized personnel place points on parameters in the system which enables automatic calculation of points placed on numerous parameters. The scoring parameters are stated as organizational objectives evaluation, job responsibility assessment and professional traits assessment. The management practices also entail well-organized compensation system. The compensation encompasses of basic pay, house rent, convenience pay, medical allowance, festival bonuses and incentive bonus. Incentive bonus is provided to the employees based on their performance which can be two or three times of the basic pay depending on the bank's performance. The effectual and well-organized management practices enable employee satisfaction and engagement leading to quality service. This quality service facilitates effective customer focused marketing strategy keeping customers at the epicenter and making them development partners. Trust bank limited has designed and launched various new products and services throughout the year. They have launched new website, Facebook page and Trust money app in the year of 2020. Trust bank limited has embraced various marketing channels for effective marketing of all the products and services of the bank. The effective marketing helps to gain customer engagement which leads to customer satisfaction. Satisfaction and retainment of both retail and corporate clients of Trust bank limited are possible

through the utilization of Flora Bank web, Flora BEFTN (Bangladesh electronic fund transfer network), clearing software, computerized human resource management system and automated accounting system as they play role in making the operational activities of Trust bank limited more efficient, accurate, credible, secure and quicker. Again, the accounting principles, accounting process, accounting methods, depreciation methods and automated clearing house followed by Trust bank limited portrays credibility and reliability. All these well-structured and effectual practices enabled satisfactory financial performance. Lastly, PESTLE analysis and Porter's five forces model of competition assessed the macro environment and the immediate industry competitive environment respectively which are significant as these enable bank to make business strategies and take measures to combat any external unwanted occurrence. Through analyzing Porter's five forces, unattractiveness of the financial sector was obtained. SWOT analysis helped to assess the internal environment of Trust Bank limited which is significant as the bank can effectively utilize the strengths to shift from moderate to elevated competitive advantage, facilitating client acquirement, satisfaction and retainment.

2.9 Recommendations

- In today's world there is prevalence of diverse individuals and the existence of diversity help to shape the organization in a better way. The diversity inclusion is practiced throughout the world which helps to make the world a better and acceptable place to live in. Trust bank limited embrace diversity but more amiable environment has to be created which would celebrate diversity and celebrate the differences existent in employees. The diverse work group can be formulated where the people of different gender, age and education background can gather and openly communicate to propagate their ideas.
- Openness of communication should be more strengthened which facilitate effective dissemination of novel, unique and creative ideas that can enable better service through efficient customer dealing.
- Experiential learning can be executed where employees through outdoor training activities can form better understanding, communication and bond which would increment co-operation and team work.
- The broader objectives to be accomplished should be effectively and clearly communicated with all the employees so that each employee consider themselves to be integral part in the accomplishment of the objective.
- The job design for each of the department of general banking should comply by the traits of job characteristics which would further increase employee satisfaction, employee commitment and intrinsic employee motivation.
- On-the job training should be provided with vast importance, so that an incumbent employee can gather knowledge, skills and expertise from the training. Mentor should be

friendly in the approach and the communication should be effectively established to smoothen the learning process.

- Job specialization helps to increment effectiveness and efficiency of performing the task. The effective and effectual performance enable the completion of the task to be quick and of high quality but increments monotony, boredom and dissatisfaction. So, the bank can embrace job enrichment which encompasses of additional responsibilities that ensure fulfillment of the dimensions of job characteristics.
- Job rotation can be embraced as it helps to acquire understanding and knowledge about various departments of the bank enabling employees to have adequate knowledge regarding overall operations and further help employees in the career progression and diminishes employee dissatisfaction.
- During performance appraisal equity theory should be kept in consideration to portray fairness and impartiality of the system. Motivation of the employees is majorly determined by the perception of impartiality the employees hold at workplace. Employees keep a cognitive record of their work's contributions and outcomes, and utilize the record to contrast their contributions and results to those of co-workers.
- Experiential marketing should be embraced by the bank. Through experiential marketing the interaction and engagement between the customers and the brand increases providing customers the opportunity to experience the marketing activities designed by the brand.

Example of experiential marketing that can be adopted:

- Trust Bank can place a “Computerized Gratitude Device” in main cities of Bangladesh to thank clients for availing the products and services of the bank.
- The bank can organize an exit game called “unavoidable phases of life” which would portray various financial decisions they need to make in numerous phases of their life and how those decisions can be simplified and taken care of by the bank.
- 360-degree marketing can be adopted to increment brand visibility as the products and services of the company would be marketed using all the marketing channels and the coherent message of the brand is transmitted across all the marketing channels of the organization. A 360-marketing approach is focused on delivering a coherent message throughout all aspects of the marketing mix. All advertising channels are employed successfully to transmit the intended message in an integrated promotional marketing approach.
- The bank can embrace machine learning and automated computational intellect to enhance risk exposure and recognize fraudulence accurately.
- They can introduce SMS system for retail and corporate clients to request for services through the SMS system.
- Video marketing can be utilized for gaining more customer engagement. Videos of the existing and newly launched products and services along with demonstration can be placed in official website and Facebook page to increment customer engagement.

CHAPTER 3: Ascribing dimensions enhancing employee innovation: function of job characteristics, psychological capital (PsyCap), work-based learning (WBL) and inventive environment.

Prelude- Higher employee turnover, less employee productivity, decremented organizational commitment and job satisfaction are vividly prevalent in numerous societies. Greater workforce attrition and diminished staff innovation were seen in American culture, prompting many American firms to restructure their work. Employee turnover was cited by 70% of Malaysian employers as a key factor in the company's failure or inefficiency.

Employee innovation enables employee satisfaction, employee commitment and helps to decrement employee turnover which worked as one of the driving forces and inspiring elements to conduct the research. Optimum number of qualitative reviews are conducted on employee innovation, but there exists insignificant quantitative assessment on employee innovation which is regarded as another prime driving force for conducting research to fathom the dimensions that enhance employee innovation. Again, the impact of work-based learning on employee innovation is not established firmly, which worked as a vital source of inspiration to conduct the research. The research would accurately portray the dimensions of employee innovation, attempt to determine the influence of a component called "work-based learning", and present quantitative assessments of the dimensions that promote employee innovation in the workplace.

3.1 Introduction

Employee innovation is stated to be vital for the glorious advancement and development of the employees, progression of the employees in the organization, job satisfaction and on a broader horizon, employee innovation is fruitful for the organization as it facilitates better decision making, idea generation, efficient critical problem solving, implementation of the innovative ideas, idea promotion, cater the newly developed demand and preference of the customers and bring about revolution by providing creative goods and services to the customers which has the potential to culminate higher customer satisfaction. (Hammond et al., 2011).

Employee innovation is considered to be enormously vital as it helps the organization to adapt to the changing environment and also helps the organization to embrace opportunities which enable the organization to grow in the competitive environment. (Binnewies and Gromer, 2012). Employee innovation is crucial as it's a cardinal indicator of positive mental health which showcases the increment of job satisfaction, decrement of employee turnover and employee burnout. (Maricutoiu, et al, 2017). The innovative employees help to formulate novel, unique, fruitful and befitting ideas about organization's products, services and policies. (Shalley and Gilson, 2004). Employee innovation is considered to be an important factor to sculpt and ensure

workplace competitiveness and vast array of factors are existent which play crucial role in enhancing employee innovation. (Hammond et al., 2011).

Problem statement: Optimum number of qualitative reviews are conducted on employee innovation (Shalley and Gilson, 2004; Binnewies and Gromer, 2012; Amabile, 2004), but there prevails insignificant quantitative assessment on employee innovation. Again, the impact of the factor to enhance employee innovation such as work-based learning is not established firmly, i.e., the impact of cognitive learning strategy to acquire knowledge in workplace is not established yet. Similarly, the impact of behavioral learning strategy to acquire knowledge in workplace is not established but several researches have stated that employees learn by discussing with the co-workers. So, the research topic that is worked on meticulously is “Ascribing dimensions enhancing employee innovation: function of job characteristics, psychological capital (PsyCap), work-based learning (WBL) and inventive environment.” The study would precisely reflect the factors, try to establish the impact of a factor “work-based learning” and showcase quantitative assessments of the factors or attributing dimensions that enhance employee innovation in workplace.

3.1.1 Background

Increased employee turnover takes place because of the diminishment of organizational commitment and the decrement of organizational commitment occurs because of decreased job autonomy. (Lin and Ping, 2016). Employee turnover occurs due to the prevalence of unenriched jobs as they have lower degree of task autonomy, skill variety and task significance. (Abdel-Halim, 1978). Employees indulged in unenriched jobs can't easily adapt to the changing role demands because of high dependence on supervisors and less skill variety which results in job dissatisfaction and further cause employee turnover. (Siegall and Cummings, 1995).

American society was seen to encounter increased employee turnover, decreased organizational commitment which eventually led to diminished employee innovation, for which many American organizations indulged in redesigning the work. (Davis, 1966). 70% Malaysian employers considered employee turnover as a pivotal problem for the failure or incompetence of the organization. (Lin and Ping, 2016).

Enriched jobs having core dimensions of job characteristics play vital role in making employees accountable and responsible for their tasks, provide task autonomy to the employees, provide significant outcome, provide adequate feedback regarding the task performance and outcome of the jobs which helps to decrement employee turnover and enhance employee innovation. (Hackman and Lawler, 1971). Jobs encompassing core dimensions of job characteristics presents employees with versatility, task variability, discretion, self-judgement which reduce employee turnover and induce employee innovation. (Lin and Ping, 2016).

Psychological capital comprising of optimism, resilience, self-efficacy and hope portrays the psychological state, effects employee performance and associates with employee creativity. (Cai et al., 2019).

Creativity climate infuses employee innovation as inventive environment comprises of supervisor's support, co-worker's eagerness to disseminate knowledge, experience, affable atmosphere and ambience favorable to communicate openly. (Gosh, 2015). Work based learning helps to formulate novel ideas which results in employee innovation. (Holman et al., 2012).

Employee innovation is vital for the progression of the organization and also for the sustainability of the organization. Employee innovation enables employee satisfaction, employee commitment and helps to decrement employee turnover.

3.1.2 Literature review

Employee creativity and employee innovation

Employee creativity and innovation is considered to be pivotal for the progression, growth, sustainability of the organization and also cardinal to help the organization adapt to the shifting environment by taking edge over the opportunities. (Seligman and Csikszentmihalyi, 2014). Innovative work behavior (IWB) comprises of various stages, creation of thoughts, execution of thoughts, and propagation of thoughts where innovation is defined by various stages of innovative work behavior. (Binnewies and Gromer, 2012). (Janssen, 2000).

Job design is considered to be a vital contributor of Innovative work behavior. (Janssen, 2000). Creativity climate infuses employee innovation as inventive environment comprises of supervisor's support, co-worker's eagerness to disseminate knowledge, experience, affable atmosphere and ambience favorable to communicate openly. (Gosh, 2015).

Workplace climate facilitate employee innovation if there prevails trust, openness to communication, support of the supervisors and readiness of the co-workers to share expertise. (Von Krogh et al., 2000). The workplace environment which showcases care and trust facilitates employee innovation. (Gosh, 2015). Supportive supervisors play indispensable role in facilitating employee innovation as they not only create a climate of care, trust, empathy, but also openness to share knowledge, expertise and amicable ambience to communicate effectively. (Von Krogh et al., 2000).

Logical mode of cognition helps to stimulate learning of rules, regulations, procedures of task. (Smith and Decoster, 2000). In cognitive learning strategy adequate amount of time is invested to gather deeper understanding about a topic which is considered to be an effective strategy to acquire knowledge. (Holman et al., 2012). Cognitive learning strategy inspires employees to deeply focus on a topic to gain knowledge and assess the information considering

the existing information which enhances innovation. (Fisher and Ford, 1998). Behavioral learning strategy enables employees to acquire job related knowledge from co-workers by observation, communication and learning job related tasks from them; also, through work-related documents and practical implication of the workplace ideas. (Marton and Saljo, 1976). Work based learning helps to formulate novel ideas which results in employee innovation. (Holman, 2012).

Psychological capital comprising of optimism, resilience, self-efficacy and hope portrays the psychological state, effects employee performance and associates with employee creativity. (Cai et al., 2019). Employees having hope try to fathom different paths to accomplish challenging goals by developing creative ideas. (Cai et al., 2019). Employees with optimism, encounter challenging and difficult situations with positive mindset and discover creative ways to combat the challenging tasks to accomplish the organizational goals. (Sweetman et al., 2011). Lastly, obstacles, obstructions and hardships are crucial in creative and challenging tasks which are encountered with exuberance and positivity by employees with resilience. (Cai et al., 2019).

Job characteristics and employee innovation

Job characteristic model designed by Hackman and Oldham is a cardinal principle on job design showcasing essential elements of job characteristics, such as task significance, skill variety, task identity, autonomy and feedback which impacts outcome such as employee motivation, employee satisfaction and task effectiveness. (Hassan et al., 2013). Complex jobs initiate employees' excitement, exuberance, enthusiasm and interest in completing the tasks which stimulate employee innovation. (Shalley et al., 2004).

Task variety is the utilization of numerous skills for the proper completion of the work; task identity is the indulgence in work from the inception till the ending of the task and procure effective outcome from the completion of the task; task significance showcases the perception of an employee regarding the task to have significance for the achievement of the broader goals and objectives of the organization and also has significant impact outside the organization; autonomy is stated to be the independence, freedom, flexibility an employee enjoys in decision making and accomplishing the task assigned and feedback is the attainment of clear instructions and information about task performance and the task outcome. (Hassan et al., 2013).

Essential elements of job characteristics	Impact of each element of job characteristics	Scholars' references
Task autonomy	<ol style="list-style-type: none"> 1. Enables employee to obtain freedom in decision-making, job efficiency, instrument utilization, task priority allocation, and task completion. 2. Makes an activity interesting because it offers authority, independence, responsibility, and possession of the task, which boosts inner drive and encourages innovation. 3. Employees gain self-conviction as a result of task autonomy, which allows them to come up with new ideas for dealing with consumers, resulting in higher customer satisfaction. 4. Employees can utilize their experience, abilities, and inventiveness to their maximum potential when they have autonomy. 5. It allows extensive learning, incisiveness, and application of information while executing the task. 	<ol style="list-style-type: none"> 1. Coelho and Augusto, 2010 2. Hackman and Oldham, 1980; Amabile, 2011 3. Bowen and Lawler, 2006 4. Coelho and Augusto, 2010 5. Leach et al., 2003 6. Binnewies and Gromer, 2012

	<p>6. It adequately allows employees to experiment at work and encourages them to generate, communicate, and implement novel ideas.</p>	
Task Significance	<ol style="list-style-type: none"> 1. Employee inherent drive is incremented when they believe the task is important to the organization's goals, enhanced productivity, advancement opportunities, and skill acquisition. 2. When employees realize how their work affects the success of other workers and the organization, the job becomes more important, internal drive increases, and employee inventiveness enhances. 	<ol style="list-style-type: none"> 1. Binnewies and Gromer, 2012 2. Deeghawature, 2014; Amabile 2011
Skill variety	<ol style="list-style-type: none"> 1. Jobs with a wide range of skill requirement enhance the motivation by giving employees the impression that their jobs are important and valuable. 2. Employees that are intrinsically motivated 	<ol style="list-style-type: none"> 1. Coelho and Augusto, 2010 2. Hammond et al., 2011 3. Amabile et al, 1996; Amabile 2011 4. Dorenbosch, 2005

	<p>have greater flexibility to develop a better view of their surroundings and a sense of adequacy through the use of their skills.</p> <ol style="list-style-type: none"> 3. Skill variety is essential for increasing employee internal motivation and requires employees to use a range of talents, which allows them to strengthen their existing knowledge and skills that increment creativity. 4. The presence of a wide range of skills in a work improves employees' abilities, competency, and broadens their intellectual horizons, allowing them to demonstrate and execute innovation. 	
<p>Task identity</p>	<ol style="list-style-type: none"> 1. Employees who have a considerable degree of task identification see their work as useful, meaningful, and valuable, which leads to increased intrinsic motivation. 2. Employees that have a strong task identity conduct recognized 	<ol style="list-style-type: none"> 1. Deeghawature, 2014 2. Becherer et al., 1982 3. Coelho and Augusto, 2010

	<p>portion of the tasks that represent their abilities.</p> <p>3. Employees who are allocated to indulge in tasks where they are accountable for a specific portion of the task, enables improvement of their skills, competency, and knowledge, resulting in increased employee creativity.</p>	
<p>Feedback</p>	<p>1. Feedback provides information which is used to evaluate current employee performance, assist the employee in examining numerous methods to complete the work in the pursuit of a better result, all of which affect employee creativity.</p> <p>2. Employees obtain information about the outcomes of their work through feedback; employees evaluate the input and use various techniques to improve performance and develop a better understanding of the profession; feedback encourages skills and</p>	<p>1. Earley et al., 1990 2. Deegahawature, 2014; Coelho and Augusto, 2010)</p>

	allows employee creativity.	
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Task autonomy:

Task autonomy is stated to be the extent of freedom and flexibility an employee enjoys in decision making, performance of task, selection of equipment for the task performance, placement of the priority of the tasks and accomplishment of the task assigned. (Coelho and Augusto, 2010). Task autonomy plays inevitable role in making the task exciting as it provides control, freedom, accountability and ownership of the task which in turn enhances intrinsic motivation giving rise to creativity. (Hackman and Oldham, 1980; Amabile, 2011).

Task autonomy provides a sense of confidence in employees which enables them to construct novel ideas for handling customers which helps in attaining customer satisfaction. (Bowen and Lawler, 2006). Autonomy facilitates employees to make full utilization of their expertise, skills and creativity. (Coelho and Augusto, 2010).

Task autonomy provides ample scope to gain knowledge, incisiveness and imply the knowledge in performing the task. (Leach et al., 2003). Task autonomy enhances exuberance, excitement, motivation and enthusiasm to accomplish the task. (Coelho and Augusto, 2010). Task autonomy offers freedom to explore at work and empowers employees with the opportunity to create, impart and carry out innovative thoughts. (Binnewies and Gromer, 2012). Employees are seen to engage in inventive exercises when they believe they have significant level of ownership of the task in the work environment. Dorenbosch et al., 2005). So, the following hypothesis is presented-

H1: Task autonomy is significantly connected to employee innovation.

Task significance:

The magnitude to which an employee perceives his work to be important to the attainment of the organization's overall goals and objectives of the organization and also has significant impact outside the organization is stated as task importance. (Hassan et al., 2013). When the employees consider the task to be significant for the accomplishment of the goals of the organization, employee satisfaction, career growth and acquirement of skills, the intrinsic motivation of the employees are escalated. (Binnewies and Gromer, 2012).

Intrinsic motivation arisen by task significance facilitates employee creativity. (Coelho and Augusto, 2010). When employees comprehend the impact of their work to have prosperity of other employees and organization, it increments significance of the task, improves the intrinsic

motivation which decidedly impacts employee innovation. (Deegahawature, 2014; Amabile 2011). So, the following hypothesis is presented-

H2: Task significance is significantly connected to employee innovation.

Skill variety:

Jobs having high task variety increment intrinsic motivation since they furnish employees with the inclination that their tasks are significant and beneficial. (Coelho and Augusto, 2010). Componential model of innovativeness state that task variety enables employee innovation. (Deegahawature, 2014). Employees having intrinsic motivation have more freedom to gain better perspective of their surroundings and to acquire a feeling of adequacy utilizing their abilities. (Hammond et al., 2011).

Job inside the work framework structured to participate in a scope of tasks inspires employees to engage in the difficulties at hand, rather than doing job with no task variety which depicts negative attitude of employees towards their jobs. (Hackman and Lawler, 1971). Task variety plays indispensable role in enhancing intrinsic motivation of the employees and demands employees to utilize various skills that helps to improve their possessed skills, expertise which in turn increment creativity. (Amabile et al, 1996; Amabile 2011).

The prevalence of skill variety in a job increments skills, proficiency and broadens the mental horizon of employees to showcase and implement creativity. (Dorenbosch, 2005). Thus, the following hypothesis is proposed-

H3: Skill variety is significantly connected to employee innovation.

Task identity:

A task that can be accomplished by an employee from the inception till the ending of the task and procure effective outcome from the completion of the task is stated as task identity. (Hassan et al., 2013). Employees encountering high level of task identity consider their task to be beneficial, significant and purposeful which prompts higher intrinsic motivation. (Deegahawature, 2014).

The intrinsic motivation of employees increments employee innovation. (Amabile, 2011). Employees with high task identity accomplish recognizable part of the tasks themselves which reflect their skills. (Becherer et al., 1982). Employees involved in task where they are responsible to conduct identifiable part of the task increment their skills, proficiency and knowledge, consequently enhancing employee innovation. (Coelho and Augusto, 2010). So, the hypothesis presented is-

H4: Task identity is significantly connected to employee innovation.

Feedback:

Feedback is the attainment of clear instructions and information about task performance and the task outcome. (Hassan et al., 2013). Feedback is the extent to which employees acquire comprehensible, distinct and transparent information about their work execution. (Hackman and Oldham, 1980). Without getting effective, clear and comprehensible feedback, employees have no reason for cultivating any feeling for their performance, this diminishes their intrinsic motivation which negatively influences employee innovation as per componential model of employee innovativeness. (Coelho and Augusto, 2010).

Feedback gives information which can be utilized to assess current employee performance, it helps the employee to inspect various approaches to accomplish the task in the quest for a superior outcome which influence employee innovation. (Earley et al., 1990). Through feedback employees get information about the outcome of their performance; assessing the feedback employees indulge in various approaches to better the performance, to gain better comprehension of the job; it stimulates skills and enable employee innovation. (Deeghawature, 2014; Coelho and Augusto, 2010). So, the following hypothesis is offered-

H5: Feedback is positively related to employee innovation.

Inventive environment and employee innovation

Creativity climate infuses employee innovation as inventive environment comprises of supervisor's support, co-worker's eagerness to disseminate knowledge, experience, affable atmosphere and ambience favorable to communicate openly. (Gosh, 2015). The workplace ambience consisting of care, empathy and trust increment supervisor's support, co-worker's support, effective communication, adequate propagation of knowledge and employee creativity. (Von Krogh et al., 2000). The workplace environment which showcases care and trust facilitates employee innovation. (Gosh, 2015).

Supportive supervisors play indispensable role in facilitating employee innovation as they not only create a climate of care, trust, empathy, but also openness to share knowledge, expertise and amicable ambience to communicate effectively. (Von Krogh et al., 2000). An employee needs the support, approval from the work group when an idea is presented so that the employee isn't excluded from the workgroup; the exclusion would adversely impact employee innovation, whereas the support and approval from work group enhances employee innovation. (Gosh, 2015).

Creativity climate plays crucial role in incrementing organizational innovation which was observed when employees from an organization of Taiwan was studied that showcased, enhanced creativity of employees because of the prevalence of creativity environment. (Tsai and Kao, 2004).

When employees perceive the workplace ambience to be innovative and encouraging of innovation, the enhancement of employee performance and innovation takes place. (Gosh, 2015).

Amabile stated the prevalence of two major categories of dimensions influencing creativity climate of the workplace; the categories of dimensions are coined as organizational stimulants and organizational obstacles (Lin and Liu, 2012; Amabile et al., 1996). The model is formulated based on KEYS scale which showcase the relation between organizational stimulant factors and employee innovation; the model also portrays the relation between organizational obstacle factors and employee innovation. (Amabile et al., 1996).

