

Internship Report on  
Training and Development of Employees of Shahjalal Islami Bank PLC.

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

BRAC Business School

BRAC University

February 14, 2024

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## **Declaration**

It is hereby declared that the internship report submitted is my own original work while completing degree at BRAC University. 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. Also, the report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution. I have acknowledged all my main sources of help.

### **Student's Full Name & Signature:**

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**Abul Basit Khan**

Student ID: 17204112

### **Supervisor's Full Name & Signature:**

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**Feihan Ahsan**

Lecturer, BRAC Business School

BRAC University

## Letter of Transmittal

Feihan Ahsan

Lecturer,

BRAC Business School

BRAC University

kha-208, 1 Bir Uttam Rafiqul Islam Ave. Dhaka-1212

Subject: Submission of Internship Report on Training and Development of Employees of Shahjalal Islami Bank PLC.

Dear Sir,

It is my pleasure to display that my entry-level position provides details regarding the Training and Development of Employees of Shahjalal Islami Bank PLC, for which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in as compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Abul Basit Khan

17204112

BRAC Business School

BRAC University

Date: February 2024

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Shahjalal Islami Bank PLC and the undersigned student at BRAC University, Abul Basit Khan, ID: 17204112

## **Acknowledgment**

After completing this internship report, I recognised how much I valued everyone's help. First and foremost, I would like to thank my supervisor, Mr. Feihan Ahsan, for all of his assistance in putting together this report. He gave me everything I needed to complete this paper without difficulty. I would like to acknowledge Shahebani Noor Saima for overseeing my internship program at the organization. She is now the executive officer at the corporate headquarters of Shahjalal Islami Bank PLC. During my internship, she was a fantastic source of information and guidance for me. I also want to express my gratitude to Yousuf Hasan, the Executive Officer of SJIBL, for his support and the essential information he shared. Finally, I would like to thank everybody in my life, regardless of how much they support me or not. They developed my identity, for better or worse.

## **Executive Summary**

The main purpose of the study is to assess the training and development of employees of Shahjalal Islami Bank PLC. Employee training and development serve an integral part in achieving organisational excellence, according to Shahjalal Islami Bank PLC. Its customized programs are designed to improve employee skills, knowledge, and adaptation to evolving financial circumstances. The training initiatives attempt to build employees fluent in Islamic banking standards, compliance, and customer-centric service by emphasizing both technical competence and soft skills. Frequent learning opportunities keep employees up to date on industry changes, promoting innovation and resilience. Shahjalal Islami Bank PLC is committed to developing talented and motivated employees who correspond with the bank's values and contribute to long-term success in the ever-changing financial sector through strategic partnerships and contemporary learning approaches.

**Keywords:** Improve; Motivate; Customized Program; Adaptation; Islamic Banking; Frequent Learning.

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## List of Acronyms

AGM	Annual General Meeting
SJIBL	Shahjalal Islami Bank PLC
BBA	Bachelor of Business Administration
CBS	Core Banking Software
EPS	Earning Per Share
CHO	Corporate Head Office
HQ	Head Quarters
HRD	Human Resource Division
HRM	Human Resource Management
LDR/IDR	Loan Deposit Ratio/Investment Deposit Ratio
NPM	Net Profit Margin
ROA	Return on Asset
ROE	Return on Equity

## **Chapter 1: Overview of Internship**

### **1.1 Student Information**

Name: Abul Basit Khan

Student ID: 17204112

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

### **1.2 Internship Information**

#### **1.2.1 Period**

The internship started on September 7th, 2023, and ended on December 5th, 2023.

Company Name: Shahjalal Islami Bank PLC

Department/Division: Human Resource Division

Address: Shahjalal Islami Bank Tower (11th Flr), Plot-04, Block-CWN(C), Gulshan Avenue,  
Dhaka 1212.

#### **1.2.2 Workplace Supervisor Information**

Shahebani Noor Saima, Executive Officer, Shahjalal Islami Bank PLC, Corporate Head Office

### **1.2.3 Job Scope - Job Description/Responsibilities**

On the first day of my internship, I was not given too many tasks as I was introduced to all of my coworkers at the Human Resource Division (HRD). In addition to that, I was demonstrated my responsibilities by my workplace supervisor. Initially, I was engaged with a project assigned by Bangladesh Bank, verification of the certificates of existing employees of the bank. The first step of the verification process is to make a copy of the certificates from the employee file and then scan them in order to digitalize them, thus making the verification process easier later on.