Stimulant factors of inventive-environment	Impact of each of the factors	Scholars' references
Organizational encouragement	<ol style="list-style-type: none"> 1. When employees are given clear and understandable instructions, they are more likely to come up with distinctive, innovative, and helpful ideas. 2. The fair and unbiased evaluation of a creative idea is seen as a trait of organizational encouragement, whereas incomplete, biased, and fearful evaluation of innovative ideas is regarded as a hallmark of organizational discouragement that reduce employee creativity 3. Employee creativity is boosted through employee collaboration, support 	<ol style="list-style-type: none"> 1. Amabile et al., 1996 2. Kanter, 1984 3. Amabile et al., 1996; Kanter, 1984

	<p>for involvement in decision-making, distribution of the organization's objective to all workers, and incentive for a joint effort to achieve the goals and objectives.</p>	
<p>Supervisor support</p>	<ol style="list-style-type: none"> 1. Employee creativity depends on openness and honesty between supervisors and subordinates, supportive conduct of supervisors toward unique ideas, clarity of corporate objectives, supervisor encouragement for idea development, and supervisor appreciation. 2. Employees are motivated and encouraged to produce, communicate, and implement new ideas when their supervisors assist them. 3. When creating innovative ideas, individuals with supervisory assistance have intrinsic drive, defined objectives, necessary skills, improved communication, and 	<ol style="list-style-type: none"> 1. Delbecq and Mills, 1985; Kimberly and Evanisko, 1981 2. Binnewies and Gromer, 2012 3. Oldham and Cummings, 1996

	organizational resources.	
Work-group support	<ol style="list-style-type: none"> 1. The supportive workplace environment encourages good communication among coworkers, which leads to the generation of new ideas and a boost in workplace creativity. 2. Intrinsic motivation is increased by task difficulty, collective dedication, and attention to the project's completion; intrinsic motivation facilitates creative ideas, resulting in employee innovation. 3. Employee creativity is driven by intrinsic motivation, which is fueled by attention to work and a feeling of work as meaningful, demanding, and recognizable. 	<ol style="list-style-type: none"> 1. Albrecht and Hall, 1991 2. Hackman and Oldham, 1980; Ali et al., 2014; Amabile, 2011 3. Binnewies and Gromer, 2012
Sufficient resource	<ol style="list-style-type: none"> 1. Adequacy and appropriateness of resources enable employees to create creative ideas, as the innate usability and suitability of the project to employees increases as a result of 	<ol style="list-style-type: none"> 1. Delbecq and Mills, 1985; Amabile et al., 1996; Kanter, 1984 2. Hammond et al., 2011

	<p>the adequacy of resources.</p> <p>2. The resources available to the company, such as machinery, equipment, devices, knowledge, technological aid, and financial resources, facilitates innovation.</p>	
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Organizational encouragement:

The inspiration and motivation from the organization to generate novel ideas to all levels of management enhance employee innovation. (Delbecq and Mills, 1985). Employees are motivated to generate uncommon, novel and beneficial ideas when they are provided with direct and comprehensible instruction from the organization. (Amabile et al., 1996).

The just and impartial assessment of the creative idea is considered to a feature of organizational encouragement but partial, bias and frightening appraisal of the creative ideas decrement employee innovation. (Kanter, 1984). Encouraging, explanatory, factual, impartial and clear assessment of the unique ideas facilitate intrinsic motivation which enhance employee innovation. (Amabile et al., 1996; Deci and Ryan, 2013).

When the employee innovation is acknowledged and creative ideas are awarded, the employee innovation in the organization is enhanced; employee innovation is incremented when the compensation benefits of the employees are increased based on their creative performance which also motivate them to get indulged in more creative works; co-operation among employees, encouragement for participation in decision making, dissemination of organization’s objectives among all and motivation for collaborative effort for the accomplishment of the goals and objectives enhance employee innovation. (Amabile et al., 1996; Kanter, 1984). Therefore, the following hypothesis is presented-

H6: Organizational encouragement is positively related to employee innovation.

supervisor support:

openness of communication between supervisors and sub-ordinates, supportive behavior of the supervisors towards the novel ideas, transparency of the organizational objectives, encouragement of the supervisor for the idea generation and the acknowledgement of the supervisor are vital for employee innovation. (Delbecq and Mills, 1985; Kimberly and Evanisko, 1981). The support of the supervisor through comprehensible communication, transparent sharing of organizational objectives and fair assessment of the creative ideas increment intrinsic motivation vital for employee innovation; fair and just evaluation of the creative performance increase intrinsic motivation whereas frightening, negative evaluation diminish intrinsic motivation. (Amabile et al., 1996).

Supervisor's help for innovativeness gives employee motivation and encouragement when producing, conveying and carrying out innovative ideas. (Binnewies and Gromer, 2012). Supervisor's support enables employees to have intrinsic motivation, clear objectives, relevant skills, better communication and organizational resources when formulating creative ideas. (Oldham and Cummings, 1996). Supervisor's support includes psychological support through trust, care, empathy and respond to the apprehension of employees. (Binnewies and Gromer, 2012). Thus, the following hypothesis is suggested-

H7: Supervisor support is favorably associated to employee innovation.

Work-group support:

Employee creativity can be arisen from work group if there prevails diversity in members, openness to communication, mutual understanding, effective dissemination of ideas and shared dedication for the task. (Amabile et al., 1996). The amiable ambience facilitating effective communication among work group increment various ideas which positively effect creativity in workplace. (Albrecht and Hall, 1991).

Job complexity, shared dedication, attentiveness for the accomplishment of the project increment intrinsic motivation; the intrinsic motivation facilitates creative ideas giving rise to employee innovation. (Hackman and Oldham, 1980; Ali et al., 2014; Amabile, 2011). Attentiveness for work and perception of the work to be significant, challenging and identifiable give rise to intrinsic motivation which is for employee creativity. (Amabile et al., 1996; Binnewies and Gromer, 2012; Amabile, 2011). So, the hypothesis presented is-

H8: Work-group support is significantly connected to employee innovation.

Sufficient resources:

Sufficiency and appropriacy of resources enable employees to generate creative ideas as the sufficiency of resource increment intrinsic usefulness and desirability of the project to employees. (Delbecq and Mills, 1985; Amabile et al., 1996; Kanter, 1984). Company's resources such as equipment, machineries, instruments, information, technical and technological assistance and financial resource enable creativity. (Hammond et al., 2011).

Different resources have different effect on employee innovation but all the resources can be accumulated and stated as a single variable to observe the combine effect on creativity. (Scott and Bruce, 1994). Therefore, the following hypothesis is showcased-

H9: Sufficient resources are positively related to employee innovation.

PsyCap (psychological capital) and employee innovation

PsyCap comprising of optimism, resilience, self-efficacy and hope portrays the psychological state, effects employee performance and associates with employee creativity. (Cai et al., 2019). Employees with efficacy utilizes resources to achieve objectives and challenges which facilitates in formulating innovative and novel ideas. (Luthans et al., 2008).

Employees having hope try to fathom different paths to accomplish challenging goals by developing creative ideas. (Cai et al., 2019). Employees with optimism, encounter challenging and difficult situations with positive mindset and discover creative ways to combat the challenging tasks to accomplish the organizational goals. (Sweetman et al., 2011). Obstacles, obstructions and hardships are crucial in creative and challenging tasks which are encountered with exuberance and positivity by employees with resilience. (Cai et al., 2019).

PsyCap elements	Impact of each element	Scholars' references
Efficiency	<ol style="list-style-type: none">1. Employees who are confident in their abilities are more creative, since better self-efficacy enable smore employee innovation.2. Self-efficacious employees are motivated to complete difficult activities with effort and	<ol style="list-style-type: none">1. Sweetman et al., 20112. Yu et al., 20193. Schwarzer, 2014

	<p>positive mindset in order to do them effectively.</p> <p>3. Individuals with high self-efficacy have stronger intrinsic drive and intellectual, reasoning, and logical abilities than those with low self-efficacy, resulting in higher self-efficacious employees being more innovative in the workplace.</p>	
<p>Hope</p>	<p>1. Hope is having the commitment and devotion to discover numerous ways to complete a task; dedication to completing the task allows for the development of paths leading for the task's successful completion.</p> <p>2. Hopeful employees are ambitious, goal-driven, initiators and risk takers which facilitate in developing multiple paths for the accomplishment of the objective.</p> <p>3. When employees with great hopes face challenges on their way to achieving their goal, they adopt a positive attitude and develop new strategies and ways to achieving the goal.</p>	<p>1. Sweetman et al., 2011</p> <p>2. Luthans et al., 2007</p> <p>3. Yu et al., 2019</p>

<p>Resilience</p>	<ol style="list-style-type: none"> 1. Resilience facilitates individuals to accommodate, adjust and survive in adverse situations which helps them to strengthen their resilience through positive adjustment. 2. Employee innovation is influenced by employee resilience because people place sufficient effort in producing innovative ideas and achieving goals through creative performance, which is made possible by successful change adaptation. 3. Employees with strong resilience can efficiently deal with challenging and stressful situations, and because of their resilience, they can endure and conquer stressful situations without suffering negative consequences. 	<ol style="list-style-type: none"> 1. Cai et al., 2019 2. Sweetman et al., 2011 3. Luthans et al., 2007
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Optimism	<ol style="list-style-type: none"> 1. Optimistic employees hold positive thoughts which enable them to encounter challenges firmly as they believe they are in charge of their own fate. 2. Employees that are optimistic are determined to complete the work efficiently by applying new abilities, since they have a proclivity for learning and adopting new skills. 	<ol style="list-style-type: none"> 1. Sweetman et al., 2011 2. Yu et al., 2019
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Efficacy:

Efficacy is stated as an individual's perceived capability for doing a task (Sweetman et al., 2011). Employee having higher confidence in his ability lead to incremented creativity as higher self-efficacy enables higher employee innovation. (Sweetman et al., 2011). Creative ideas generated can fail because of the lack of acceptability and irrelevance but employees with greater efficacy undertake risk to generate, promote and implement creative ideas. (Carmeli and Schaubroeck, 2007).

Efficacy portrays self-belief which enables employees to proceed creatively in solving problems and accomplishing tasks. (Sweetman et al., 2011). Self-efficacious individuals get indulged in accomplishing challenging tasks by placing effort and possess positive attitude to complete the task efficiently. (Yu et al., 2019).

High self-efficacious individual place more effort in conducting a task than a low self-efficacious individual. (Schwarzer, 2014). High self-efficacious individuals have confidence in their ability and have urge to learn more for better accomplishment of the challenging task. (Luthans et al., 2008). Employees having self-efficacy i.e., confidence in their own ability, they try to formulate and utilize novel, distinct and innovative ideas for achieving the goals and objective of the organization. (Yu et al., 2019). High self-efficacious employees have higher intrinsic motivation and also have analytical, rational and logical capability than low self-

efficacious employees which results in high self-efficacious employees to be more creative in the organization. (Schwarzer, 2014). Thus, the following hypothesis is presented-

H10: Efficacy is positively associated with employee innovation.

Hope:

Individuals having high hope have the determination and inspiration which enables to clearly decide on the effective path to accomplish their objective and they also get involved in developing alternative paths for accomplishing objectives; they proceed toward objective accomplishment even when they are encountered with obstacles on the path. (Sweetman et al., 2011). Efficacy is stated as individuals' conviction regarding what they can do with their abilities but hope is the determination to utilize those abilities alongside the capacity to create alternative paths for accomplishing the objectives. (Luthans et al., 2007).

Hope is having the determination and dedication to find out multiple ways to accomplish the task; the dedication for accomplishing the task enables to develop multiple paths for the effective completion of the task. (Sweetman et al., 2011). Employees with hope are driven, ambitious and place enormous effort in accomplishing the goals. (Yu et al., 1990). Hopeful employees are ambitious, goal-driven, initiators and risk takers which facilitate in developing multiple paths for the accomplishment of the objective. (Luthans et al., 2007). A hopeful employee proactively produces paths beneficial for the achievement of the objective in a given circumstance; when employees with high hope encounter obstacles and obstructions in the path of achievement of objective, they might embrace positive perspective and develop new techniques and approaches for accomplishing the objective. (Yu et al., 1990).

Employees with hope utilize creativity in solving problems and accomplishing tasks; they also utilize creative ideas for developing alternative ways for accomplishing objectives which result in increased employee innovation. (Snyder, 1994). Employees with high hope have more motivation to put enormous effort and develop various alternative paths in the process solving critical problems and accomplishing tasks, they incorporate creative ideas for solving problems and thus demonstrate creative performance. (Luthans et al., 2007). So, the hypothesis placed is-

H11: Hope is positively related to employee innovation.

Resilience:

Resilience is stated as positive mental capability to rebound and overcome from vulnerability, struggle, disappointment, regressive situation and embrace progression. (Yu et al., 2019). Resilience is the capability to combat adverse situation, adjust to or overtake changes. Resilience facilitates individuals to adjust to and get through the changes. (Sweetman et al., 2011).

Resilience facilitates individuals to accommodate, adjust and survive in adverse situations which helps them to strengthen their resilience through positive adjustment. (Cai et al., 2019). Resilience is a combined and communicative function that empowers people to go past what is typical and to move to a constructive non-equilibrium. (Luthans et al., 2007). Innovative performance usually needs perennial inner strength to not only adapt to changing circumstances, but also to overcome the difficulties and complications persistent in innovative performance. (Sweetman et al., 2011). Resilience positively affects employee innovation as employees place adequate effort in generating creative ideas and accomplishing goals through creative performance which are possible due to effective adaptation to changes. (Sweetman et al., 2011).

Employees with high resilience viably utilize their accessible resources (intellectual, social, monetary, and abilities) to moderate the effect of adverse factors. (Yu et al., 2019). Employees with high resilience can combat difficult and pressured situations effectively and because of resilience they can survive and overcome pressured situations positively without struggling with negative ramifications. (Luthans et al., 2007). High resilient employees have high intellectual assets which enable them to combat and overcome adversities and adapt to changes which facilitates employee innovation. (Yu et al., 2019). Thus, the following hypothesis is developed-

H12: Resilience is positively associated with employee innovation.

Optimism:

Optimistic individuals hold positive expectations for the occurrence of positive things. (Seligman et al., 1998). Optimists consider the occurrence of positive incidents to be lasting and distinctive so optimists believe success can be mastered and repeated. (Sweetman et al., 2011). Optimistic employees expect to gain success even when they encounter challenging tasks. (Seligman et al., 1998). Optimistic descriptive style showcases people considering that they are in charge of their fate; it produces an inevitable outcome where positive descriptions become true. (Peterson and Chang, 2003).

Optimistic employees are observed to be more efficacious and resilient. (Luthans et al., 2007). Optimistic employees hold positive thoughts which enable them to encounter challenges firmly as they believe they are in charge of their own fate. (Sweetman et al., 2011). Optimistic employees have the determination of accomplishing the task effectively through utilizing new skills as they have the tendency of learning and implementing new skills. (Yu et al., 2019). So, the following hypothesis is presented-

H13: Optimism is significantly connected to employee innovation.

Job-based education and employee innovation

Job-based education foster gaining of work-related knowledge enabling employees to be skilled and efficient in performing task. (Holman et al., 2012). Cognitive learning strategy helps in acquiring new information, regulations, directives and knowledge which facilitate in better task performance. (Smith and DeCoster, 2000). In cognitive learning strategy adequate amount of time is invested to gather deeper understanding about a topic which is considered to be an effective strategy to acquire knowledge. (Holman et al., 2012). Cognitive learning strategy inspires employees to deeply focus on a topic to gain knowledge and assess the information considering the existing information which enhances innovation. (Fisher and Ford, 1998).

Behavioral learning strategy enables employees to acquire job related knowledge from co-workers by observation, communication and learning job related tasks from them; also, through work-related documents and practical implication of the workplace ideas. (Marton and Saljo, 1976). Although the impact of cognitive learning strategy to acquire knowledge in workplace is not established yet but the relation between knowledge acquisition and cognitive learning is observed in other sectors like education, experiments and training. (Fisher and Ford, 1998). Similarly, the impact of behavioral learning strategy to acquire knowledge in workplace is not established but several researches has stated that employees learn by discussing with the co-workers and they seek for the opinions of the co-workers to solve critical work-related problems. (Holman et al., 2012). Acquisition of knowledge through work-based learning strategy help to generative creative ideas.

Componential model of creativity state that individuals gaining work-related knowledge can generate creative ideas as they are equipped to utilize their knowledge to formulate new ideas. Cognitive learning helps to diminish the pressure on working memory and places more effort in sculpting new ideas and solving challenging problems; employees who have adequate work-related knowledge are more creative and more capable of generating new ideas. (Amabile and Grysiewicz, 1987).

Employees who acquired sufficient knowledge through work-based learning strategies have confidence in their knowledge and ability to perform task efficiently; they have faith in the functionality, utility and adequacy of their knowledge. Work-based learning strategies help employees to acquire work-related knowledge which foster high self-efficacy and confidence which facilitate generation of creative idea and also the faith to effectively promote the creative ideas. Employees with high self-efficacy can generate more creative ideas and they acquire immense confidence to promote creative ideas even in the prevalence of challenging event. Employees with strengthened knowledge can comprehend the significance and usefulness of the creative ideas which motivate them to promote the new ideas. Therefore, the following hypothesis is placed-

H14: Work-based learning is positively related to employee innovation.

Conceptual model

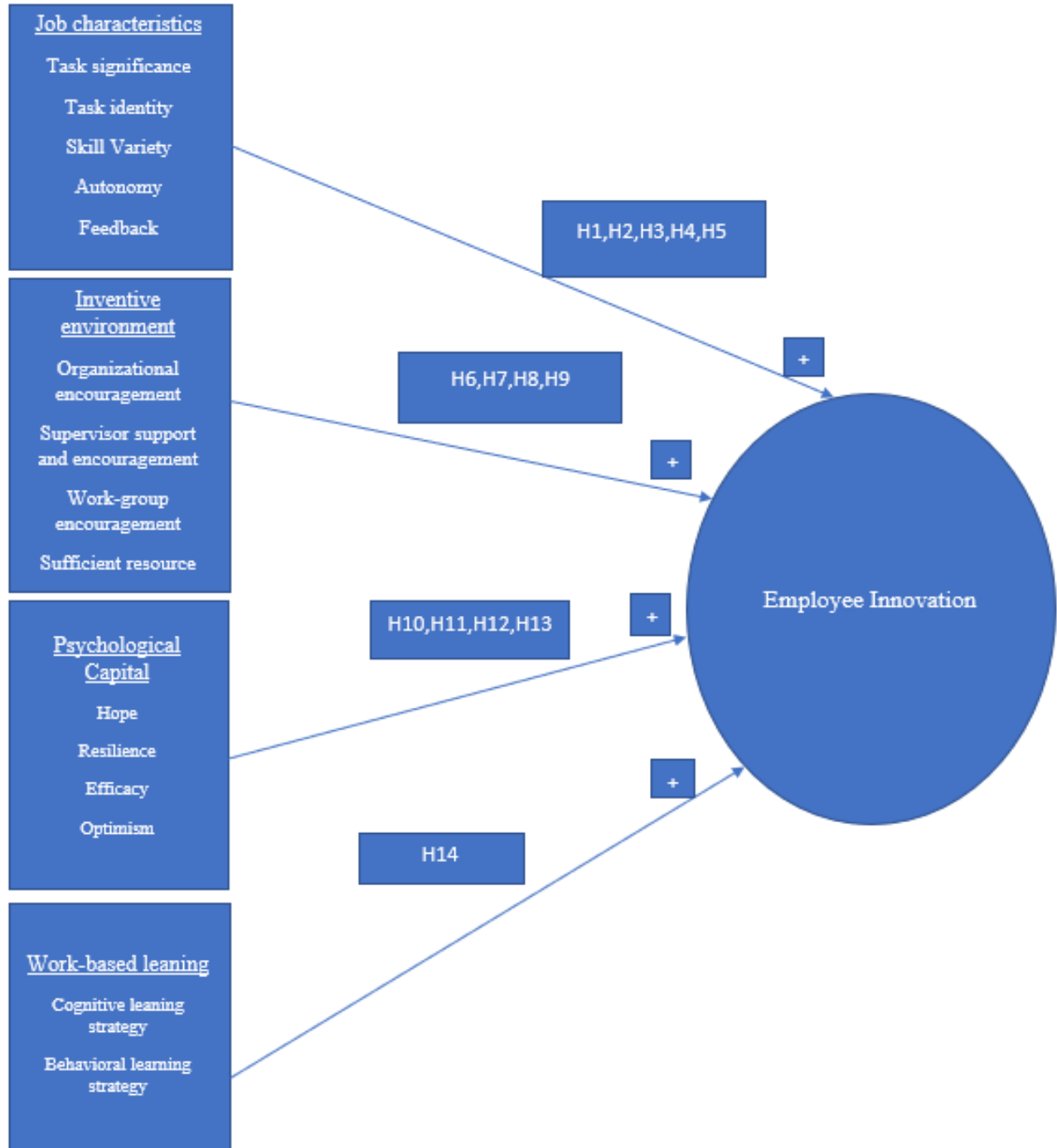


Fig.83: Conceptual model showcasing the relationship between the attributing factors and employee innovation

3.1.2 Objectives

Broad Research objective:

Major purpose of the research is to identify the characteristics that enhance employee innovation.

Specific Research objectives:

- Examine the relation between job characteristics and employee innovation.
- Determine the relationship between inventive environment and employee innovation.
- Determine the relationship between psychological capital and employee innovation.
- Assess the effect of psychological capital on employee innovation.
- Establish the role of work- based learning in enhancing employee innovation.

Research questions

Broad Research question: Which factors are crucial for enhancing employee innovation?

Specific Research questions:

- What's the association between employee creativity and work characteristics?
- How inventive environment effect employee innovation?
- What's the linkage between employee creativity and PsyCap?
- How work-based learning help to enhance employee innovation?

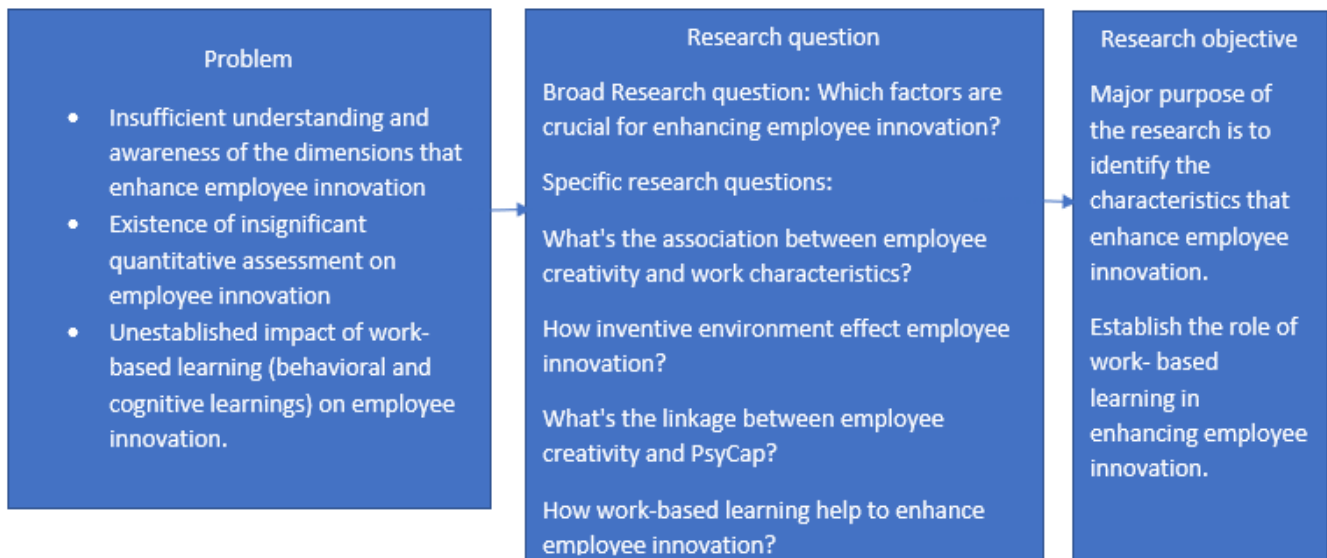


Fig. A: Problems, research question and research objective

3.1.3 Significance of the study/research

The study has the potential to bring about valuable outcome which can be beneficial in many domains:

- Employee innovation is inevitable for the progression of organization. The study would give employers precise idea about the attributing dimensions which enhance employee innovation.
- The employers would develop job design which would fulfill the criteria of essential elements of job. This would enable the employees to perceive their jobs as important, significant and meaningful.
- Employees would understand the essentiality of psychological capital. Employees would be able to fathom how optimism, hope, resilience and self-efficacy would help them to formulate, promote and implement innovative ideas, combat adversities and adapt to the vital changes.
- Through this study both employers and employees would explore the significance of inventive environment. The supervisor would increment support, assistance, open the door for clear communication, transparently provide feedback of the tasks and would be more empathetic. The organization would be more embracing of the diverse work-group, would welcome the ideas which has the potential to increment novel ideas. The organization would understand the importance of adequacy of resource and provide necessary resource for the accomplishment of task.
- Through this study, the employees would understand the ways they can learn and gain knowledge from organization. The employees would be able to utilize their cognitive ability. They can indulge deeply in knowing about various aspects of the organization and try to generate new ideas based on the existing ideas. The employees would be able to fathom that they can learn through communicating with co-workers which increment their creativity.

3.2 Methodology:

3.2.1 Research design

Employee innovation is stated to be crucial and vital for the development and the progression of the organization. Without employee innovation an organization can't reach its desired position. For surviving in the competitive business environment, employee innovation is considered to be vital.

- Initially exploratory research is carried out to comprehend the importance of employee innovation, to determine the factors which can facilitate employee innovation and fathom the gaps existent in the previous researches which can help to gain better insights. Exploratory research plays important role in giving beneficial insights and the exploratory research helped to define the problem precisely i.e. helped to find the factors which has the possibility to enhance employee innovation.
- Exploratory research design using secondary data helped in the development of an approach for addressing the problem of finding out attributing dimensions that enhance employee innovation.
- Exploratory research using secondary data (several relevant research papers) helped in the development of the hypotheses.
- Under exploratory research, direct and undisguised method of research called “depth interview” is utilized. The depth interview of the employees of Trust Bank Limited are taken.
- The causal research is carried out to decide on the cause and effect relationship; the research would also enable the proper testing of the developed hypotheses.
- Causal research facilitates quantitative data analysis.
- All the data gathered from job characteristics, inventive environment, psychological capital, work-based learning is analyzed quantitatively.