From the second day of my internship, I had to help my coworkers with their responsibilities. As I was digitalizing the certificates, along with that, I was also given the responsibility of updating the HR quarterly report, which contained the current status of all the current employees of 140 branches of Shahjalal Islami Bank PLC. My main responsibility was in the recruiting and selection process. As part of that, coding the answer scripts of the written test, organizing the scripts by their roll number, notifying the candidates selected for viva, inputting their information in the database, and maintaining the resume pool.

## **1.3 Internship Outcome**

### **1.3.1 Student's Contribution to the Bank**

During the internship period at SJIBL, I digitalized the certificates of the employees and verified them. Along with other HR work, like including the information of new hires as well as interns at other divisions. In addition to that, I created a new filing system, as well as notifying the selected candidates and handling their paperwork, among other responsibilities. Moreover, I made the lives of my coworkers easier by helping them with their daily work responsibilities. Furthermore, update the HR quarterly report of Shahjalal Islami Bank PLC.

### **1.3.2 Benefits to the student**

Interning in the Human Resource Division enabled me to apply theoretical information obtained from my academic studies to real-world HR practices, thus enhancing my understanding of the topic. In addition to that, develop a diverse set of abilities, such as recruiting, employee interactions, training and development, and HR administration. This hands-on experience aided my professional development and prepared me for future HR jobs. Internships in the HR Division allowed me to network with HR experts and build a career network. Networking may lead to mentoring, guidance, and future career chances. My internship experience with SJIBL's Human Resources Division strengthened my CV.

### **1.3.3 Difficulties faced during Internship Period**

The relatively short period of the internship (3 months) was one of the most significant limitations on the survey and data gathering. More time and assistance from the resources I used for this brief period are required if I am to give more information and collect more data. Despite my best efforts to incorporate all important content into my report, I was unable to finish it because of several limitations. The following are the difficulties I encountered:

- 1. Limited Exposure:** Since I was not a full-time employee, I was not given access to a lot of information as well as a lot of HR functions about Shahjalal Islami Bank PLC, which was one of the biggest difficulties for me during that time. Which hinders my ability to have a comprehensive understanding of the HR field.

- 2. Adapting the corporate culture:** Adapting to SJIBL's corporate culture was a bit difficult for me as the time frame of the internship was only 3 months. It may take some time to understand the unspoken norms, office dynamics, and general culture. In addition to that, as I was an intern, a lot of things were not shared with me because of the confidentiality policy of the bank. Thus, a barrier was there for me to get the whole picture of corporate culture.
- 3. Learning Curve with HR Tools and Software:** Even though I was not given access to the Human Resource Information System (HRIS) of SJIBL, there were some other HR tools that were pretty complex for me to understand their functions even after being demonstrated how to use them. This was one of the significant difficulties I had faced at SJIBL.
- 4. Meeting Deadlines:** Working with deadlines is common in HR duties, whether they have to do with recruiting, training programs, or other HR operations. I always had my hands full with multiple responsibilities to handle and deadlines to meet. It was another struggle for me to manage the time properly and achieve these deadlines based on priority of the given responsibility.
- 5. Understanding Legal Compliance:** As a HR intern, I struggled to understand the different legal aspects associated with human resources, such as labour laws, rules regarding compliance, and business regulations. To navigate these complexities, a strong grasp of the legal system is required. Since the time frame was not much of the internship period, understanding these complex aspects was a great challenge for me.



### **1.3.4 Recommendation**

The ratio of male to female employees at HRD of SJIBL is very low. There are only two female employees; on the other hand, there are ten male employees. Even though there is a central place for prayer in the basement of the facility, I think there should also be a separate room for praying on every floor, considering it is an Islamic bank.

## **Chapter 2: Organizational Part**

### **2.1 Introduction**

#### **2.1.1 Background of the study**

Students must demonstrate their ability to apply what they've learned in the classroom to real-world settings in order to obtain a BBA degree. Gaining practical excellence through the application of theoretical knowledge acquired in a Bachelor of Business Administration (BBA) program is facilitated by the practical application of demonstrated ideas. As a result, graduate students at BRAC Business School (BBS), BRAC University, are obliged to engage in a three-month internship program as part of the Bachelor of Business Administration (BBA) degree requirements. I opted to intern at Shahjalal Islami Bank PLC after thorough consideration. Shahebani Noor Saima, Executive Officer, Shahjalal Islami Bank PLC, will review all of my work during my three-month internship.