3.2.2 Sample and data collection

- Convenience sampling is chosen for viability and attainability taking time and cost into consideration.
- Likert scale is used to measure the components (job characteristics, inventive environment, psychological capital and work-based learning) which is stated as a non-comparative scaling technique.
- Structured questionnaire is developed which contains multiple choice, dichotomous and scale (Likert scale) questions. Logical order of the questions is maintained and the opening questions are constructed to gain demographic characteristics of the respondents.

- Also, information is collected through direct depth interview of the employees of Trust Bank Limited.

3.2.3 Measures

Employee Innovation: Employee Innovation scale is collected from Ganesan and Weitz. Five-point Likert scale is utilized to gauge employee. Cronbach alpha value which identify reliability of the scale was 0.75 in the original scale used by Ganesan and Weitz

Job characteristics: The fundamental elements derived from Hackman and Oldham's work assessment study. Cronbach alpha which identify reliability of the scale was 0.68 in the original scale used by Hackman and Oldham (1975).

Inventive environment: KEYS environment scale quantifies inventive environment. KEYS environment scale from Amabile et al., (1996) showed the existence of two major categories of dimensions influencing creativity climate of the workplace. The value of Cronbach alpha which identify reliability of the KEYS environment scale differed from 0.66 to 0.91 in the original scale used by Amabile et al., (1996).

PsyCap: Luthans devised a twenty-four element PsyCap survey to assess psychological capital. The value of Cronbach alpha which identify reliability of the psychological capital questionnaire is 0.93. (Sweetman et al., 2011).

Work- based learning: Holman formulated work-based learning scale to measure knowledge through behavior and reasoning. The value of Cronbach alpha which identify reliability of the scale to measure cognitive learning strategy was 0.87. The value of Cronbach alpha which identify reliability of the scale to measure behavioral learning strategy was 0.86.

3.3. Findings and analysis

3.3.1 data collection and analysis

Structured questionnaire was developed which contained multiple choice, dichotomous and scale (Likert scale) questions. Logical order of the questions prevailed and the opening questions were formulated in a way to get demographic characteristics of the respondents. In total forty-seven questions were constructed to gather data for effective quantitative analysis. The data were collected from fifty employees of Trust Bank Limited through the survey questionnaire containing forty-eight questions.

All the data obtained from the employees were placed in SPSS software. Demographic characteristics obtained are showed in the figures below-

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	M	28	56.0	56.0	56.0
	F	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 1: Gender of the respondents

		Occupation			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banker	39	78%	78.0	78.0
	Army Personnel	11	22%	22.0	22.0
	Total	50	100.0	100.0	

Table 2: Occupation of the respondents

Among fifty employees, twenty-eight employees were male and twenty-two employees were female. So, the data were collected from gender balanced respondents. All the respondents were the employees of Trust bank limited among which eleven respondents were army personnel involved in the executive committee of the bank.

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal Banking & Operations	12	24.0	24.0	24.0
	Retail Banking & Marketing Department	8	16.0	16.0	40.0
	Treasury	8	16.0	16.0	56.0
	Information Technology	6	12.0	12.0	68.0
	Human Resources	11	22.0	22.0	90.0
	Risk Management Department	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Table 3: working departments of the respondents

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	17	34%	34.0	34.0
	Masters	33	66%	66.0	66.0
	Total	50	100.0	100.0	

Table 4: Respondents' educational qualifications

		Income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 30K TK	12	24.0	24.0	24.0
	< 50K TK	13	26.0	26.0	26.0
	< 70K TK	13	26.0	26.0	24.0
	> 70 K TK	12	24.0	24.0	26.0
	Total	50	100.0	100.0	

Table 5: Income level of the respondents

The education and income level of the respondents are presented in the tables. The table also showcases various departments that the respondents are working in. The respondents are working in various departments which helps to showcase the overall scenario of employee innovation of the bank.

The response obtained for each of the question from the respondents

I test new approaches in performing my job-

LSQ01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	28.0	28.0	28.0
	Agree	14	28.0	28.0	56.0
	Neither agree nor disagree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 6: Responses for LSQ01

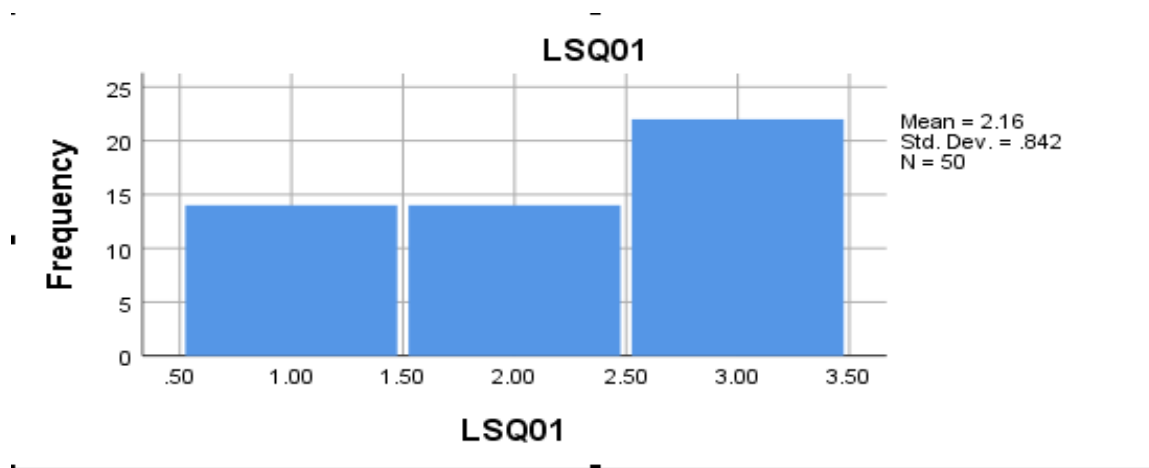


Fig.84: Histogram of the responses for LSQ01

28% of the respondents strongly agreed and 28% of the employees agreed in response to the question. So, the employees agreed of using novel methods in their tasks.

LSQ02 When new trends develop, I am usually the first to get on board (5-point Likert scale)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	28.0	28.0	28.0
	Agree	15	30.0	30.0	58.0
	Neither agree nor disagree	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

Table 7: Responses for LSQ02

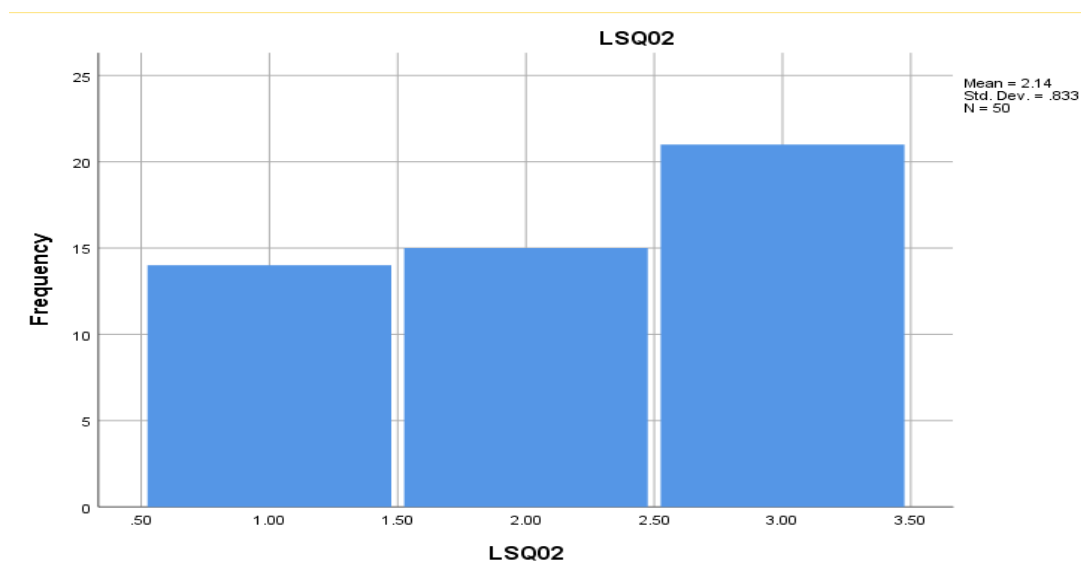


Fig.85: Histogram of responses for LSQ02

28% of the respondents strongly agreed and 30% of the employees agreed in response to the question. So, the employees agreed that they have the willingness to try novel working methods which are latest.

LSQ03 I usually collaborate with employees from other departments

LSQ03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	30.0	30.0	30.0
	Agree	19	38.0	38.0	68.0
	Neither agree nor disagree	16	32.0	32.0	100.0
Total		50	100.0	100.0	

Table 8: Responses for LSQ03

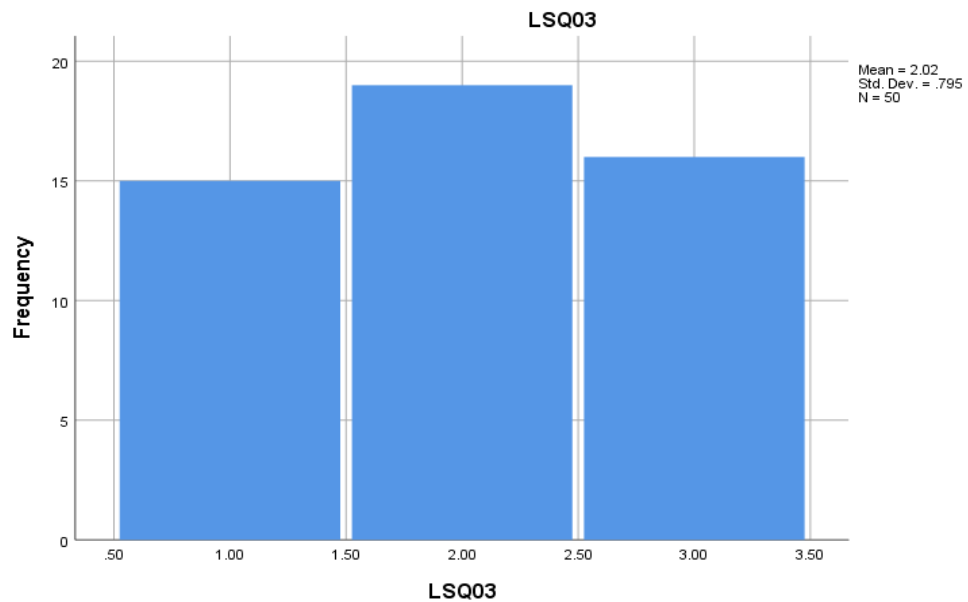


Fig.86: Histogram of responses for LSQ03

30% of the respondents strongly agreed and 38% of the employees agreed in response to the question. So, the employees believe in collaborating with the employees belonging to other departments.

MCQ01 In idea generation which part do you like to play role in-

I developed new ideas

I had ideas about changing things at workplace

I found new approaches to achieve my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I developed new ideas	13	26.0	26.0	26.0
	I had ideas about changing things at workplace	23	46.0	46.0	72.0
	I found new approaches to achieve my work	14	28.0	28.0	100.0
Total		50	100.0	100.0	

Table 9: Responses for MCQ01

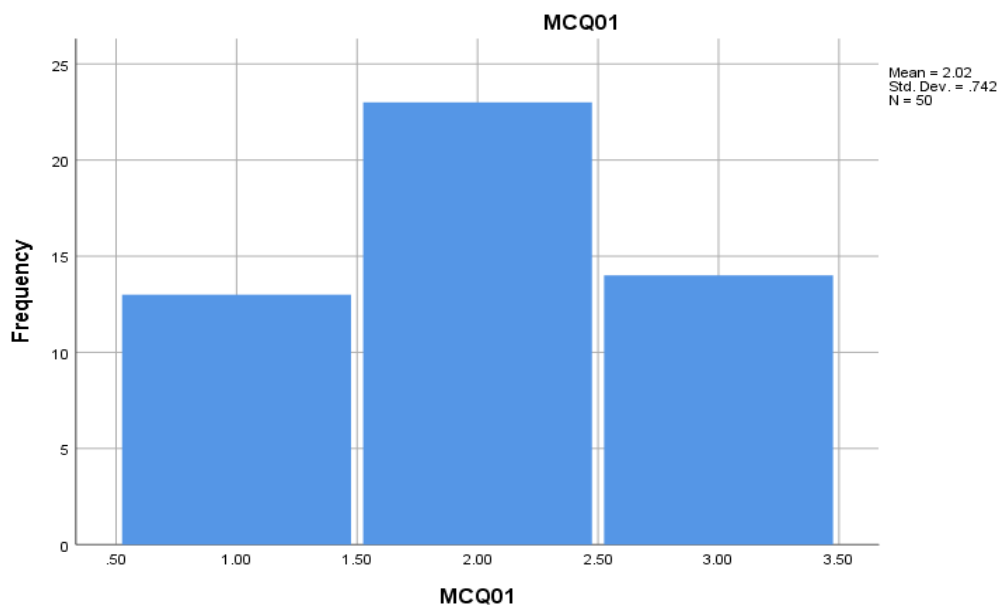


Fig.87: Histogram of responses for MCQ01

23% of the respondents agreed to have various ideas for bringing transformations in the organization. 14% agreed to have developed new methods for the accomplishment of the task.

MCQ02 What role you play in promoting the ideas

- I present my ideas to others
- I suggested different ways to do the things
- I recommended to change things at workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I present my ideas to others	20	40.0	40.0	40.0
	I suggested different ways to do the things	13	26.0	26.0	66.0
	I recommended to change things at workplace	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

Table 10: Responses for MCQ02

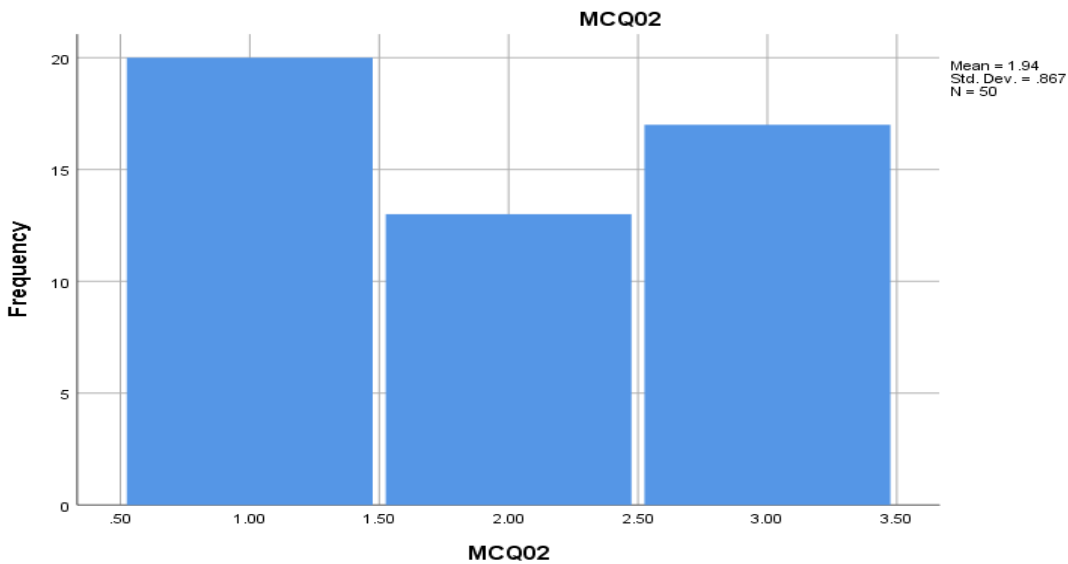


Fig.88: Histogram of responses for MCQ02

40% of the respondents stated that they placed their ideas in front of other employees and 34% employees suggested to bring modifications in the organization.

MCQ03 In which scenario your proposed ideas fall into

The recommendations provided by me for the improvements were received
 the ideas suggested by me were executed
 my suggestions to do things differently were applied.

MCQ03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The recommendations provided by me for the improvements were received	20	40.0	40.0	40.0
	The ideas suggested by me were executed	17	34.0	34.0	74.0
	My suggestions to do things differently were applied	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Table 11: Responses for MCQ03

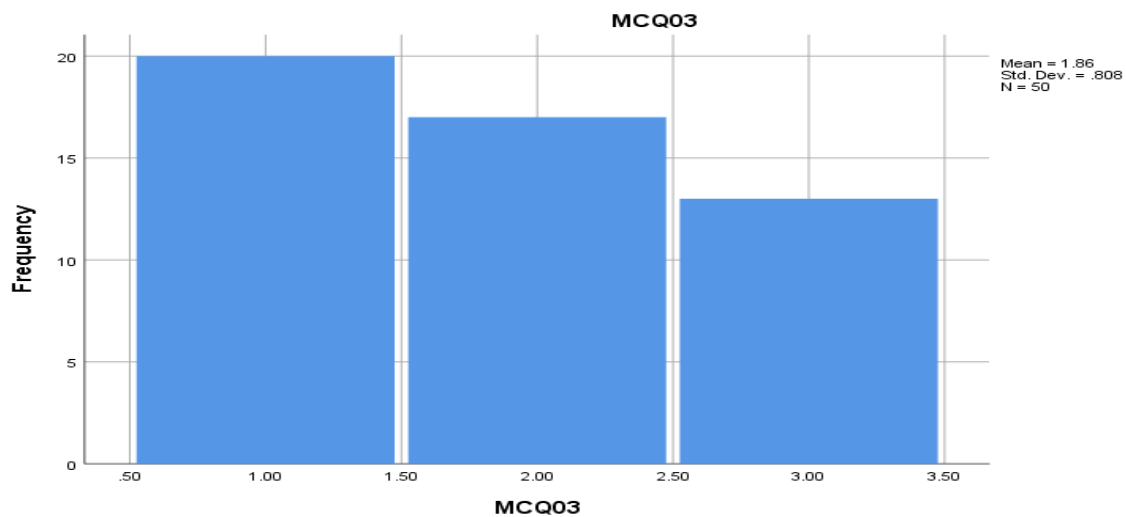


Fig.89: Histogram of responses for MCQ03

40% of the respondents agreed that the suggested which were placed by them were welcomed and 34% of respondents stated that the suggestions placed by them were implemented.

YNQ01 Do you have many opportunities for independent thought and action in your job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	26.0	26.0	26.0
	No	37	74.0	74.0	100.0
Total		50	100.0	100.0	

Table 12: Responses for YNQ01

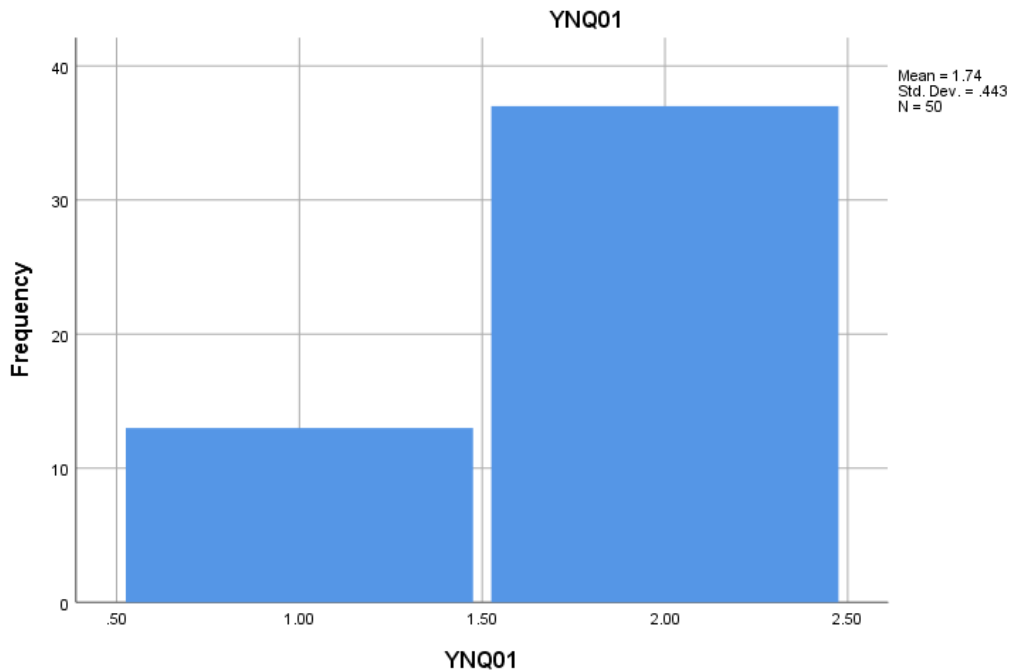


Fig.90: Histogram of responses for YNQ01

74% of the respondents stated that they have multiple chances for displaying autonomous ideas and acts in the workplace.

LSQ04 To what extent do you agree or disagree with the statement-
 “I have a great deal of control over the pace of my work”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	9	18.0	18.0	18.0
	Neither agree nor disagree	14	28.0	28.0	46.0
	Disagree	11	22.0	22.0	68.0
	Strongly Disagree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Table 13: Responses for LSQ04

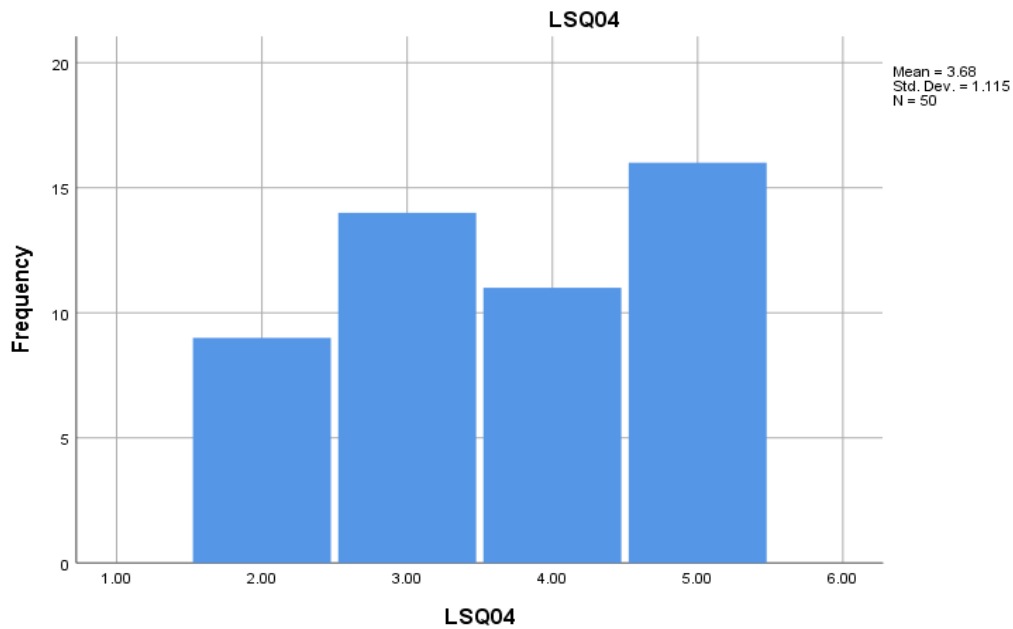


Fig.91: Histogram of responses for LSQ04

32% of the respondents stated their strong disagreement with the statement. The respondents stated that they don't have adequate control over the rapidity of their tasks. 22% of the respondents placed their mild disagreement with the statement saying that swiftness of the completion of the task is not within their control.

YNQ02 Are you encouraged to find solutions of the problem? (Yes/No)

YNQ02					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	20.0	20.0	20.0
	No	40	80.0	80.0	100.0
Total		50	100.0	100.0	

Table 14: Responses for YNQ02

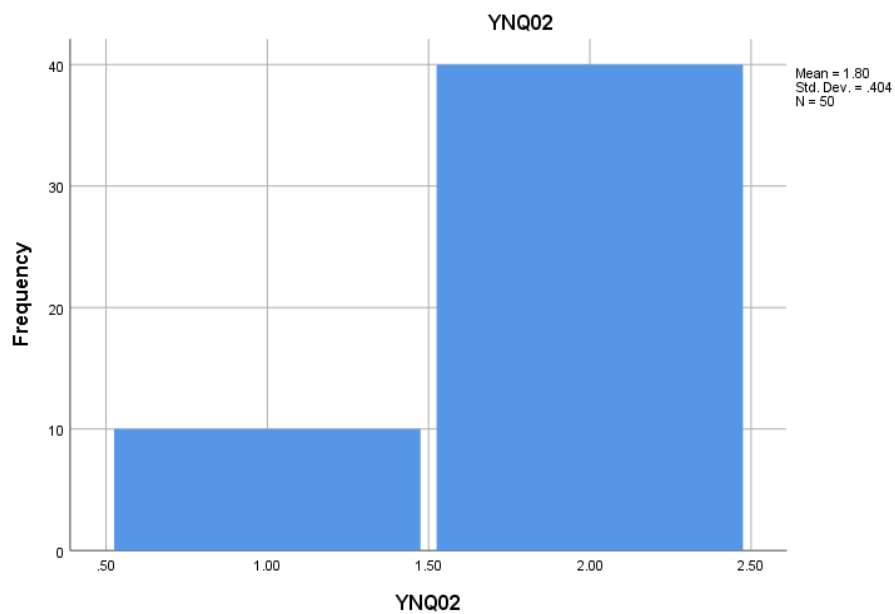


Fig.92: Histogram of responses for YNQ02

80% of the employees presented through their responses that they aren't inspired or motivated to find possible ways to solve tasks or find possible solution for the problem encountered.

LSQ05 To what degree do you agree or disagree with the following statements-
I perform various tasks during a typical work day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	28	56.0	56.0	64.0
	Neither agree nor disagree	16	32.0	32.0	96.0
	Disagree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 15: Responses for LSQ05

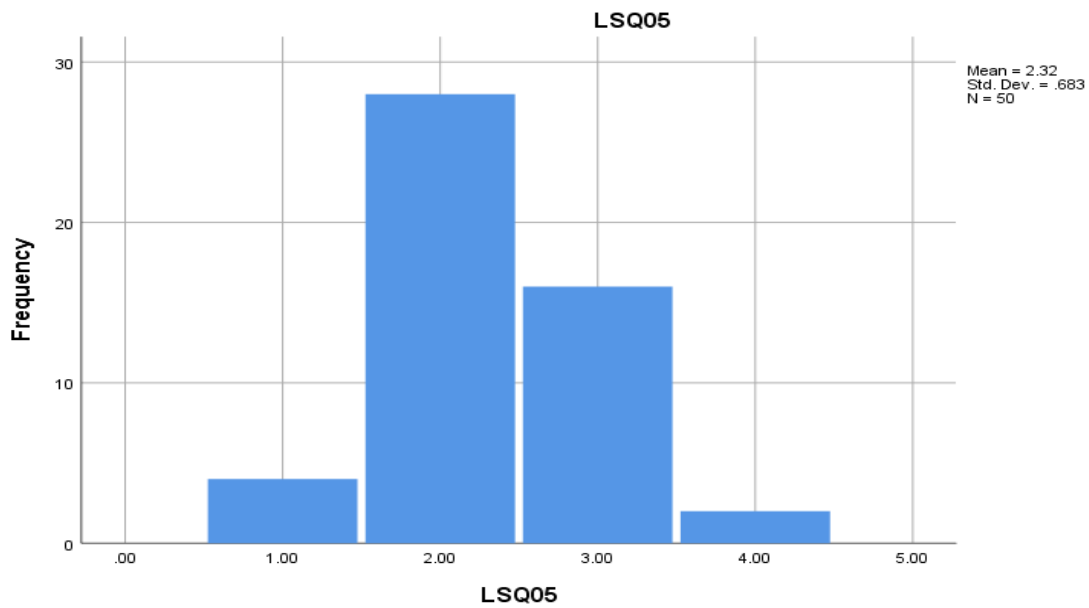


Fig.93: Histogram of responses for LSQ05

56% of the respondents agreed that they have to there prevails task variety in their job. They have to conduct various tasks in the workplace which showcases the prevalence of task variety.

LSQ06 To what degree do you agree or disagree with the following statements-
 This job demands me to utilize a number of skills and talents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	2.0	2.0	2.0
	Agree	27	54.0	54.0	56.0
	Neither agree nor disagree	17	34.0	34.0	90.0
	Disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Table 16: Responses for LSQ06

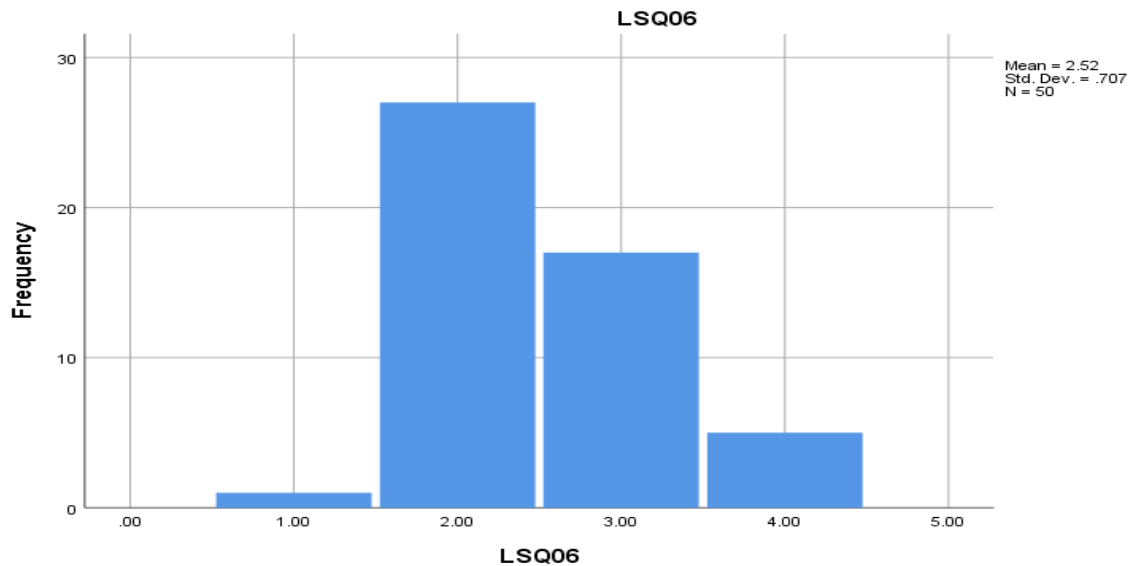


Fig.94: Histogram of responses for LSQ06

54% of the respondents firmly stated that the task enables them to use numerous skills possessed by them. As, task variety prevails in the workplace the employees use numerous skills for the proper accomplishment of their tasks.

YNQ03 Can you see the entire piece of your conducted work in the job that you do in the workplace? (Yes/No)

YNQ03					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	36.0	36.0	36.0
	No	32	64.0	64.0	100.0
Total		50	100.0	100.0	

Table 17: Responses for YNQ03

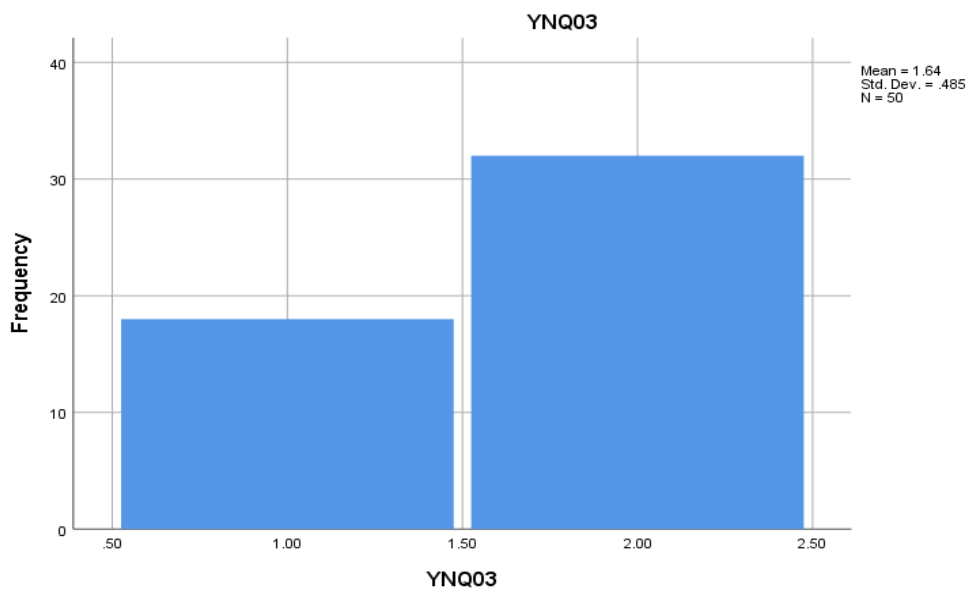


Fig.95: Histogram of responses for YNQ03

64% of the respondents stated that their tasks are non-identifiable by them. They don't have the opportunity of completion of entire and recognizable part of the task, i.e. they can't conduct tasks from start to finish with practical result.

LSQ07 To what degree do you agree with the following statement-

I have many opportunities to do a job from beginning to end (i.e., the chance to do a whole job)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	8	16.0	16.0	20.0
	Neither agree nor disagree	26	52.0	52.0	72.0
	Disagree	9	18.0	18.0	90.0
	Strongly Disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Table 18: Responses for LSQ07

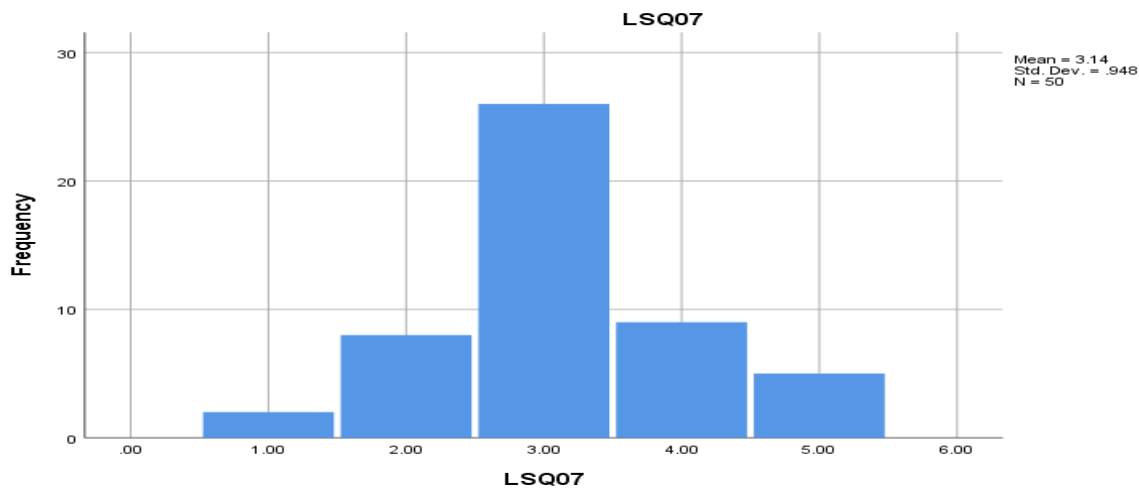


Fig.96: Histogram of responses for LSQ07

18% of the respondents stated through their response that their tasks can't be accomplished from the inception till the ending of the tasks by them. They can't complete the entire tasks implying their own skills, i.e. identifiable part of task can't be completed by an individual employee. Whereas, 16% of the employees agreed to have conducted identifiable portion of the tasks.

MCQ04 How easily can you identify or ascertain whether you are performing well or poorly in this job?

I can easily identify the quality performance at work
 It's moderately difficult to identify the quality of work because of unclear feedback
 I have to struggle to identify the quality my performance because of the inadequacy of the feedback.

MCQ04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I can easily identify the quality performance at work	21	42.0	42.0	42.0
	It's moderately difficult to identify the quality of work because of unclear feedback	16	32.0	32.0	74.0
	I have to struggle to identify the quality my performance because of the inadequacy of the feedback.	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Table 19: Responses for MCQ04

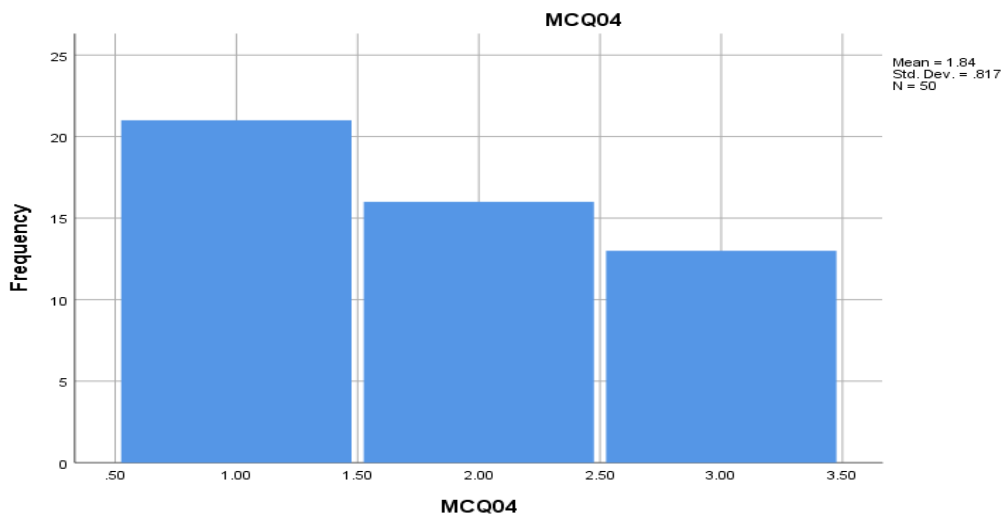


Fig.97: Histogram of responses for MCQ04

42% of the respondents stated that they attain clear instructions and information about task performance and the task outcome. 32% of the respondents stated it's moderately difficult to acquire comprehensible, distinct and transparent information about their work execution.

LSQ08 To what degree do you agree or disagree with the following statements-
 There are numerous opportunities for me to figure out how well I am doing in my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	12	24.0	24.0	38.0
	Neither agree nor disagree	15	30.0	30.0	68.0
	Disagree	7	14.0	14.0	82.0
	Strongly Disagree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Table 20: Responses for LSQ08

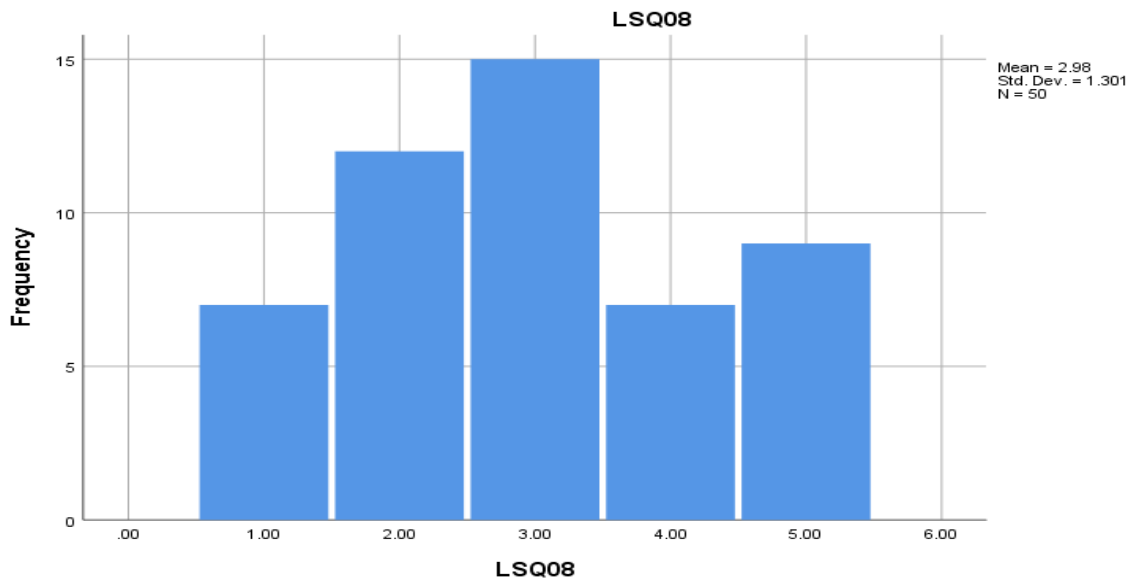


Fig.98: Histogram of responses for LSQ08

38% of the respondents agreed that there are multiple ways in the organization to understand the quality of their job performance. They attain clear instructions and information about their task performance and the task outcome.

YNQ04 Do you believe you work can significantly affect the lives and well-being of other people? (Yes/No)

		YNQ04			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	58.0	58.0	58.0
	No	21	42.0	42.0	100.0
Total		50	100.0	100.0	

Table 21: Responses for YNQ04

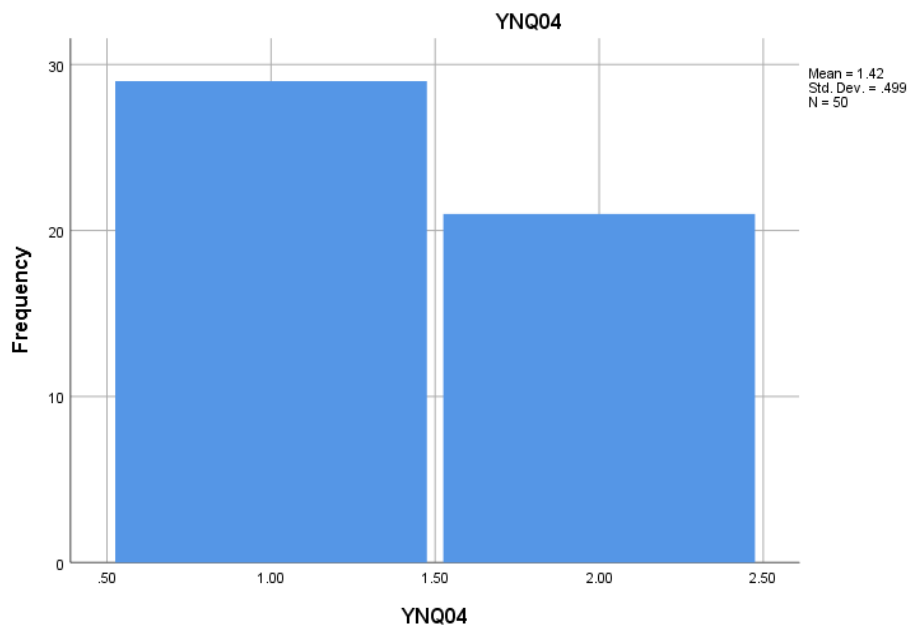


Fig.99: Histogram of responses for YNQ04

58% of the respondents consider their tasks to have significance for the achievement of the broader goals and objectives of the organization and also have significant impact outside the organization.

LSQ09 To what degree do you agree or disagree with the following statement-
Depending on the performance of my job, it has the potential to affect a lot of people.

LSQ09

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	14	28.0	28.0	32.0
	Neither agree nor disagree	14	28.0	28.0	60.0
	Disagree	12	24.0	24.0	84.0
	Strongly Disagree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Table 22: Responses for LSQ09

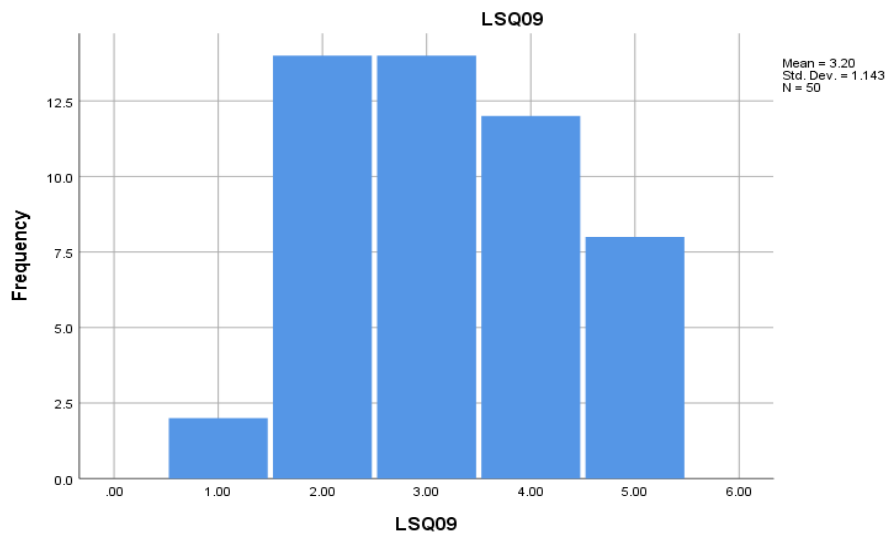


Fig.100: Histogram of responses for LSQ09

28% of the respondents agreed that their assigned tasks have the possibility of impacting the progression, development of the organization as the tasks play vital role in the accomplishment of the broader objective of the organization. They also stated that the tasks have the capability to affect the society as the proper accomplishment of the tasks would enable the progression of the organization, fruitfulness of the employees and on a broader extent the economic progression of the country would take place.

ACQ01 To what extent do your organization encourage employees to solve problems creatively-
 Moderately
 Adequately

		ACQ01			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderately	24	48.0	48.0	48.0
	Adequately	26	52.0	52.0	100.0
Total		50	100.0	100.0	

Table 23: Responses for ACQ01

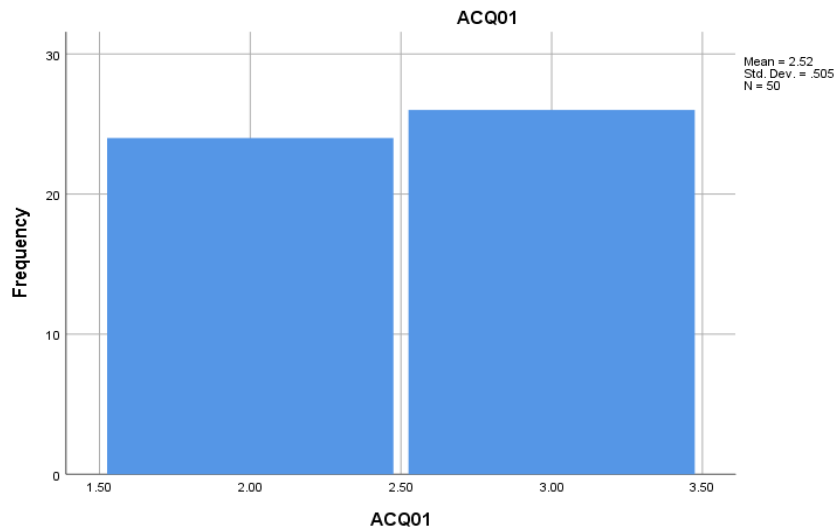


Fig.101: Histogram of responses for ACQ01

52% of the respondents stated that organization inspires and motivates them to generate novel ideas and to formulate creative ideas for resolving problems of the jobs.

LSQ10 To what degree do you agree with the statement-
 “My supervisor is considered to be an efficient work model”

		LSQ10			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	34.0	34.0	34.0
	Neither agree nor disagree	28	56.0	56.0	90.0
	Disagree	5	10.0	10.0	100.0
Total		50	100.0	100.0	

Table 24: Responses for LSQ10

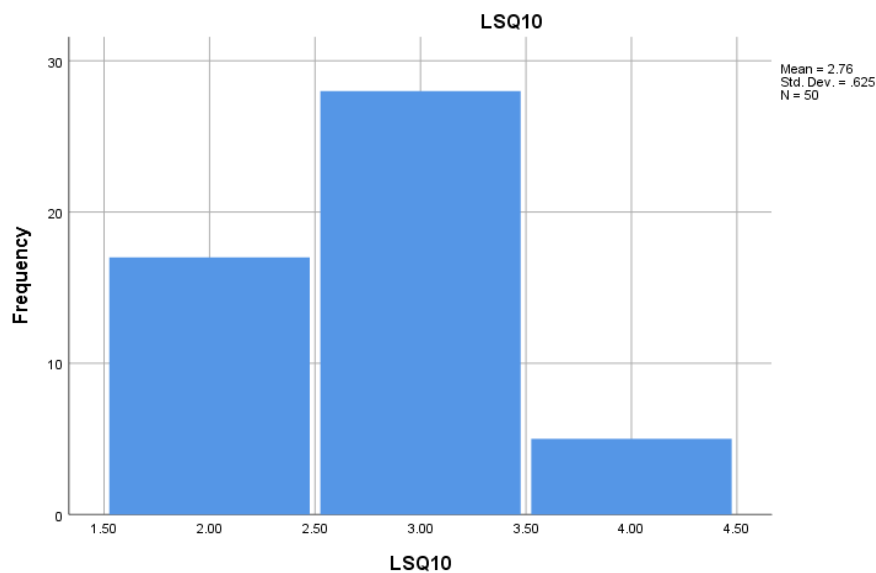


Fig.102: Histogram of responses for LSQ10

34% respondents stated their supervisor to be exemplary as he maintains openness of communication, supports the generation of novel ideas, maintains transparency of the organizational objectives.

LSQ_01Is there open communication opportunity among the co-workers and within work-group in your workplace?