### **2.1.2 Selection of Topic**

The topic is based on my experience with a three-month internship at SJIBL's human resources division. Mr. Feihan Ahsan, my internship adviser, after considerable consultation with me, has assigned me to work on the topic, which he had chosen from a few other topics I proposed to him in order to write my internship report on.

### **2.1.3 Statement of the research topic/ Purpose of the Study, and Problem Statement**

Employees are the heart and soul of every organization. They are the ones who run the organization smoothly, generate revenue, and create a legacy for future employees to come to the organization. In fact, they are the ones who bring all the good name of the organization to the particular industry. In order to achieve all the organizational goals, set by management, employees must always be up to date with current technologies and have the required skills to meet their job responsibilities. If they are not performing well, it is not good for the organization, and on the other hand, it will also make the employees frustrated, thus their productivity will fall. As a result, organization will not be able to meet their goals and will fall short of earning great revenue. In order to prevent this downfall in the performance and productivity of the employees and revenue, training and development are the keys to success for the organization, as well as employees' self-confidence and keeping them up to date in order to meet the requirements of their job. The purpose of this study is to assess the training and development of the employees of Shahjalal Islami Bank PLC.

#### **2.1.4 Objectives of the Research**

**Broad Objective:** The broad objective of this research is to figure out how to make the training and development programs of Shahjalal Islami Bank PLC more accurate and effective.

**Specific Objective:** The specific objective of this research is to find out the shortcomings of the training and development programs. And provide recommendations in order to improve the shortcomings of the T&D programs and make them more effective for the SJIBL.

#### **2.1.5 Scope of the Research**

Employees are the main component of any kind of organization. They are the ones who generate revenue, serve the organization's clients, represent the organization, and sell the service or good. In order to make sure that the employees are always up to date in terms of their knowledge of the industry and also in terms of the newest technologies that have arrived to make their lives much easier and boost their performance and their confidence in themselves. To make sure the employees are always up to date, training and development are the only things that can be implemented. The aspects that contribute to improving the training and development of the employees of Shahjalal Islami Bank PLC are customised training programs, better training contents and facilities, a better trainer, and better feedback and evaluation sessions.

#### **2.1.6 Limitations of the Research**

Limitations are always part of everything, and they were also part of this report. The main purpose of this research was to make sure it was credible, if it could come in handy to others, and if it could be widely accepted. In order to do so, there were some significant challenges/limitations had to be overcome. Those are as follows:

- **Limited access to information:** Since I was an intern, access to Shahjalal Islami Bank PLC's internal and confidential data was restricted for me, which minimised the depth of research and knowledge of certain operational elements of the bank.
- **Confidentiality Concerns:** The bank's confidentiality policy had limited the sharing of some strategic or sensitive information, thereby resulting in coverage gaps in the report.
- **Time Constraints:** As the time-frame of the internship period was too short (3 months), time constraints limited the research process. Which limits an in-depth examination of all aspects of the bank's operations, including current developments and real-time alterations.
- **Scope of Study:** The focus of this report is mainly on training and development of the employees of Shahjalal Islami Bank PLC. As a result, presenting a thorough picture of the bank's numerous operations may be limited.
- **Dynamic Nature of the Banking Industry:** The banking industry, especially Islamic banking, is dynamic, with legislation, market conditions, and client preferences always changing. A static report may not adequately capture these changes.

## 2.2 Overview of Company

### 2.2.1 Shahjalal Islami Bank PLC Profile

- **Profile**

On May 10, 2001, Shahjalal Islami Bank PLC began commercial operations in compliance with Islamic Shariah principles under the Bank Companies Act, 1991. During these years, SJIBL has expanded its service coverage by building additional branches in strategically key areas all around the country, offering a variety of investment and deposit choices. In essence, Islamic banking is not only an interest-free banking business; it also carries deal-wise commercial products, earning actual money and so increasing the economy's GDP. The Board of Directors has a good reputation

in the business community, and the management team is strong and supportive, with great professional expertise, led by an experienced banker, Mr. Muhammed Shahidul Islam. The bank's paid-up capital was Tk.10291 million BDT, while its authorised capital was Tk.15000 million BDT.

As of September 30, 2023, the bank's equity was 31,115 million BDT. In addition to that, the bank has 2741 employees, and as of December 31st, 2021, the total number of shareholders is 26,060 (Annual Report, 2021). It has constantly generated revenue and offered substantial dividends. The bank's success strategy is to give first-rate service to its clients via the use of advanced technology and creative offers. The bank provides a wide range of services and products tailored to its clients. Shahjalal Islami Bank PLC has been running its operation throughout the country, it has 131 ATM booths, 140 branches, and 2 priority banking branches across the country (Shahjalal Islami Bank PLC, 2017).