LSQ_01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	30.0	30.0	30.0
	Neither agree nor disagree	15	30.0	30.0	60.0
	Disagree	10	20.0	20.0	80.0
	Strongly Disagree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Table 25: Responses for LSQ_01

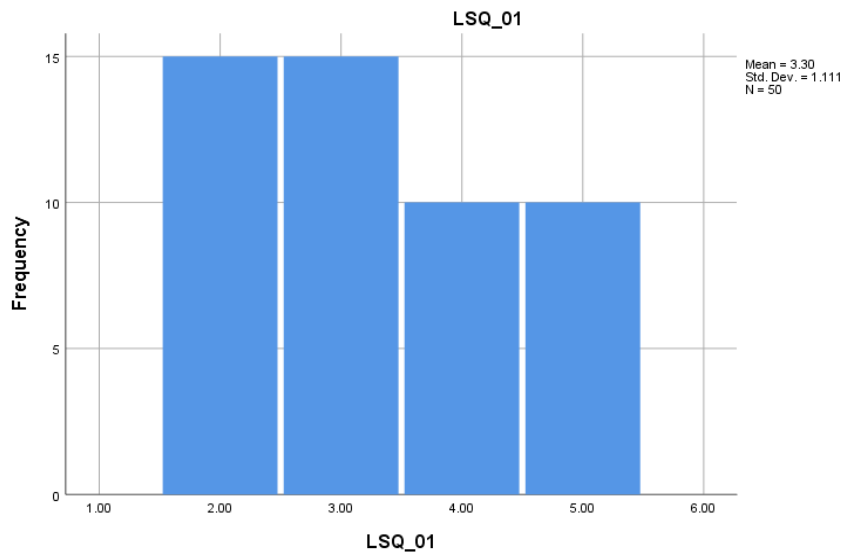


Fig.103: Histogram of responses for LSQ_01

30% of the respondents stated that their prevails openness to communication, mutual understanding, effective dissemination of ideas and shared dedication for tasks within the work-group. Openness to communication exists among the employees within the work-group.

LSQ11 To what degree do you agree with the statement-
 “I receive adequate resources for the accomplishment of my task in a proper way”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	21	42.0	42.0	42.0
	Neither agree nor disagree	24	48.0	48.0	90.0
	Disagree	5	10.0	10.0	100.0
Total		50	100.0	100.0	

Table 26: Responses for LSQ11

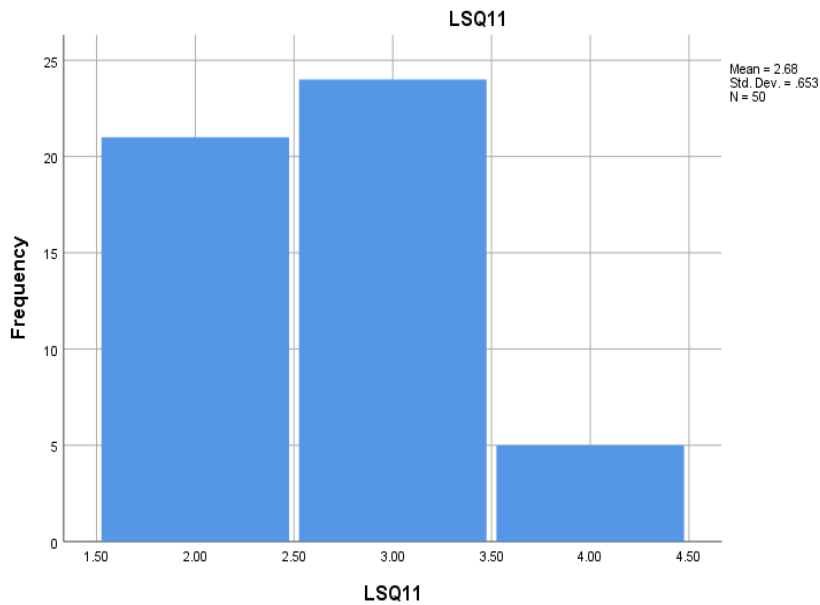


Fig.104: Histogram of responses for LSQ11

21% of the respondents stated that they have sufficient resource for the proper accomplishment of the tasks which helps to increment intrinsic motivation as availability of resource facilitate better completion of the task through implementation of creative ideas.

LSQ12 I feel confident to analyze a long-term problem to find a solution.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	20.0	20.0	20.0
	Agree	19	38.0	38.0	58.0
	Neither agree nor disagree	20	40.0	40.0	98.0
	Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 27: Responses for LSQ12

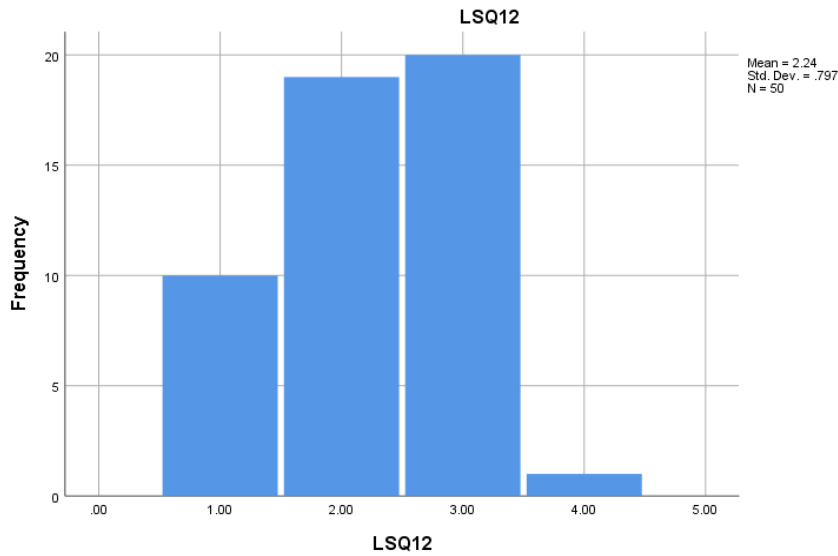


Fig.105: Histogram of responses for LSQ12

Total 58 % of the respondents agreed that they have confidence in their own ability for accomplishing tasks utilizing their intellect and skills. They have confidence to meticulously assess a problem and find creative solution which showcases efficacy.

LSQ13 I feel confident contributing to discussions about the company's strategy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	28.0	28.0	28.0
	Agree	19	38.0	38.0	66.0
	Neither agree nor disagree	16	32.0	32.0	98.0
	Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 28: Responses for LSQ13

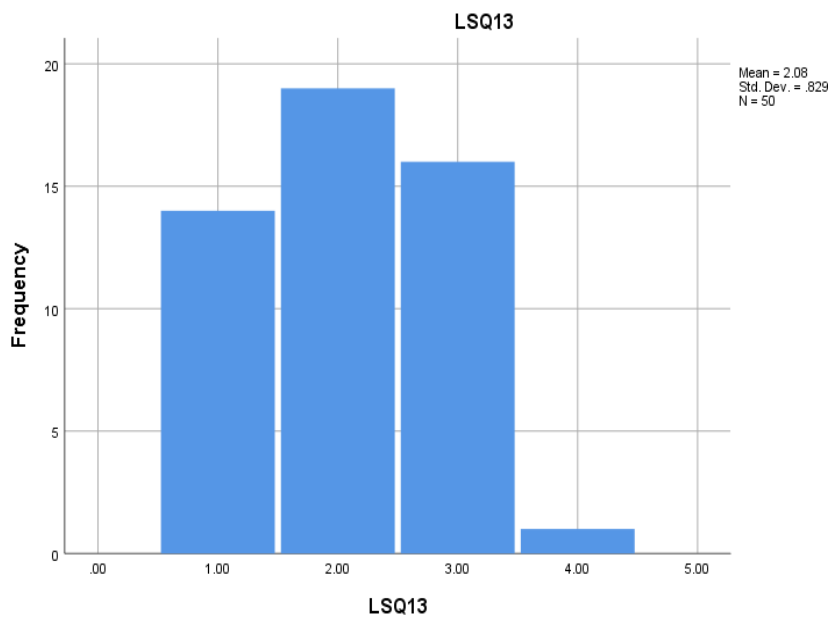


Fig.106: Histogram of responses for LSQ13

Total 68% of the respondents agreed that they have confidence in placing their ideas in the formulation of the strategies for the company. They feel confident in participating in the strategy formulation of the organization.

LSQ14 I feel confident helping to set targets/goals in my work area.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	16.0	16.0	16.0
	Agree	22	44.0	44.0	60.0
	Neither agree nor disagree	17	34.0	34.0	94.0
	Disagree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Table 29: Responses for LSQ14

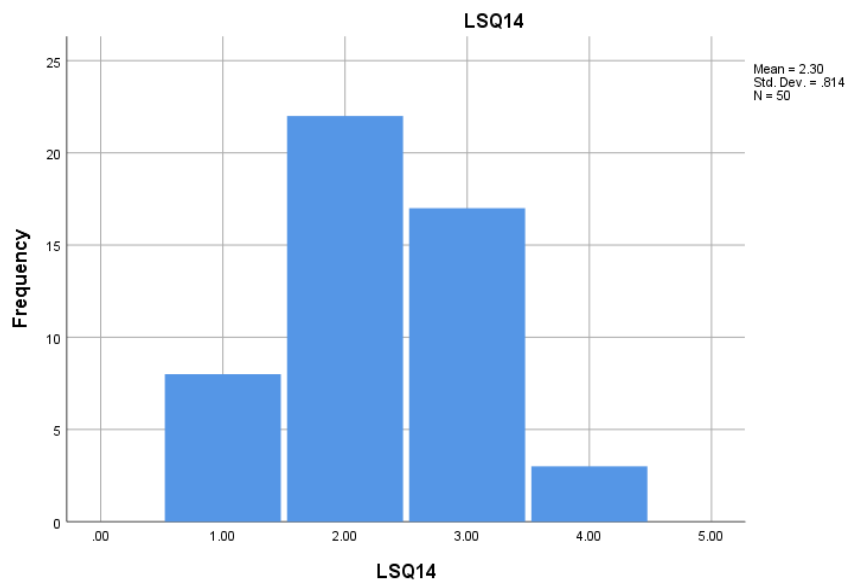


Fig.107: Histogram of responses for LSQ14

44% of the respondents stated that they have confidence in vividly participating in the construction of the goals or targets of the organization. They firmly place their opinion and provide inputs for the formation of effective and viable targets of the organization which portrays efficacy.

LSQ15 I feel confident presenting information to a group of colleagues.

LSQ15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	22.0	22.0	22.0
	Agree	20	40.0	40.0	62.0
	Neither agree nor disagree	17	34.0	34.0	96.0
	Disagree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 30: Responses for LSQ15

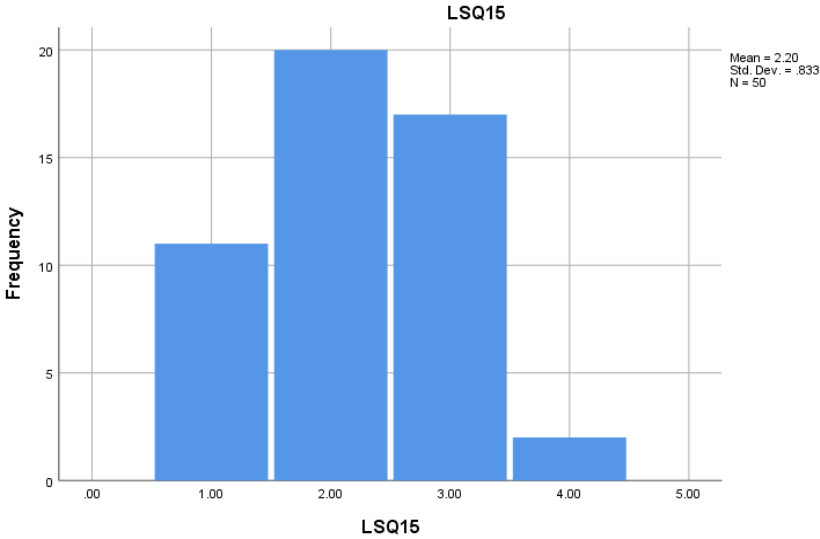


Fig.108: Histogram of responses for LSQ15

40% of the respondents stated that they can confidently put forward their ideas to their co-workers which showcases efficacy. The ideas are placed firmly in front of their coworkers which helps in the collaborative decision making.

LSQ16 I can think of many ways to reach my current work goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	26.0	26.0	26.0
	Agree	15	30.0	30.0	56.0
	Neither agree nor disagree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 31: Responses for LSQ16

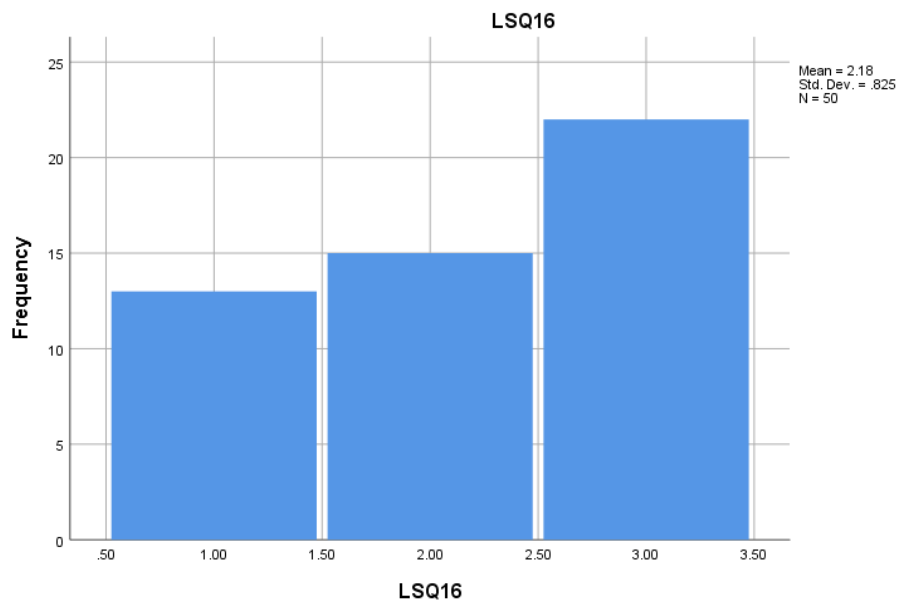


Fig.109: Histogram of responses for LSQ16

Total 56% of the respondents stated that they have the determination and dedication to find out multiple ways to accomplish the task. Their dedication for accomplishing the task enables to develop multiple paths for the effective completion of the task.

LSQ17 There are lots of ways around any problem.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	20.0	20.0	20.0
	Agree	19	38.0	38.0	58.0
	Neither agree nor disagree	17	34.0	34.0	92.0
	Disagree	3	6.0	6.0	98.0
	Strongly Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 32: Responses for LSQ17

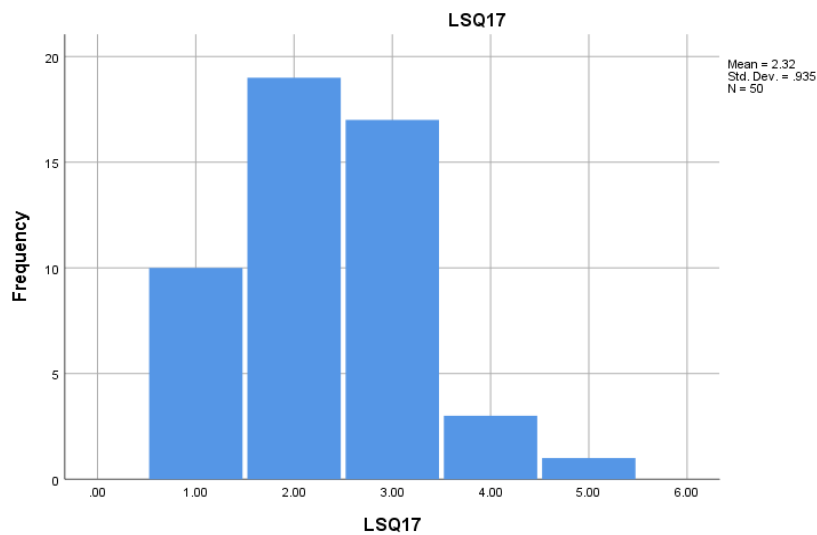


Fig.110: Histogram of responses for LSQ17

Total 58% of the stated that they have the willpower and enthusiasm to find out multiple ways to combat the problem and find solution to solve the problem. Their dedication for accomplishing the task enables to develop numerous paths for solving the problem which showcases hope.

LSQ18 I usually take stressful things at work in stride.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	26.0	26.0	26.0
	Agree	19	38.0	38.0	64.0
	Neither agree nor disagree	14	28.0	28.0	92.0
	Disagree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Table 33: Responses for LSQ18

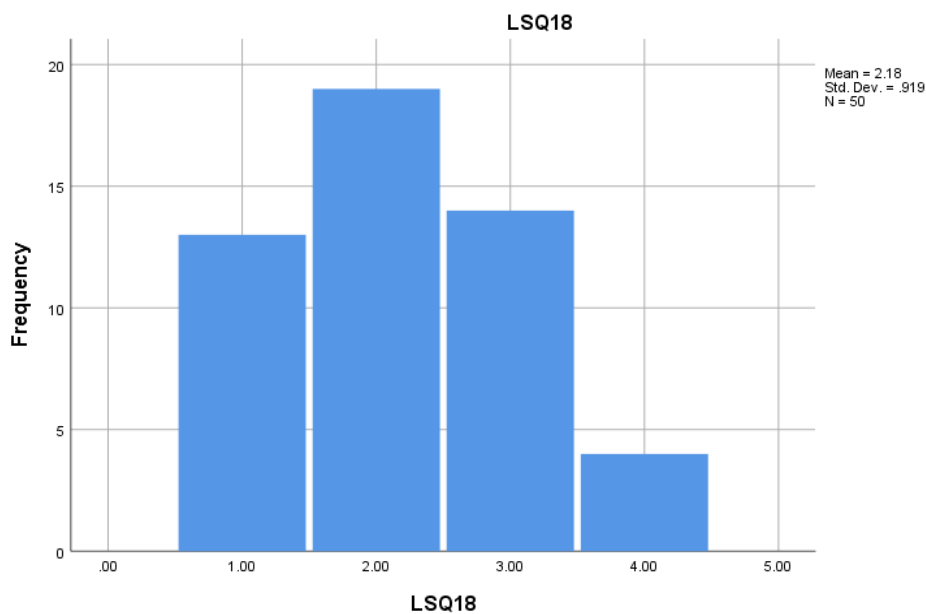


Fig.111: Histogram of responses for LSQ18

Total 64% of the respondents stated that they combat difficult and pressured situation effectively and because of resilience they can survive and overcome pressure. They have positive mental capability to rebound and overcome from struggle and embrace progression.

LSQ19 I can get through difficult times at work because I've experienced difficulty before

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	24.0	24.0	24.0
	Agree	19	38.0	38.0	62.0
	Neither agree nor disagree	17	34.0	34.0	96.0
	Disagree	2	4.0	4.0	100.0
Total		50	100.0	100.0	

Table 34: Responses for LSQ18

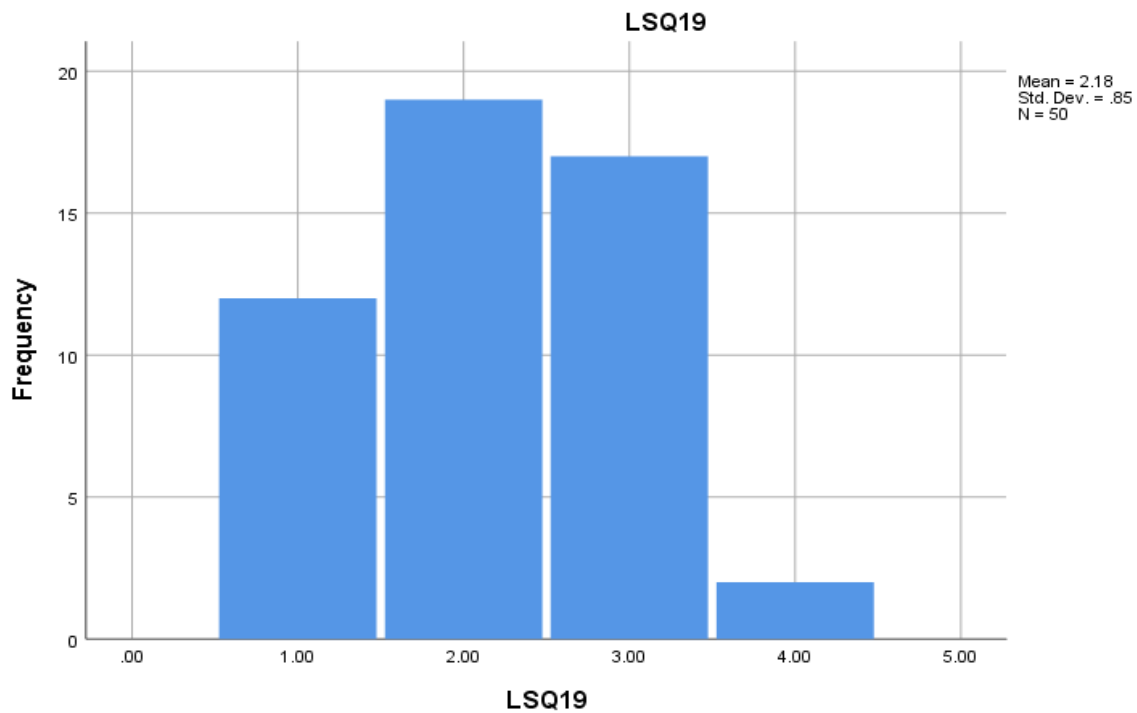


Fig.112: Histogram of responses for LSQ18

Total 62% of the respondents agreed that, they can combat difficult and pressured situation effectively because they have encountered difficulties before and they survived and overcame pressured situation positively.

LSQ20 When things are uncertain for me at work, I usually expect the best.

LSQ20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	24.0	24.0	24.0
	Agree	22	44.0	44.0	68.0
	Neither agree nor disagree	14	28.0	28.0	96.0
	Disagree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 35: Responses for LSQ20

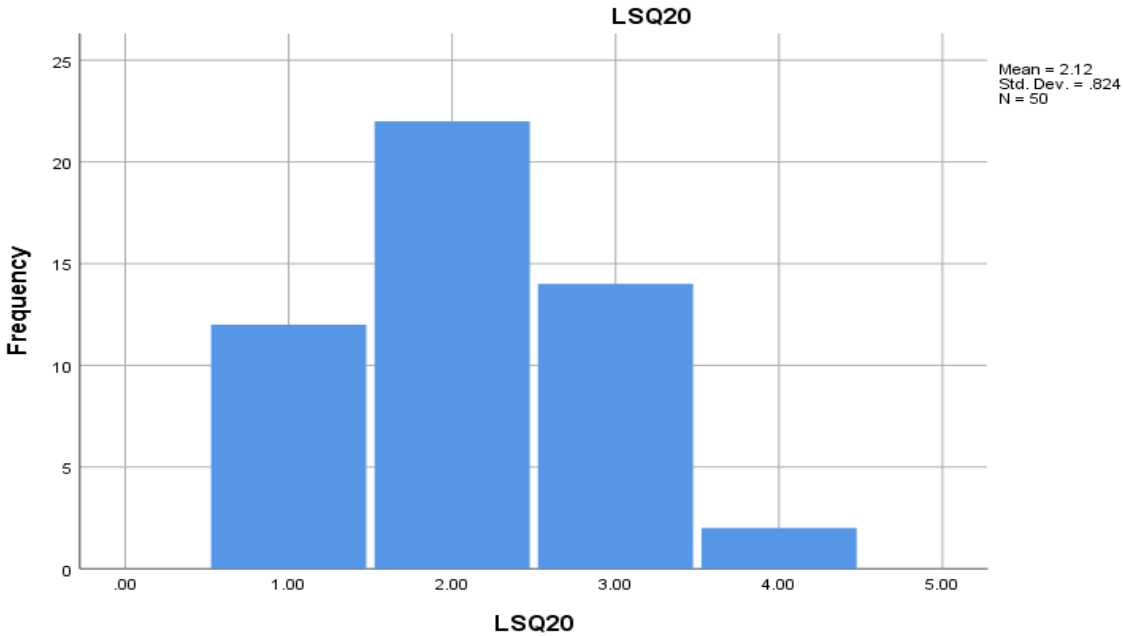


Fig.113: Histogram of responses for LSQ20

44% of the respondents agreed that, they hold positive expectation for the occurrence of positive things. They consider the occurrence of positive incident even in uncertain times.

LSQ21 I always look on the bright side of things regarding my job.

LSQ21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	18.0	18.0	18.0
	Agree	22	44.0	44.0	62.0
	Neither agree nor disagree	17	34.0	34.0	96.0
	Disagree	1	2.0	2.0	98.0
	Strongly Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 36: Responses for LSQ21

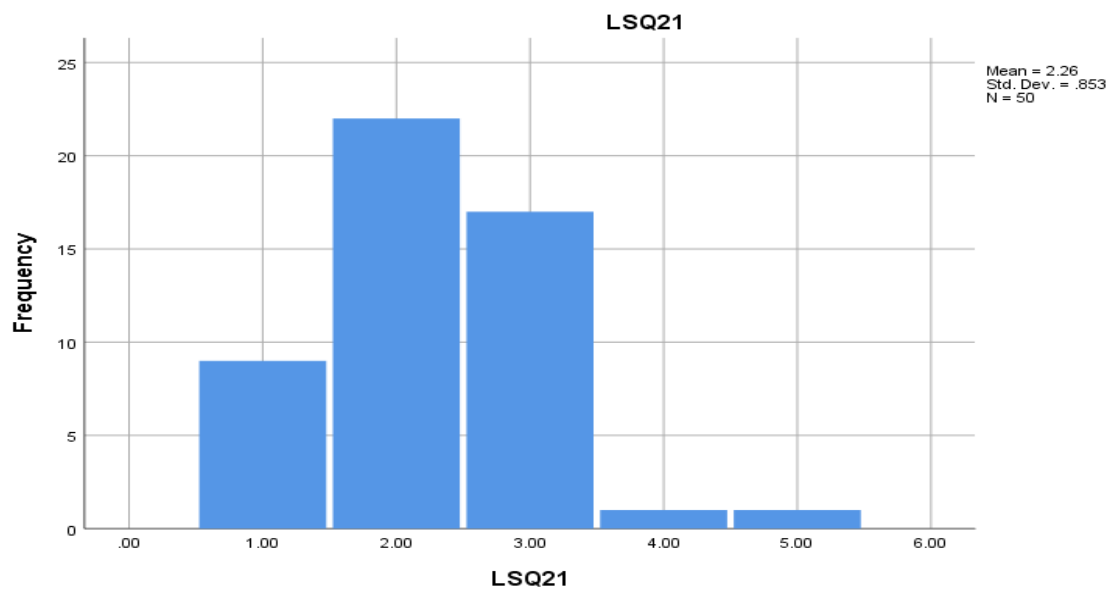


Fig.114: Histogram of responses for LSQ21

31% of the respondents are optimistic about their work. They expect positive things to occur at the workplace, consider occurrence of positive incident to be lasting and distinctive and expect to gain success even when they encounter challenges in the workplace.

LSQ22 I'm optimistic about what will happen to me in the future as it pertains to work

LSQ22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	20.0	20.0	20.0
	Agree	21	42.0	42.0	62.0
	Neither agree nor disagree	15	30.0	30.0	92.0
	Disagree	3	6.0	6.0	98.0
	Strongly Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 37: Responses for LSQ21

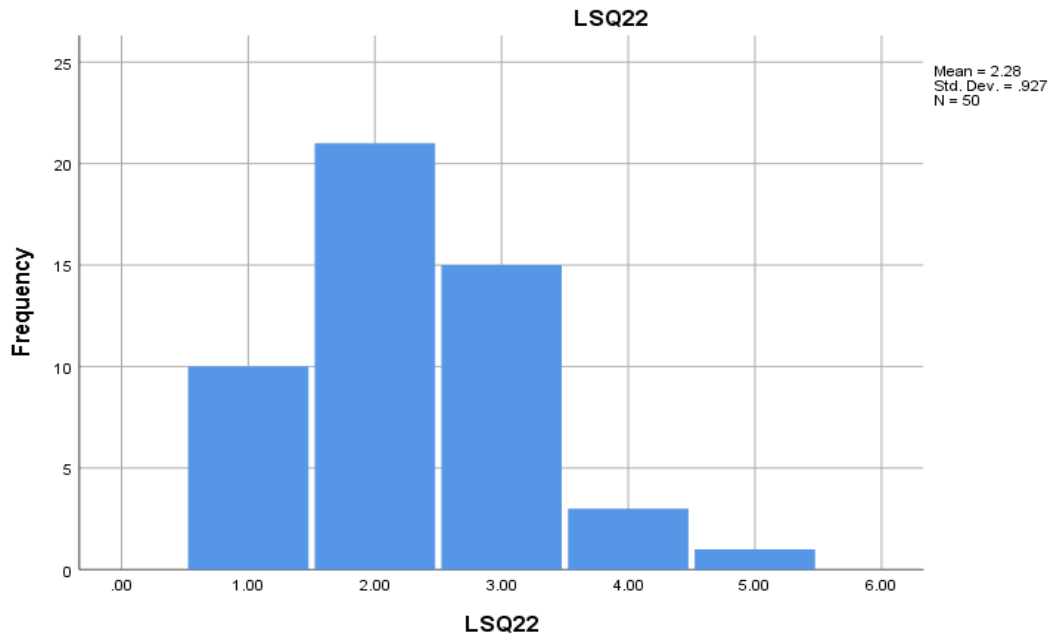


Fig.115: Histogram of responses for LSQ21

42% of the respondents agreed that they are optimistic about their performance and progression in the work place. They believe in the occurrence of positive things which facilitate development of the organization,

ACQ02 I think about how my work fits into the “bigger picture” of the organization

ACQ02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	11	22.0	22.0	22.0
	Moderately	21	42.0	42.0	64.0
	Adequately	18	36.0	36.0	100.0
Total		50	100.0	100.0	

Table 38: Responses for ACQ02

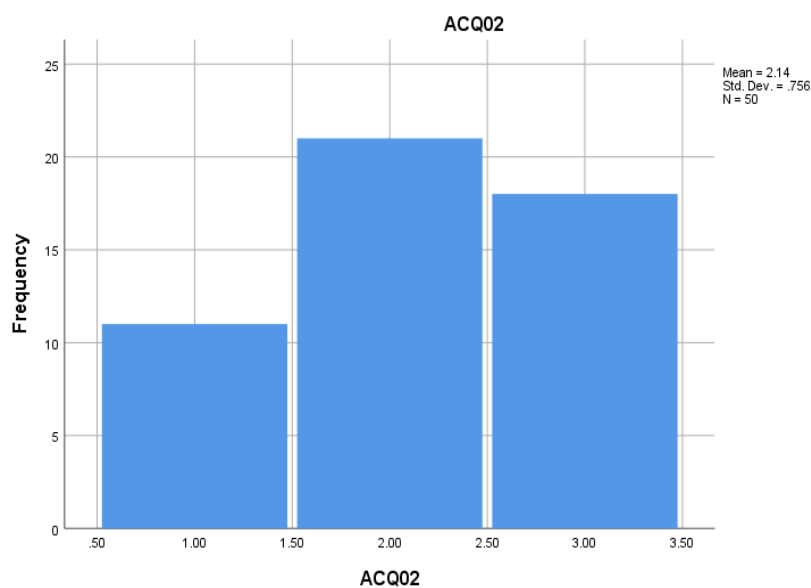


Fig.116: Histogram of responses for ACQ02

36% of the respondents are adequately thoughtful regarding their contribution and how that aids in the achievement of the bank’s targets.

ACQ03 I try to develop an overall idea of how the different parts of my job fit together

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	3	6.0	6.0	6.0
	Moderately	21	42.0	42.0	48.0
	Adequately	26	52.0	52.0	100.0
	Total	50	100.0	100.0	

Table 39: Responses for ACQ03

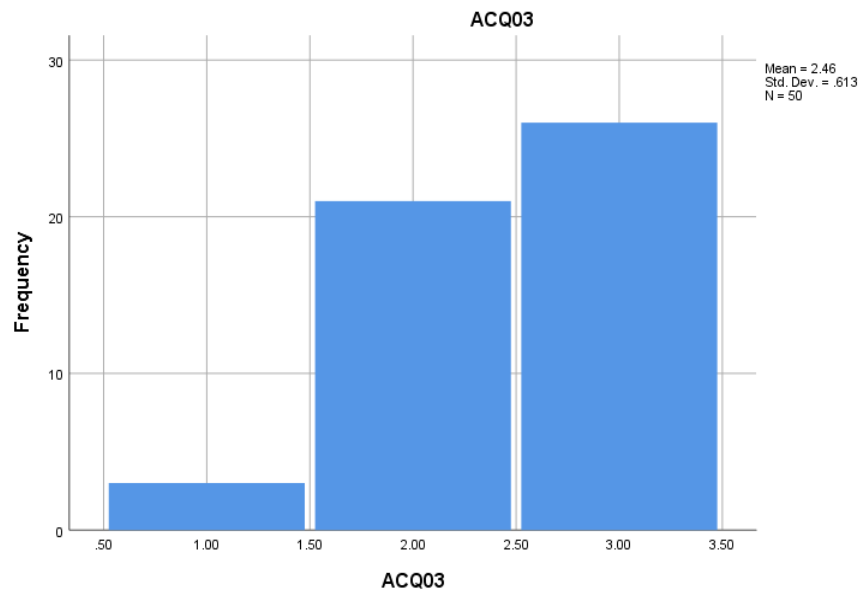


Fig.117: Histogram of responses for ACQ03

52% of the respondents stated that, they adequately put effort for gaining deeper understanding of how the numerous parts of the job are connected for the accomplishment of the broader objective of the organization. They invest adequate amount of time to gather deeper understanding about a topic which is considered to be an effective strategy to acquire knowledge.

ACQ04 I try to think how my work relates to that of others in the organization

		ACQ04			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	1	2.0	2.0	2.0
	Moderately	20	40.0	40.0	42.0
	Adequately	29	58.0	58.0	100.0
	Total	50	100.0	100.0	

Table 40: Responses for ACQ04

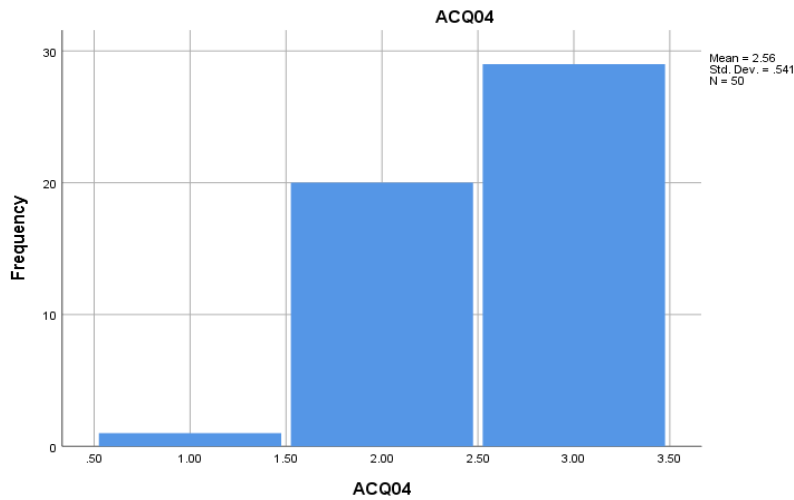


Fig.118: Histogram of responses for ACQ04

58% of the respondents stated that, they adequately indulge in obtaining in-depth understanding of how their works are connected to other co-workers of the organization for the achievement of the broader objective and progression of the organization.

ACQ05 I try to understand the implications of new information I receive for the company

ACQ05

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	5	10.0	10.0	10.0
	Moderately	23	46.0	46.0	56.0
	Adequately	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 41: Responses for ACQ05

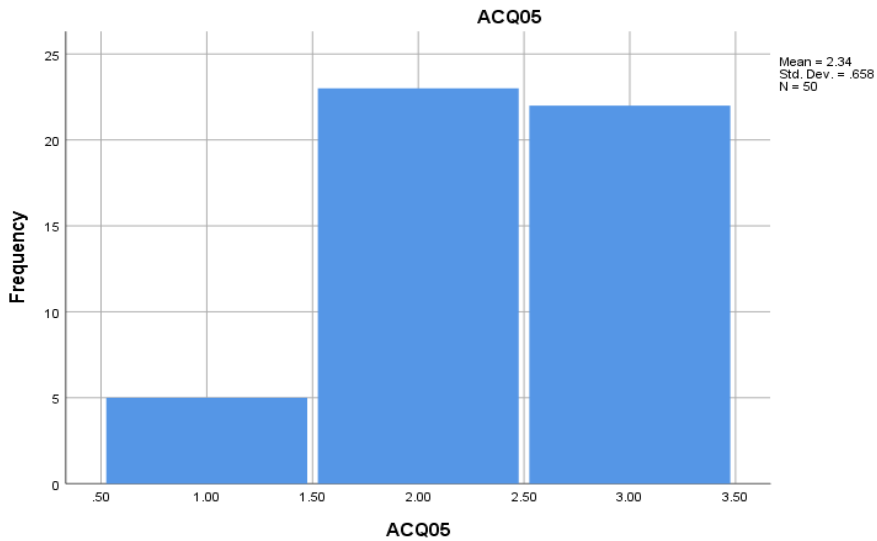


Fig.119: Histogram of responses for ACQ05

44% of the respondents agreed that, they get deeply involved in understanding how the new information gathered would impact the organization. They invest adequate amount of time to gather deeper understanding about the effect of the acquired knowledge on the organization.

ACQ06 I think about new information and its implications for my job rather than merely concentrating on the facts we are given.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	4	8.0	8.0	8.0
	Moderately	22	44.0	44.0	52.0
	Adequately	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Table 42: Responses for ACQ06

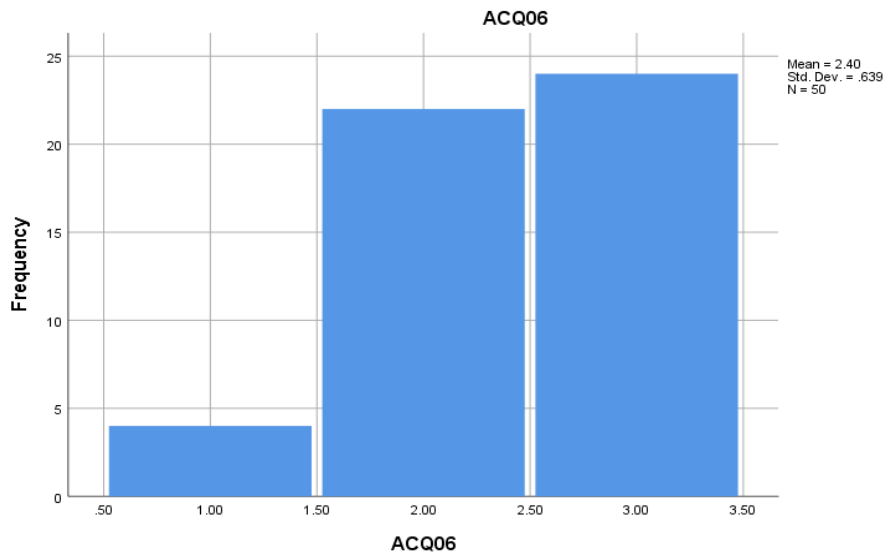


Fig.120: Histogram of responses for ACQ06

24% of the respondents stated that, they not only focus on the information presented in the workplace but indulge in understanding the effect of new information on the organization. They place effort to understand the consequence of the new information on their job.

ACQ07 I try out new things by applying them in practice

		ACQ07			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	3	6.0	6.0	6.0
	Moderately	23	46.0	46.0	52.0
	Adequately	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Table 43: Responses for ACQ07

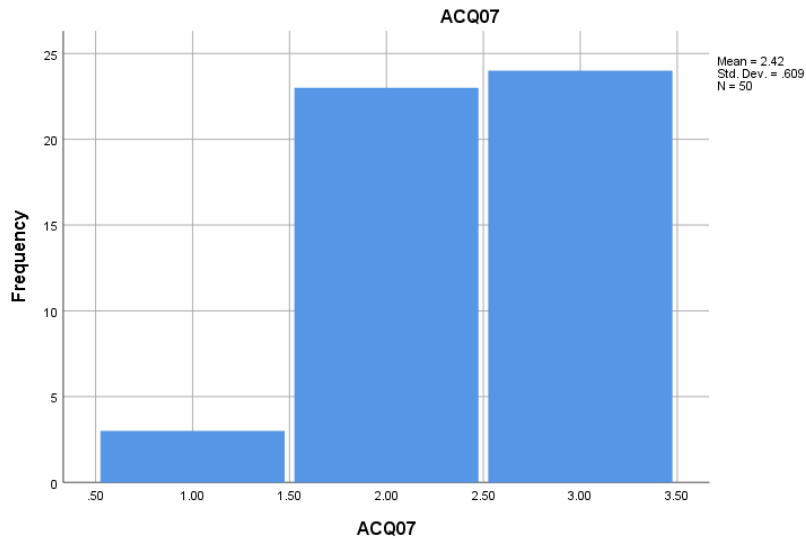


Fig.121: Histogram of responses for ACQ07

48% of the respondents stated that they get acquainted with new things in the workplace and they try to obtain the new ideas through practical implication of the new workplace ideas.

ACQ08 I ask others questions when I am uncertain about something

		ACQ08			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	1	2.0	2.0	2.0
	Moderately	33	66.0	66.0	68.0
	Adequately	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Table 44: Responses for ACQ08

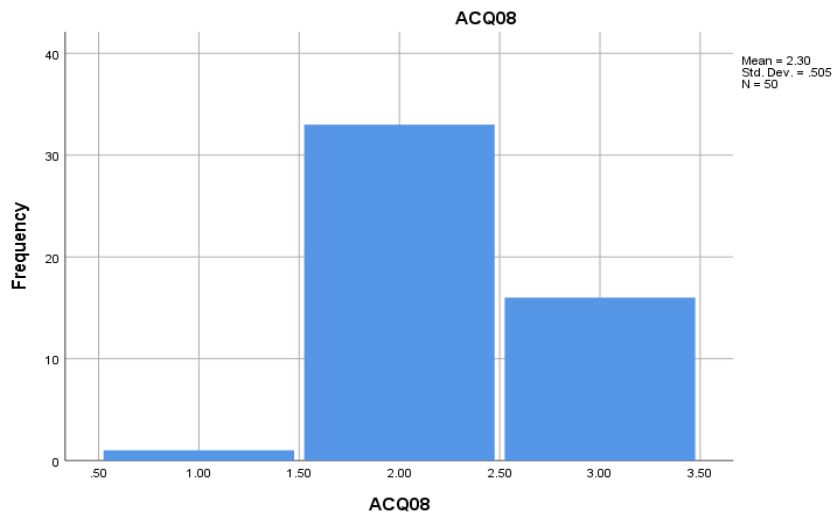


Fig.122: Histogram of responses for ACQ08

66% of the respondents moderately indulge in communication with the co-workers for gaining information when they encounter uncertainty about various job-related activities. Indulging in conversation they try to gain knowledge which would enable to remove the prevailing uncertainty.

ACQ09 I ask others for more information when I need it

		ACQ09			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	4	8.0	8.0	8.0
	Moderately	22	44.0	44.0	52.0
	Adequately	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Table 45: Responses for ACQ09

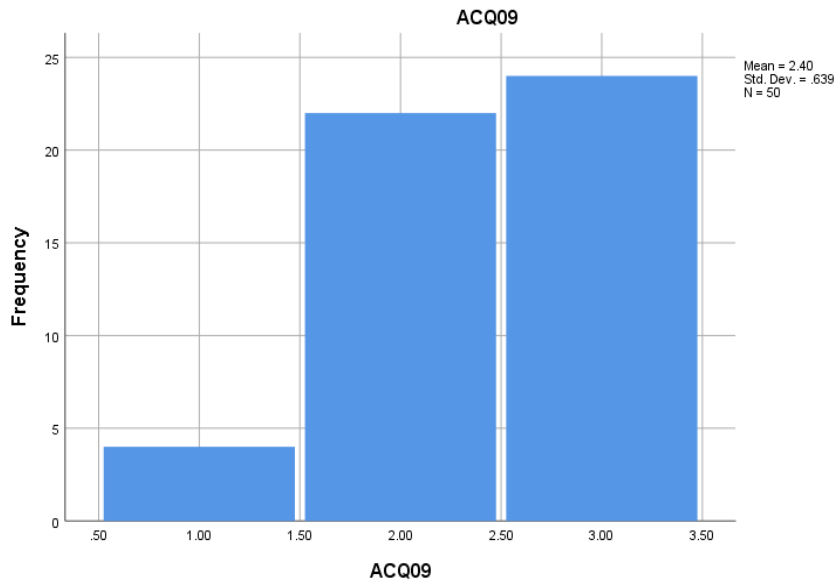


Fig.123: Histogram of responses for ACQ09

48 % of the respondents stated that they place effort in acquiring more job-related knowledge from co-workers through communication. When essential they engage in conversation with their colleagues to obtain required information for the achievement of the assigned task.

ACQ10 When I am unsure about something I look it up.

		ACQ10			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	1	2.0	2.0	2.0
	Moderately	24	48.0	48.0	50.0
	Adequately	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

Table 46: Responses for ACQ10

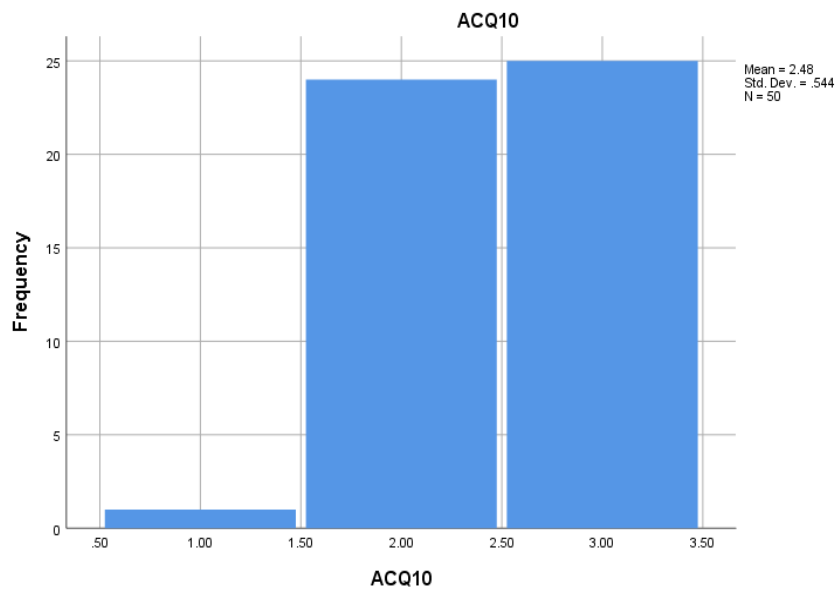


Fig.124: Histogram of responses for ACQ10

55% of the respondents stated that they adequately search for information through various sources such as official documents, manuals and official software when they are uncertain and doubtful in their workplace.

ACQ11 I fill in the gaps in my knowledge by getting hold of appropriate material

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minutely	2	4.0	4.0	4.0
	Moderately	26	52.0	52.0	56.0
	Adequately	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 47: Responses for ACQ11

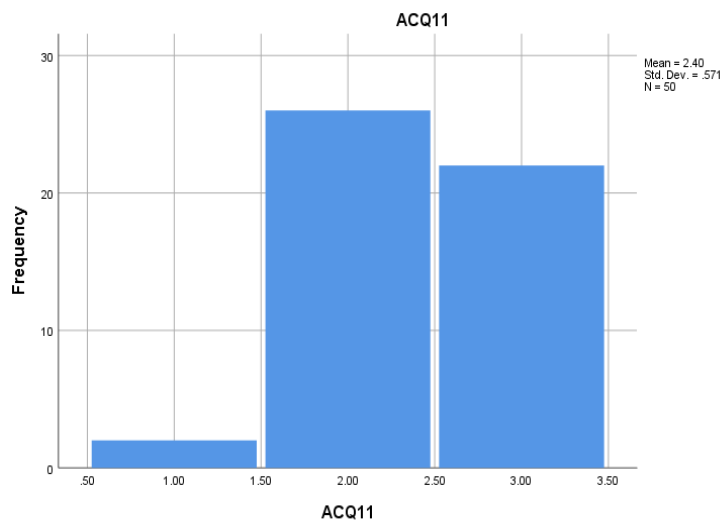


Fig.125: Histogram of responses for ACQ11

44% of the respondents agreed that they get invested in acquirement of knowledge for accomplishment of task more efficiently and providing better service to the customers; for acquiring deeper knowledge related to task they meticulously go through various manuals, circulars, official documents and official software containing required documents.

Summarization of the responses obtained from the respondents

		Statistics							
		Age	Gender	Income	Occupation	Department	Education	LSQ01	LSQ02
N	Valid	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0
Mean		36.4000	1.4400	2.9400	1.88	3.22	1.92	2.1600	2.1400
Std. Error of Mean		1.74870	.07091	.17240	.117	.246	.110	.11904	.11784
Median		36.0000	1.0000	3.0000	2.00	3.00	2.00	2.0000	2.0000
Std. Deviation		12.36519	.50143	1.21907	.824	1.741	.778	.84177	.83324
Variance		152.898	.251	1.486	.679	3.032	.606	.709	.694
Skewness		.126	.249	-.022	.230	.106	.142	-.316	-.273
Std. Error of Skewness		.337	.337	.337	.337	.337	.337	.337	.337
Range		41.00	1.00	4.00	2	5	2	2.00	2.00
Minimum		18.00	1.00	1.00	1	1	1	1.00	1.00
Maximum		59.00	2.00	5.00	3	6	3	3.00	3.00
Sum		1820.00	72.00	147.00	94	161	96	108.00	107.00
Percentiles	25	24.7500	1.0000	2.0000	1.00	1.75	1.00	1.0000	1.0000
	50	36.0000	1.0000	3.0000	2.00	3.00	2.00	2.0000	2.0000
	75	47.0000	2.0000	4.0000	3.00	5.00	3.00	3.0000	3.0000

Table 48: Descriptive statistics part-a

		LSQ03	MCQ01	MCQ02	MCQ03	YNQ01	LSQ04	YNQ02	LSQ05	LSQ06	YNQ03
N	Valid	50	50	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		2.0200	2.0200	1.9400	1.8600	1.7400	3.6800	1.8000	2.3200	2.5200	1.6400
Std. Error of Mean		.11245	.10494	.12259	.11432	.06266	.15764	.05714	.09664	.09996	.06857
Median		2.0000	2.0000	2.0000	2.0000	2.0000	4.0000	2.0000	2.0000	2.0000	2.0000
Std. Deviation		.79514	.74203	.86685	.80837	.44309	1.11465	.40406	.68333	.70682	.48487
Variance		.632	.551	.751	.653	.196	1.242	.163	.467	.500	.235
Skewness		-.036	-.032	.119	.265	-1.128	-.152	-1.547	.293	.649	-.602
Std. Error of Skewness		.337	.337	.337	.337	.337	.337	.337	.337	.337	.337
Range		2.00	2.00	2.00	2.00	1.00	3.00	1.00	3.00	3.00	1.00
Minimum		1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00
Maximum		3.00	3.00	3.00	3.00	2.00	5.00	2.00	4.00	4.00	2.00
Sum		101.00	101.00	97.00	93.00	87.00	184.00	90.00	116.00	126.00	82.00
Percentiles	25	1.0000	1.0000	1.0000	1.0000	1.0000	3.0000	2.0000	2.0000	2.0000	1.0000
	50	2.0000	2.0000	2.0000	2.0000	2.0000	4.0000	2.0000	2.0000	2.0000	2.0000
	75	3.0000	3.0000	3.0000	3.0000	2.0000	5.0000	2.0000	3.0000	3.0000	2.0000

Table 49: Descriptive statistics part-b

		LSQ07	MCQ04	LSQ08	YNQ04	LSQ09	ACQ01	LSQ10	LSQ_01	LSQ11	LSQ12	LSQ13
N	Valid	50	50	50	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		3.1400	1.8400	2.9800	1.4200	3.2000	2.5200	2.7600	3.3000	2.6800	2.2400	2.0800
Std. Error of Mean		.13404	.11556	.18404	.07051	.16162	.07137	.08834	.15714	.09232	.11270	.11725
Median		3.0000	2.0000	3.0000	1.0000	3.0000	3.0000	3.0000	3.0000	3.0000	2.0000	2.0000
Std. Deviation		.94782	.81716	1.30133	.49857	1.14286	.50467	.62466	1.11117	.65278	.79693	.82906
Variance		.898	.668	1.693	.249	1.306	.255	.390	1.235	.426	.635	.687
Skewness		.159	.308	.154	.334	.103	-.083	.214	.298	.434	-.214	.071
Std. Error of Skewness		.337	.337	.337	.337	.337	.337	.337	.337	.337	.337	.337
Range		4.00	2.00	4.00	1.00	4.00	1.00	2.00	3.00	2.00	3.00	3.00
Minimum		1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	1.00	1.00
Maximum		5.00	3.00	5.00	2.00	5.00	3.00	4.00	5.00	4.00	4.00	4.00
Sum		157.00	92.00	149.00	71.00	160.00	126.00	138.00	165.00	134.00	112.00	104.00
Percentiles	25	3.0000	1.0000	2.0000	1.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	1.0000
	50	3.0000	2.0000	3.0000	1.0000	3.0000	3.0000	3.0000	3.0000	3.0000	2.0000	2.0000
	75	4.0000	3.0000	4.0000	2.0000	4.0000	3.0000	3.0000	4.0000	3.0000	3.0000	3.0000

Table 50: Descriptive statistics part-c

		LSQ14	LSQ15	LSQ16	LSQ17	LSQ18	LSQ19	LSQ20	LSQ21	LSQ22	ACQ02	ACQ03	ACQ04
N	Valid	50	50	50	50	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		2.3000	2.2000	2.1800	2.3200	2.1800	2.1800	2.1200	2.2600	2.2800	2.1400	2.4600	2.5600
Std. Error of Mean		.11518	.11780	.11672	.13230	.12996	.12017	.11655	.12058	.13106	.10694	.08671	.07645
Median		2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	3.0000
Std. Deviation		.81441	.83299	.82536	.93547	.91896	.84973	.82413	.85261	.92670	.75620	.61312	.54060
Variance		.663	.694	.681	.875	.844	.722	.679	.727	.859	.572	.376	.292
Skewness		.094	.044	-.352	.395	.284	.056	.225	.492	.522	-.241	-.672	-.651
Std. Error of Skewness		.337	.337	.337	.337	.337	.337	.337	.337	.337	.337	.337	.337
Range		3.00	3.00	2.00	4.00	3.00	3.00	3.00	4.00	4.00	2.00	2.00	2.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		4.00	4.00	3.00	5.00	4.00	4.00	4.00	5.00	5.00	3.00	3.00	3.00
Sum		115.00	110.00	109.00	116.00	109.00	109.00	106.00	113.00	114.00	107.00	123.00	128.00
Percentiles	25	2.0000	2.0000	1.0000	2.0000	1.0000	1.7500	1.7500	2.0000	2.0000	2.0000	2.0000	2.0000
	50	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	3.0000
	75	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000

Table 51: Descriptive statistics part-d

The tables showcase the mean, median, standard deviation and skewness of the responses obtained from fifty respondents of the bank.

3.3.2 Reliability testing of the questionnaire through Cronbach alpha value

Employee Innovation: The value of Cronbach alpha which identify reliability of the scale was 0.75 in the original scale used by Ganesan and Weitz.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.638	0.660	6

Table 52: Cronbach Alpha value of the scale containing questions LSQ01, LSQ02, LSQ03, MCQ01, MCQ02, MCQ03.

The Cronbach Alpha value is 0.638 which is close to 0.75, i.e. original scale Cronbach alpha value by Ganesan and Weitz. So, the scale containing questions LSQ01, LSQ02, LSQ03, MCQ01, MCQ02 and MCQ03 is reliable.

Job characteristics: The value of Cronbach alpha which identify reliability of the scale was 0.68 in the original scale used by Hackman and Oldham.

Cronbach Alpha Values of various scales:

- Task significance scale containing questions YNQ04 and LSQ09 for task significance is 0.187.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.187	0.385	2

Table 53: scale containing questions YNQ04 and LSQ09

- Task identity scale containing questions YNQ03 and LSQ07 for task identity is 0.141.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.141	0.223	2

Table 54: scale containing questions YNQ03 and LSQ07

- Task Feedback scale containing questions MCQ04 and LSQ08 for task identity is 0.083.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.083	0.089	2

Table 55: scale containing questions MCQ04 and LSQ08

- Task autonomy scale containing questions YNQ01, LSQ04 and YNQ02 for task autonomy is 0.062.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.062	0.070	3

Table 56: scale containing questions YNQ01, LSQ04 and LSQ02

- Skill Variety scale containing questions LSQ05 and LSQ06 for skill variety is 0.146.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.146	0.247	2

Table 57: Cronbach Alpha value of the scale containing questions LSQ05 and LSQ06.

So, the value of Cronbach alpha of the job characteristics scale = (0.187+ 0.141+ 0.083+ 0.062+ .146) = 0.619

The Cronbach Alpha value is 0.619 which is close to 0.68, i.e. original scale Cronbach alpha value by Hackman and Oldham. So, the scale containing questions YNQ04, LSQ09, YNQ03, LSQ07 MCQ04, LSQ08, YNQ01, LSQ04, YNQ02, LSQ05 and LSQ06 is reliable.

Inventive Environment: The value of Cronbach alpha which identify reliability of the KEYS environment scale differed from 0.66 to 0.91 in the original scale used by Amabile.

Cronbach Alpha Values of Various Scales:

- Organizational encouragement scale containing questions ACQ04 is 0.157.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.157	0.287	1

Table 58: scale containing question ACQ01

- Supervisor support scale containing questions LSQ10 is 0.206.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.206	0.257	1

Table 59: scale containing question LSQ10

- Work-group support scale containing questions LSQ_01 is 0.276.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.276	0.297	1

Table 60: scale containing question LSQ_01

- Sufficient resource scale containing questions LSQ11 is 0.134.

Reliability Statistics		
Cronbach's Alpha ^a	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.134	0.237	1

Table 61: scale containing question LSQ11

So, the value of Cronbach alpha of the inventive environment scale = (0.157+ 0.206+ 0.276+ 0.134) = 0.773.

The Cronbach Alpha value is 0.773 which is close to the range (0.66-0.91), i.e. original scale Cronbach alpha value by Amabile. So, the scale containing questions ACQ01, LSQ10, LSQ_01 and LSQ11 is reliable.

Psychological Capital: The value of Cronbach alpha which identify reliability of the psychological capital questionnaire is 0.93. (Sweetman et al., 2011).

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.869	0.866	11

Table 62: Cronbach Alpha value of the scale containing questions LSQ12, LSQ13, LSQ14, LSQ15, LSQ16, LSQ17, LSQ18, LSQ19, LSQ20, LSQ21, LSQ22

So, the Cronbach Alpha value is 0.869 which is close to 0.93 i.e. original scale Cronbach alpha value. So, the scale is reliable.

Work-based learning: The value of Cronbach alpha which identify reliability of the scale to measure behavioral learning strategy was 0.86. The value of Cronbach alpha which identify reliability of the scale to measure cognitive learning strategy was 0.87

- Behavioral learning: The value of Cronbach alpha of the original scale to measure behavioral learning strategy was 0.86.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.831	0.862	5

Table 63: Cronbach Alpha value of the scale containing questions ACQ02, ACQ03, ACQ04, ACQ05 and ACQ06

So, the Cronbach Alpha value is 0.831 which is close to 0.86 i.e. original scale Cronbach alpha value. So, the scale containing questions ACQ02, ACQ03, ACQ04, ACQ05 and ACQ06 is reliable

- Cognitive learning: The value of Cronbach alpha of the original scale to measure cognitive learning strategy was 0.87.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items ^a	N of Items
0.808	0.814	5

Table 64: Cronbach Alpha value of the scale containing questions ACQ07, ACQ08, ACQ09, ACQ10 and ACQ11

So, the Cronbach Alpha value is 0.808 which is close to 0.87 i.e. original scale Cronbach alpha value. So, the scale containing questions ACQ07, ACQ08, ACQ09, ACQ10 and ACQ11 is reliable. As all the scales used in the questionnaire are reliable, so the questionnaire formulated is reliable and valid.

3.3.3 Correlation Analysis and Hypothesis Testing

Correlations ^c												
	Employee_Innovation_Mean	Task_Autonomy_Mean	Skill_Variety_Mean	Task_Ideality_Mean	Task_Feedback_Mean	Psychological_Capital_Mean	Task_Significance_Mean	Work_Based_Mean	Efficacy_Mean	Hope_Mean	Resilience_Mean	optimism_Mean
Employee_Innovation_Mean	1	.502**	.804**	.631**	.555**	.618**	.527**	.526**	.656**	.718**	.813**	.628**
		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N=50

Table 65: Showcasing the correlations

Hypotheses testing

- H1: Task autonomy is significantly connected to employee innovation.

Pearson correlation test provides the value of Pearson correlation coefficient and significance. Here, the value of Pearson correlation co-efficient is 0.502 that exhibits positive moderate connection between task autonomy and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that task autonomy is significantly connected to employee innovation.**

- H2: Task significance is significantly connected to employee innovation.

Here, the value of Pearson correlation coefficient is 0.527 that shows positive moderate association between task significance and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that task significance is significantly connected to employee innovation.**

- H3: Skill variety is significantly connected to employee innovation.

Through Pearson correlation test, it's found that Pearson correlation co-efficient is 0.804 that shows positive strong connection between skill variety and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's proved that skill variety is significantly connected to employee innovation.**

- H4: Task identity is significantly connected to employee innovation.

Pearson correlation test provides the value of Pearson correlation co-efficient and significance. Here, the value of Pearson correlation co-efficient is 0.631 that exhibits positive moderately strong connection between task identity and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that task identity is significantly connected to employee innovation.**

- H5: Feedback is positively related to employee innovation.

Here, the value of Pearson correlation co-efficient is 0.555 that shows positive moderate association between feedback and employee innovation which is significant at 1% as significance, $.000 < 0.01$. So, it's established that feedback is significantly connected to employee innovation.

Correlations^c

		Employee_Innovation_Mean	LSQ_01	LSQ11	ACQ01	LSQ10
Employee_Innovation_Mean	Pearson Correlation	1	.551**	.508**	.568**	.552**
	Sig. (2-tailed)		.000	.000	.000	.000
LSQ_01	Pearson Correlation	.551**	1	.332*	.335*	.429**
	Sig. (2-tailed)	.000		.018	.017	.002
LSQ11	Pearson Correlation	.508**	.332*	1	.453**	.408**
	Sig. (2-tailed)	.000	.018		.001	.003
ACQ01	Pearson Correlation	.568**	.335*	.453**	1	.274
	Sig. (2-tailed)	.000	.017	.001		.054
LSQ10	Pearson Correlation	.552**	.429**	.408**	.274	1
	Sig. (2-tailed)	.000	.002	.003	.054	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N=50

Table 61: Showcasing correlation between inventive environment and employee innovation

Here, ACQ01= Organizational encouragement

LSQ10= Supervisor support

LSQ_01= Work-group support

LSQ11= Sufficient resource

- H6: Organizational encouragement is positively related to employee innovation.

Pearson correlation test provides the value of Pearson correlation co-efficient and significance. Here, the value of Pearson correlation co-efficient is 0.568 that exhibits positive moderately strong connection between organizational encouragement and employee innovation which is significant at 1% as significance, $.000 < 0.01$. So, **it's proved that organizational encouragement is positively related to employee innovation.**

- H7: Supervisor support is favorably associated to employee innovation.

Here, the value of Pearson correlation co-efficient is 0.552 that shows positive moderately strong connection between supervisor support and employee innovation which is significant at 1% as

significance, $.000 < 0.01$. **So, it's established that supervisor support is favorably associated to employee innovation.**

- H8: Work-group support is significantly connected to employee innovation.

Through Pearson correlation test, it's found that Pearson correlation co-efficient is 0.552 that shows positive moderately strong connection between work-group support and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's proved that work-group support is significantly connected to employee innovation.**

- H9: Sufficient resources are positively related to employee innovation.

Here, the value of Pearson correlation co-efficient is 0.508 that shows positive moderate connection between sufficient resource and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's proved that sufficient resources are positively related to employee innovation.**

Correlations ^c												
	Employee _Innovation _Mean	Task_Auto nomy_Me an	Skill_Varie ty_Mean	Task_Ide ntity_Mean	Task_Fee dback_Me an	Psycholog ical_Capit al_Mean	Task_Sign ificance_M ean	Work_Bas ed_Mean	Efficacy_M ean	Hope_Me an	Resilience _Mean	optimism_ Mean
Employee _Innovation _Mean	1	.502**	.804**	.631**	.555**	.618**	.527**	.526**	.656**	.718**	.813**	.628**
Sig. (2- tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												
c. Listwise N=50												

Table 66: Showcase correlations

- H10: Efficacy is positively associated with employee innovation.

Through Pearson correlation test, it's found that Pearson correlation co-efficient is 0.656 that shows positive moderately strong connection between efficacy and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that Efficacy is positively associated with employee innovation.**

- H11: Hope is positively related to employee innovation.

From the Pearson Correlation test result, it's found that Pearson correlation co-efficient is 0.718 that shows positive moderately strong connection between hope and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that hope is positively related to employee innovation**

- H12: Resilience is positively associated with employee innovation.

From the Pearson Correlation test result, it's found that Pearson correlation co-efficient is 0.813 that shows positive strong association between resilience and employee innovation which is

significant at 1% as significance, $.000 < 0.01$. **So, it's proved that resilience is positively associated with employee innovation.**

- H13: Optimism is significantly connected to employee innovation.

Here, the value of Pearson correlation co-efficient is 0.628 that shows positive moderate connection between optimism and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that Optimism is significantly connected to employee innovation.**

- H14: Work-based learning is positively related to employee innovation.

From the Pearson Correlation test result, the value of Pearson correlation co-efficient is 0.526 that shows positive moderate relation between work-based learning and employee innovation which is significant at 1% as significance, $.000 < 0.01$. **So, it's established that Work-based learning is positively related to employee innovation.**

Thus, all the fourteen hypotheses established through extensive literature review are proved by the utilization of the results obtained from Pearson correlation test conducted via SPSS.

Information obtained through detailed in-depth interviews of employees of Trust Bank Limited:

In-depth interviews were incisively and effectively conducted to know about the perspectives, outlook, and standpoints of the employees about the dimensions that facilitates employee innovation. Various dimensions fathomed and established through extensive literature review were presented to the employees to know their viewpoint of how the dimensions are enabling employee innovation in the workplace.

The statements provided by various employees of Trust Bank Limited on the dimensions enhancing employee innovation are stated below:

AVP and Managers statements are stated below:

- Umme Kulsum, Assistant Vice President and Manager of Bashundhara Branch of Trust Bank Limited stated that there exists pyramid structure where the portrayal of employee innovation varies based on the hierarchical position occupied by an employee; the

employee innovation can be considered as a variable term as it varies and chronologically lessens in a descending manner from top to bottom of the pyramid structure which showcase employee hierarchy in the workplace.”

- Umme Kulsum also stated that the ability to showcase innovation varies based on the hierarchical position existent in the pyramid structure; employees belonging to lower and middle position of the pyramid indulge in the technical work and possesses technical knowledge which are directly related to the service provided by the employees to the clients, so their innovation is majorly showcased in the services provided”.
- According to Umme Kulsum, there is prevalence of prescribed policies, guidelines, PPG (product program guidelines) and Bangladesh Bank circulars which are needed to be firmly abided by which enable employees in the banking industry (service-oriented industry) to showcase innovation mostly in the service quality”.
- Umme Kulsum asserted, the ability to express and adequately disseminate novel ideas and practice formulation, dissemination and implementation of unique ideas depends on job description and the hierarchical position the employee belongs to.
- Umme Kulsum stated that the executives of the bank such as managing director, deputy managing directors, assistant managing directors and personnel belonging to executive committee have more opportunity to construct, promote and implement innovative ideas compared to the officers belonging to low and medium stage of the hierarchical pyramid.
- She again stated, employees belonging to the mid and lower stage in the hierarchical pyramid have lesser opportunity to promote their novel ideas and even if disseminated it has to go through certain authorized bodies to reach to the top where the novel ideas transmitted can be implemented.
- Umme Kulsum also asserted, the prescribed tasks are given to the employees and they are not allowed to go beyond the prescribed task but can do the task differently. The autonomy is provided to the employees depending on the position the employee holds.
- She again said that, efficacy and resilience are essential and vital for the progression in every sphere of life. So, psychological capital can surely help to enhance employee innovation in the workplace.
- Finally, Umme Kulsum firmly stated that in the banking industry limitation exists in terms of employee innovation as there exists prescribed rules, regulations, commandments, guidelines, circulars that are needed to be followed. But the executives of the bank have more opportunities to exercise innovation while designing new products or services, formulating operation strategies and constructing marketing strategies. The employees belonging to middle tier might have limited opportunity but they can indulge in formulating and promotion of novel ideas and the implementation of the novel ideas would be done by higher authorities if they believe that novel idea has the potential to benefit the organization. The innovation of the employees is primarily showcased in the service quality.

The employee innovation is variable depending on the pyramid of hierarchy. The opportunity to innovate varies in correspondence to the stage of the hierarchical pyramid, such as employees can formulate and present the novel idea but it has to reach the higher authority to be implemented, their innovation is mainly showcased in the quality of the service they provide. The executives portray their innovation through the innovative design of the product and formulating distinct marketing strategies.

SAVP and Sub-manager's statements are stated below:

- Ahsan Habib, SAVP and Sub-manager of Trust Bank stated that foreign exchange department and credit department have full autonomy which enables employees to accomplish their tasks in an effective manner by exercising autonomy and comprehending task identity and task significance of their assigned tasks.
- Ahsan Habib firmly asserted that, when an employee identifies a problem in the job, he/she discusses the problem with the seniors and problems are also transmitted to the head-office. Initially seniors followed by main office help to mitigate the problems which showcase the prevalence of inventive environment of Trust Bank. The support of the seniors, co-workers and head-office portrays inventive environment and help to enhance innovation.
- Ahsan Habib also stated, there prevails general banking manual, foreign exchange manual and PPG (product program guidelines) which help employees to acquire knowledge on various aspects of banking. The acquirement of knowledge through available manuals, official documents, circulars and PPGs help in the behavioral learning i.e. work based learning of the employees which enable employee innovation.
- Ahsan Habib stated, when contemporary issues arise in the banking industry, employees of Trust Bank gain success by mitigating and solving the problems by following precisely Bangladesh Bank circulars as “Banking Regulatory policy department” circulate policies related to contemporary issues which effectually facilitates resolution and mitigation of the contemporary issues.
- According to Ahsan Habib, the regulatory authority i.e., Bangladesh Bank serve various circulars which help in the formulation of tasks and provide unique information on different tasks of the banking arena. So, work-based learning enables employees to know the information through the behavioral learning strategy that facilitate employee innovation.
- He further stated, psychological capital is crucial to combat any obstruction, complexity or difficulty in the workplace as hope, optimism and resilience can play vital role in combatting negative elements and look at the bright side which can help to enhance employee innovation.

- As per his statement, efficacy varies from employee to employee. He observed that very minor number of desk level employees indulge in divulging information, tipping off information i.e., misappropriation of information because of the lack of openness of communication with higher authorities. The desk level employees perceive to have gap with higher authority resulting in them not being interested in communication with higher authority. This is an exceptional scenario when an employee engages in misappropriation of information but it should be considered so that even a minor involvement can be diminished. Employees with high efficacy perform tasks effectually, productively, generate new ideas and also involve in the implementation of the ideas which enables employee innovation.

Statements provided by the officers of Trust Bank Limited are stated below:

- Zobaair Bin Lutfor, Principal officer of Trust Bank Limited stated that there prevails less opportunity of innovation in the general banking department, i.e. the reinventing or re-designing of account opening form has not considered for a long time. Middle tier employees are not always asked to participate in board meeting which obstructs openness of communication.
- He also stated that, centralization of power, prescribed job responsibility and hierarchical pyramid mightn't help in employee innovation as the job-control is limited. So, limited decentralization of power would increment autonomy and including employees in board meeting and board of governance would increment inclusivity, belongingness and openness of communication that can enable employee innovation.
- Zobaair Bin Lutfor further said, psychological capital can work either positively or negatively. Moderate to high efficacy, optimism, hope and resilience help to infuse intrinsic motivation which can be further strengthened by positive encouragement and motivation provided to the employees.
- He said that among the elements of inventive environment that facilitate employee innovation supervisor support and organizational encouragement is necessary to implant innovation.
- He gave more importance to behavioral learning as employees are able to learn more through behavioral learning in the workplace which would help them to formulate new ideas.
- Zarmeen Ahmed, junior officer of Trust Bank stated that as an employee of the account opening department, it's needed to deal with various technicalities starting from placing the information of the clients in the CIF (customer information system), to verifying the clients through conducting the verification process in the Flora Bank Web, certain level of autonomy is prevalent which helps to increment innovation. After the completion of the task like account verification, signature verification, formulating profile in CRM (customer

relationship management) and following all the prescribed process of account opening proper feedback is provided to the employees which helps them to perform better. The prevalence of job characteristics helps to increment the innovation.

- She also stated that in Bank there prevails rules, regulations, policies, prescribed practices, laws which are needed to be followed, so certain level of autonomy prevails along with precisely following the bank policies and also the circulars provided by Bangladesh Bank.
- She firmly stated that supervisor and workgroup support are prevalent in the bank. Manager and Sub-manager of the bank encourage employees not to make mistake and if the mistake is made then they help in the rectification and mitigation of the mistake.
- Zarmeen Ahmed further stated that various benefits and performance bonus are given to the employees which psychologically motivates them to perform well leading to employee innovation.

The table showcasing the variables vividly focused or concentrated by the interviewees (AVP& Manager, SAVP& Sub-manager, Principal Officer, and Junior Officer) of Trust Bank Limited and the connection existent among the variables discussed by the interviewees with the variables established in the study through reviewing scholarly articles. It also portrays the subsequent impact of all the variables.

Name of the interviewees of Trust Bank	Variables Focused by the interviewees of Trust Bank	Variables stated in the study established through reviewing scholarly articles	Connection prevails between the variable discussed by the interviewees and the variable stated in the study	Effect/Impact of the variable
Umme Kulsum (AVP and Manager)	Autonomy	Autonomy (one of the elements of job characteristics)	The variable which is mentioned in the study, is also focused on by Umme Kulsum. The variable autonomy stated by Umme Kulsum is directly related to the variable autonomy portrayed in the study as one of the elements of	Employee Innovation

			<p>Job characteristics. So, the equivalent variable showcases precisely exact and concurrent connection. (same variables are stated)</p>	
	Efficacy, Resilience	Efficacy, Resilience (elements of psychological capital) stated in the study along with other elements of psychological capital such as hope and optimism	<p>Efficacy and Resilience is directly related to the elements of psychological capital. Umme Kulsum mentioned two of the elements of psychological capital. i.e., efficacy and resilience which are also mentioned in the study. So, direct, equivalent and concurrent connection exists among the same variables. (similar variables are stated both in interview and study)</p>	Employee Innovation
Ahsan Habib (SAVP and Sub-manager)	Autonomy, task identity and task significance	Job characteristics elements are mentioned in the study, i.e.	Autonomy, task identity and task significance are directly related with the job	Employee Innovation

		autonomy, task identity, task significance, feedback and skill variety	characteristics elements mentioned in the study. So, direct, equivalent and concurrent connection exists among the same variables. (same variables are stated both in interview and study)	
	Behavioral learning	In the study work-based learning is mentioned. The work-based learning comprises of two elements, cognitive learning and behavioral learning.	Behavioral learning is directly related to one of the elements of work-based learning, i.e., behavioral learning. It's observed that direct, equivalent and concurrent connection exists among the same variables. (same variables are stated both in interview and study)	Employee Innovation
	Hope, Optimism and Resilience	In the study elements of psychological capital are stated which are efficacy, hope,	So, the variables discussed by Ahsan Habib is directly related to the elements of Psychological capital stated in	Employee Innovation

		optimism and resilience.	the study. Completely similar variables are stated in the study and the interview. Direct, similar, equivalent, concurrent connection exist.	
	Confidence	In the study, the elements of the psychological capital are mentioned which help to enhance employee innovation. One of the elements of PsyCap is efficacy. Confidence is a synonymous word for efficacy	Confidence is directly connected to efficacy. High efficacy showcases the magnitude of efficacy portrayed in the study. (same variables are stated both in interview and study)	Employee Innovation
Zobaeir Bin Lutfor	Job-control	In the study, autonomy is mentioned as one of the elements of job characteristics that enable employee innovation	Job-control is directly related to autonomy, as job-control is used as a synonymous word for autonomy which reflects control over the job to be executed without dependence. So, the direct connection exists between the variables, job-	Employee Innovation

			control and autonomy.	
	Supervisor-support and organizational encouragement	The research study clearly showcases the elements of inventive environment which consists of supervisor-support, work-group support, sufficient resource	Supervisor support and organizational encouragement mentioned by Zobaair Bin Lutfor are similar to the elements of the inventive environment stated in the study.	Employee Innovation
	Psychological capital	The study vividly stated psychological capital, the role it plays in enhancing employee innovation and the four elements of PsyCap that are optimism, hope, efficacy and resilience.	Zobaair Bin Lutfor mentioned about psychological capital and stated the level of magnitude of the psychological capital which help to enhance employee innovation. So, the similar variable is stated both in the study and by the interviewee. The direct connection exists.	Employee Innovation.
	Behavioral learning	The research study incisively explains the impact of work-based learning in incrementing employee	The variable concentrated on by the interviewee is similar to one of the elements of work-based learning which is	Employee Innovation

		innovation. The study states the elements of work-based learning that are behavioral and cognitive learning.	behavioral learning. The direct connection prevails as the variables are similar.	
Zarmeen Ahmed	Autonomy	The study firmly stated the elements of job characteristics which includes autonomy.	Zarmeen states the prevalence of limited autonomy in the workplace. This variable is also stated in the study showcasing the existence of direct connection.	Employee Innovation
	Feedback	Feedback is regarded as one of the elements of job characteristics which is stated in the study.	Zarmeen claims that clear feedback is provided while the task is conducted and also after the completion of the task which helps to gain understanding of the desired outcome, improving effectiveness. The similar variable is mentioned in the research study and also by the interviewee. So, direct connection exists.	Employee Innovation

	Supervisor-support	The variable supervisor-support is mentioned in the research study as one of the elements of inventive environment that enhances employee innovation.	It was asserted in the interview that, Manager and Sub-manager of the bank help in the rectification and mitigation of the mistakes made by the employees. The interviewee stated the variable supervisor support which is also mentioned in the study as one of the elements of inventive environment. So, there prevails direct connection.	Employee Innovation
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3.4 Summary and Conclusion

Employee innovation is crucial for the adequate progression and improvement of the workforce, work satisfaction, and on a wider frontier, employee innovation is beneficial to the organization because it enables effective decision making, concept development, effectual crucial problem solving, adoption of advanced ideas, idea promotion, catering to recently evolved consumer taste and preferences, and brining in prospective clients. To fathom deeper understanding of employee innovation and the factors attributing employee innovatory, extensive exploratory research was conducted. Exploratory research provided useful findings, and it assisted to accurately explain the issue, i.e., it helped to identify the factors that have the potential to boost employee innovation. The creation of an approach for tackling the challenge of identifying contributing factors that increase employee innovation was aided by an exploratory research employing secondary data. The creation of the hypotheses was aided by exploratory research utilizing secondary data (many relevant research publications). As a part of the causal research, a survey questionnaire containing forty-eight questions were distributed to fifty employees of Trust Bank Limited. The employees of Trust Bank helped in proving and evidencing the factors which enhances employee innovation. Through extensive research and tests, it’s firmly established that job characteristics, psychological capital, work-based learning and inventive environments help in the enhancement of employee innovation.

Implication from Theoretical standpoint

- Task autonomy makes the task exciting as it provides control, freedom, accountability and ownership of the task which in turn enhances intrinsic motivation giving rise to creativity.
- Task autonomy offers freedom to explore at work and empowers employees with the opportunity to create, impart and carry out innovative thoughts.
- Task significance enables employees to comprehend the impact of their work to have prosperity for other employees and organization, it improves the intrinsic motivation which decidedly impacts employee innovation.
- Task variety enhance intrinsic motivation of the employees and demands employees to utilize various skills that helps to improve their possessed skills and expertise which in turn increment innovation.
- Task identity makes employees responsible to conduct identifiable part of the task increment their skills, proficiency and knowledge, consequently enhancing employee innovation.
- Feedback helps employees to get information about the outcome of their performance enabling them to indulge in various approaches to better the performance, to gain better comprehension of the job which stimulates skills and enable employee innovation.
- Creativity climate infuses employee innovation as inventive environment comprises of supervisor's support, co-worker's eagerness to disseminate knowledge, sufficient resource and organizational encouragement.
- The inspiration and motivation from the organization generate novel ideas to all levels of management enhance employee innovation.
- The support of the supervisor through comprehensible communication, transparent sharing of organizational objectives and fair assessment of the creative ideas increment intrinsic motivation vital for employee innovation.
- The amiable ambience facilitating effective communication among work group increment various ideas which increments creativity in workplace.
- Company's resources such as equipment, machineries, instruments, information, technical and technological assistance and financial resource enable creativity.
- Efficacy portrays self-belief which enables employees to proceed creatively in solving problems and accomplishing tasks.
- Employees having self-efficacy i.e., confidence in their own ability, try to formulate and utilize novel, distinct and innovative ideas for achieving the goals and objective of the organization
- Hope is the determination to utilize the abilities alongside the capacity to create alternative paths for accomplishing the objectives.
- Employees with hope utilize creativity in solving problems and accomplishing tasks; they also utilize creative ideas for developing alternative ways for accomplishing objectives which result in increased employee innovation.

- Resilience positively effect employee innovation as employees place adequate effort in generating creative ideas and accomplishing goals through creative performance which are possible due to effective adaptation to changes.
- Employees with high resilience can combat difficult and pressured situation effectively without struggling with negative ramifications.
- Optimistic employees hold positive thoughts which enable them to encounter challenges firmly as they believe they are in charge of their own fate.
- Employees that are optimistic are determined to complete the work efficiently by applying new talents, since they have a proclivity for learning and adopting new skills.
- Cognitive learning strategy inspires employees to deeply focus on a topic to gain knowledge and assess the information considering the existing information which enhances innovation.
- Employees can gain job-related information from their coworkers through observation, conversation, and learning job-related duties from them, as well as through work-related papers and practical application of workplace concepts that enable employee innovation.
- Work-based learning strategies help employees to acquire work-related knowledge which foster self-efficacy and confidence which facilitate generation of creative idea and also the faith to effectively promote the creative ideas.

So, the findings confirm the theories, hence the findings are confirmed in terms of theoretical implications.

Practical Implications

- Employers culminate precise idea about the attributing dimensions which enhance employee innovation.
- Employers would gain ability to develop job design that will fulfill the criteria of essential elements of job. This would enable the employees to perceive their jobs as important, significant and meaningful.
- Employees would acquire the capability to choose task based on the prevalence of the elements such as task identity, significance, skill variety and autonomy.
- Proper application of the findings in the workplace i.e. making the environment of the workplace supportive of innovation, providing sufficient resource, ensuring supervisor and workgroup support will enhance employee innovation.
- Modification of the job design, restructuring of the job and endorsing creative workplace culture can be possible through the utilization of the findings.
- Improvement of the feedback system by comprehending the findings.
- Management will use the study's results to determine how to manage human resource in the financial business in order to retain employees, increment organizational commitment and maintain client satisfaction.

- The findings of the study would make the employees aware of the importance of psychological capital. Employees would be able to comprehend how optimism, hope, resilience, and self-efficacy would aid them in developing, promoting, and implementing new ideas, overcoming obstacles, and adapting to critical changes.
- The supervisor would give more support and help, open the door for straightforward communication, provide transparent task feedback, and be more compassionate. The organization would be more accepting of the varied work-group, and ideas with the potential to generate fresh ideas would be welcomed. The organization would recognize the necessity of resource sufficiency and offer the resources required to complete the assignment.
- Through the findings, the employees would understand the ways they can learn and gain knowledge from organization. The employees would be able to utilize their cognitive ability. They can indulge deeply in knowing about various aspects of the organization and try to generate new ideas based on the existing ideas. The employees would be able to fathom that they can learn through communicating with co-workers which increment their creativity.

Limitations and Future Direction

Limitations:

- The conducted study primarily and predominantly considered one target category. The data were collected from employees of the bank.
- One vital occupational attribute such as “incentive and acknowledgement” was not considered in the enhancement of employee innovation in the workplace
- The effects of workplace constraints on employee innovation was not considered.
- Recurrent correlations, i.e., longitudinal research was not incorporated to see the gradual effect of employee innovation dimensions on workforce.
- Sociocultural influencing factors on employee creativity was not considered in this study.
- Small sample size, convenient sampling and time constraints are also treated as limitations of the study.
- Small sample size didn't enable data concentration encompassing diversified data.

Future Direction:

- In the future, many categories of workforce can be included in the study. The expansion of category would help to give a wider picture of the factors that influence employee innovation.
- In future study impact of interpersonal relation of employee innovation can be examined. (as Ahsan Habib stated that interpersonal relation among the employees has effect on employee innovation).

- In future study, hierarchical employee pyramid-based employee innovation can be determined. (as Umme Kulsum stated that based on hierarchical position innovation opportunity varies)
- In future study, a contrast between cognitive and behavioral learning in the process of enhancing employee innovation can be determined, i.e., a study on which learning strategy is more impactful to enhance employee innovation can be conducted. (as Zobaier Bin Lutfor stated that behavioral learning is more important as employees are able to learn more through behavioral learning in the workplace.)
- Further study must look into various occupational attributes and comprehend the comparison of corporate enterprise in contrast to public enterprise.
- The inclusion of mentality and temperament would enable better assessment of the study. So, in the future study the impact of mentality and temperament must be incorporated.
- In future, study can focus on workplace constraints effect as drivers of distinct stages of employee creativity.
- In further study, a proper experimental model to assess recurrent correlations can be incorporated to see the gradual effect of employee innovation factors on workforce.
- Further study can concentrate on greater impartial analysis of innovation in the workplace, by monitoring employee's individual innovative behavior at workplace.
- Factor structure of the psychological capital concept can be recognized in future study and focus on the emotive components of the factors.
- Further study must investigate impact of favorable Psychological capital on inventive behaviors in companies that consider creativity to be crucial for long-term survival.
- Subsequent studies should pay more emphasis on the impact of sociocultural influencing factors on employee creativity.
- Job-based learning concept can drive further research in the domain, that can focus on the importance of human characteristics like target inclination.

3.5 Recommendations

Recommendations provided by Umme Kulsum, AVP and Manager of Trust Bank Limited to enhance employee innovation which they would also be incorporated by them:

- Multitasking can be incorporated to increase employee innovation. Employees can be assigned with multiple tasks to be conducted which increment job complexity, task identity, task significance and certain level of task autonomy. All these helps to increase intrinsic motivation of the employees leading to employee innovation.
- Assign tasks according to the capability of the employees. This would help to increase efficacy, optimism, resilience, task autonomy, task identity which would enable employee innovation.
- Through multitasking, it would be easy to fathom the task the employee performs in the most effectual way. Then provide autonomy of tat task to the employee which would help to increase employee innovation.
- Job rotation would help in the enhancement of the employee innovation as it makes employee aware of the skills possessed by the employees, help them to comprehend which task they perform more effectively that in turn increment positive psychological capital leading to employee innovation.

Recommendations provided by Ahsan Habib, SAVP and Sub-Manager of Trust Bank Limited which would also be incorporated by them:

- Openness of communication should be established in the workplace. Employees should be encouraged to engage in transparent, clear and open communication with the co-workers and higher authorities. They should clearly state their thoughts and ideas which helps to establish better interpersonal relationship. Inventive environment comprising of supervisor and work-group support that facilitate openness of communication helps to enhance employee innovation.
- Employees should gain practical knowledge beside book knowledge in the banking arena i.e., the work-based learning should be strengthened to ensure innovation. Two system should be adopted banking practices and banking laws which can facilitate innovation.

Recommendations provided by Zobaair Bin Lutfor, Principal Officer of Trust Bank Limited which would also be incorporated by them:

- Certain level of empowerment of decision making should be provided to employees.
- Limited decentralization of power should be ensured to enhance branch-level autonomy.
- More encouragement and motivation should be provided to employees.

Four recommendations vividly stated by Zobaair Bin Lutfor are:

- Once a week sit with the employees of the branch and ask about the things that can be done to ensure maximization of output.

- If the employees come up with novel ideas then the employee should be acknowledged, awarded and can be promoted based on the effectuality of the idea.
- Sometimes encourage employees to think out of the box in conducting prescribed tasks.
- Support the employees in every possible way.

Recommendations are provided in alignment with the findings obtained through the quantitative analysis (SPSS analysis; hypotheses testing) of the data acquired. The effectual implementation of the following recommendations would help in the enhancement of employee innovation:

- It is fathomed from the correlation test that task autonomy is significantly connected to employee innovation. This portrays that task autonomy is a crucial factor for employee innovation which should be prevalent adequately to enhance the innovation of the workforce. In Trust Bank Limited moderation connection exists, i.e. restrained task autonomy prevails which would decrement employee innovation.

So, Trust bank limited should emphasize more on providing task autonomy. The cheque book requisition is conducted by the authorized employee of the account opening department in the Flora Bank Web which needs to be authorized for the requisition request to be send to the headquarter that decrements the task autonomy. If an individual employee is assigned with a job having an adequate design of completing major or significant portion of the task then it would enable the employee to imply innovative ways to accomplish the task.

Example: The cheque book requisition task can be conducted by an employee without him/her requiring to take authorization for the request, would expedite the process of issuing cheque book. The confidential tasks involving crucial elements of the banks may require multiple authorization but for certain tasks such as cheque book issuing, account opening information placement in CIF (customer information system) task autonomy should be established which would help them to imply innovativeness.

- Again, through quantitative correlation test, it is firmly established that task significance is significantly connected to employee innovation which portrays that task significance is an inevitable factor for incrementing innovation of the workforce. But, in Trust Bank Limited positive moderate connection prevails.

Many employees of the bank maybe unaware of the significance or the importance of the task assigned to them, the employees might have inadequate knowledge of how the assigned tasks are contributing for the accomplishment of the broader objective of the Trust Bank limited. So, the supervisor has an immensely vital role to play to clearly disseminate the goals, objectives and strategies of the bank, the importance of the tasks in accomplishing the goals and strategies, how the various tasks assigned to employees are

co-related to one another and lastly how the tasks impact the bank and the external environment.

Example: Trust Bank Limited can motivate workforce to conduct an activity called “consciousness analyzer” regularly. This activity would enable employees to concentrate and clearly reflect on their accomplishments, the outcome obtained from the accomplishments, the acquired benefit of the bank because of the accomplishment, the effect the accomplishment had on clients and reflect on the tasks ahead. The activity would inspire them to perceive situations innovatively.

- The conducted correlation test help to comprehend that feedback is positively related to employee innovation. The finding showcases the importance to show clear path to the employees, otherwise they might get deviated from the path of accomplishing the task and formulating innovative ideas. Clear and precise feedback helps employee to understand the quality of the work and the outcome expected from them which enables them to generate, disperse and implement the ideas for the proper accomplishment of the task. But moderate association between feedback and employee innovation exists.

So, Trust bank limited can embrace various effectual feedback approaches to enhance employee innovation:

➤ **Conduct biweekly meetings**

Biweekly meetings facilitate quick and effective evaluation of the task, allow supervisors to accurately address potential concerns as soon as they arise. Employees get a platform to share thoughts and suggestions that would help in the better accomplishment of the task and enhance the bank’s broader effectiveness.

➤ **Embrace “Commence-Halt-Retain” approach.** Supervisor would suggest to begin or commence a certain task, after careful evaluation would proclaim to halt or stop certain parts and would state to retain the parts of the task that can help in the proper accomplishment of the task.

➤ **Monthly evaluations** can be undertaken which would assist workforce in formulating performance targets and imply novel ideas in the achievement of the target.

➤ **Embrace “Vision Reflector” meeting** where employees would opening share their accomplishments, remorse for not achieving assigned task, alternative ideas that can be implemented to achieve the unsuccessful task. They also state their willingness to achieve certain goals. All these statements of the employees would listened by the supervisor who would help them to accomplish their goals.

- The correlation test established that work-group support is significantly connected to employee innovation. This finding state that, work-group support is essential to enhance employee innovation. But moderate connection prevails which need to be strengthened to ensure more employee innovation.

So, Trust bank limited should emphasize on this factor to increment the innovation of the employees. They should ensure that work-group has the following elements-

- driving idea along with a defined goal.
 - documented mission declaration
 - participation guidelines comprising of objectives, tasks, duties, and outcomes.
 - link between the group’s goal and the bank's overarching goals
- The correlation test helped to fathom that Optimism is significantly connected to employee innovation. Optimism in crucial for enhancing employee innovation. But moderate association prevails in the bank which needs to be escalated to enhance employee innovation.

So, Trust bank can increment optimism of employees in the following ways-

- Provide incentive which is considered to be a brilliant approach to foster optimism.
- Rejoice when a task is effectively accomplished.
- Recognize employee on the completion of key tasks.
- Establish “workplace fitness”, which can be effectual initiative that would provide acknowledgement to the employees on the indulgence in workplace fitness on a routine basis. This would enable optimism, improve the quality of work and enhance employee innovation.
- Presence of greenery in workplace can increment optimism. Clarity and clearness of the goals and the outcome expected can also enhance optimism. Autonomy of task, team- work, inspiring atmosphere to think differently play vital role in incrementing optimism facilitating employee innovative.

All these recommendations can be embraced to enhance employee innovation which can be prolific in the path of progression, development and advancement of Trust Bank Limited.

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Appendix

Formulated Questionnaire to understand the dimensions enhancing employee innovation

1. Gender-
 - Male
 - Female
 - Other
2. Income level-
 - <30 K Tk
 - <50 K Tk
 - <70 K Tk
 - >70 K Tk
3. Department-
 - Personal banking and operations
 - Retail banking and marketing department
 - Treasury
 - Information technology
 - Human resource
 - Risk management department
4. Occupation-
 - Banker
 - Army Personnel
5. Education-
 - Graduate
 - Masters
6. "I test new approaches in performing my job"- To what extent to you agree with the statement
 - Strongly agree
 - Agree
 - Neither agree or disagree

7. "When new trends develop, I am usually the first to get on board"- To what extent to you agree with the statement
 - Strongly agree
 - Agree
 - Neither agree or disagree
8. "I usually collaborate with employees from other departments"- To what extent to you agree with the statement
 - Strongly agree
 - Agree
 - Neither agree or disagree
9. In idea generation which part do you like to play role in?
 - I developed new ideas
 - I had ideas about changing things at workplace
 - I found new approaches to achieve my work.
10. What role you play in promoting the ideas?
 - I present my ideas to others
 - I suggested different ways to do the things
 - I recommended to change things at workplace.
11. Which scenario your proposed ideas fall into?
 - The recommendations provided by me for the improvements were received
 - The ideas suggested by me were executed
 - My suggestions to do things differently were applied.
12. Do you have many opportunities for independent thought and action in your job?
 - Yes
 - No
13. To what extent do you agree or disagree with the statement- "I have a great deal of control over the pace of my work"
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

14. Are you encouraged to find solutions of the problem?

- Yes
- No

15. To what degree do you agree or disagree with the following statement- "I perform various tasks during a typical work day"

- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

16. To what degree do you agree or disagree with the following statement- "This job demands me to utilize a number of skills and talents"

- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

17. Can you see the entire piece of your conducted work in the job that you do in the workplace?

- Yes
- No

18. To what degree do you agree with the following statement- "I have many opportunities to do a job from beginning to end"

- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

19. How easily can you identify or ascertain whether you are performing well or poorly in this job?

- I can easily identify the quality performance at work
- It's moderately difficult to identify the quality of work because of unclear feedback
- I have to struggle to identify the quality my performance because of the inadequacy of the feedback.

20. To what degree do you agree or disagree with the following statement- "There are numerous opportunities for me to figure out how well I am doing in my job."
- Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
21. Do you believe you work can significantly affect the lives and well-being of other people?
- Yes
 - No
22. To what degree do you agree or disagree with the following statement- "Depending on the performance of my job, it has the potential to affect a lot of people."
- Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
23. To what extent do your organization encourage employees to solve problems creatively-
- Moderately
 - Adequately
24. To what degree do you agree with the statement- "My supervisor is considered to be an efficient work model"
- Agree
 - Neither agree nor disagree
 - Disagree
25. Is there open communication opportunity among the co-workers and within work-group in your workplace?
- Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
26. To what degree do you agree with the statement- "I receive adequate resources for the accomplishment of my task in a proper way"
- Agree
 - Neither agree nor disagree
 - Disagree

PsyCap Questionnaire

Kindly place your level of agreement or disagreement with each of the statements below-

27. I feel confident to analyze a long-term problem to find a solution.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

28. I feel confident contributing to discussions about the company's strategy.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

29. I feel confident helping to set targets/goals in my work area.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

30. I feel confident presenting information to a group of colleagues.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

31. I can think of many ways to reach my current work goals.

- Strongly Agree
- Agree
- Neither agree nor disagree

32. There are lots of ways around any problem.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

33. I usually take stressful things at work in stride.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

34. I can get through difficult times at work because I've experienced difficulty before

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

35. When things are uncertain for me at work, I usually expect the best.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree

36. I always look on the bright side of things regarding my job.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

37. I'm optimistic about what will happen to me in the future as it pertains to work

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Work-based learning Questionnaire (behavioral learning and cognitive learning)

To what extent do you do the following? (Minutely, moderately or Adequately)

38. I think about how my work fits into the “bigger picture” of the organization

- Minutely
- Moderately
- Adequately

39. I try to develop an overall idea of how the different parts of my job fit together

- Minutely
- Moderately
- Adequately

40. I try to think how my work relates to that of others in the organization

- Minutely
- Moderately
- Adequately

41. I try to understand the implications of new information I receive for the company

- Minutely
- Moderately
- Adequately

42. I think about new information and its implications for my job rather than merely concentrating on the facts we are given.

- Minutely
- Moderately
- Adequately

To what extent do you do the following? (Minutely, moderately or Adequately)

43. I try out new things by applying them in practice

- Minutely
- Moderately
- Adequately

44. I ask others questions when I am uncertain about something

- Minutely
- Moderately
- Adequately

45. I ask others for more information when I need it

- Minutely
- Moderately
- Adequately

46. When I am unsure about something I look it up.

- Minutely
- Moderately
- Adequately

47. I fill in the gaps in my knowledge by getting hold of appropriate material

- Minutely
- Moderately
- Adequately