- **Vision**

The most admired brand of Shariah banking and investing in Bangladesh promises lasting advantages for all stakeholders through human development guided by morals and ethics.

- **Mission**

- Quality service and dedication to clients without compromise.
- Setting high standards of integrity.
- Inclusive and innovative banking.
- Sustainable value for all stakeholders.

- Professional growth and system enhancements remain ongoing with the objective of meeting challenges and striving for excellence.
- System automation and digitalization use the latest innovations with full-proof encryption to offer quick and accurate client service.
- Moral and ethical human resource development.

### **2.2.2 SJIBL At a Glance**

Islam is a complete code of life. We can find everything we need in our life in order to run it smoothly, and by following it, we can have peace in this life as well as be rewarded in the afterlife if we follow it through and through. Islam not only guides us on how to run our lives, it also shows us the path to how to deal with our finances. In order to achieve success in both parts of our lives, we must follow in the footsteps of our beloved Prophet Muhammad (PBUH), not just in dealing with finances but in every aspect of our lives. By keeping that in mind, some of the business magnets of our country came together to form a bank that will be guided by the Holy Book of the Qur'an and the Sunnah of the beloved Prophet (PBUH).

The bank was established and is governed by a board of directors comprised of well-known, industrious business people from throughout the country. Mr. Alhaj Sajjatuz Jumma is the founder-chairman of the bank. His brilliant leadership and unwavering determination aided the bank's breakthrough into the competitive Bangladeshi financial industry and be a prominent part of it.

The bank's board of directors is comprised of twenty-one dedicated and well-known Bangladeshi individuals. They are also well-known for their business expertise. Shahjalal Islami Bank PLC has 140 branches and 2741 employees. It has a total authorised capital of 15,000 million BDT and a paid-up capital of 10,291 million BDT.

Because of the vision of its directors, the skill of its Islamic bankers, and the grace of Almighty Allah, Shahjalal Islami Bank PLC is one of the most advanced and successful Islamic banks in the country, with a tremendous record of satisfied clientele.

### **2.2.3 Specialty of SJIBL**

In every way, our Islamic financial organisation is distinctive. We provide a full range of banking services under the Shariah framework. We are outstanding in terms of our goods, principles, and honesty. The following are just a few of the numerous aspects that set us apart in the Islamic banking industry

- SJIBL works on a profit-and-loss basis in line with Islamic Shariah to help rid the country of usury.
- The Shariah Council's board of directors closely monitors its Shariah-compliant investing strategies.
- SJIBL's array of services included internet banking in 2020. In an effort to promote local programmers, this section now offers Bangladeshi software.
- SJIBL frequently has Annual General Meetings (AGM). When required, Extraordinary General Meetings (EGMs) are called upon.
- SJIBL's board of directors has proposed a cash dividend of 12.0 percent and a stock dividend of 3.0 percent for 2022.
- The Bank adheres to the Islamic concept of building a just economic system through the emancipation of all people and the equitable distribution of resources.
- SJIBL offers health care to the underprivileged and in need as part of its commitment to social responsibility and charity. Furthermore, through scholarships and awards, give

educational help to deserving but underprivileged students. In addition, offer financial aid to flood, cyclone, or catastrophe victims in order to help humanitarian efforts.

## 2.2.4 Board of Directors



**Mr. Mohammed Younus**  
Chairman



**Mr. Mohiuddin Ahmed**  
Vice Chairman



**Mr. Abdul Karim (Nazim)**  
(Rep. of Shamsuddin Khan & Harun  
Miah Ltd.)  
Vice Chairman



**Dr. Anwer Hossain Khan, MP**  
Director



**Mr. Md. Sanaullah Shahid**  
(Rep. of Electra International Ltd.)  
Director



**Mr. Md. Abdul Barek**  
Director





**Mr. Abdul Halim**  
Director



**Mr. Akkas Uddin Mollah**  
Director



**Mr. Khandaker Sakib Ahmed**  
Director



**Engr. Md. Towhidur Rahman**  
Director



**Mr. A.K. Azad**  
Director



**Mr. Mohammed Nasir Uddin Khan**  
(Rep: Anwer Khan Modern Hospital  
Ltd.)  
Director



**Mr. Fakir Akhtaruzzaman**  
Director



**Mr. Md. Moshir Rahman Chamak**  
(Rep. of Fresh Export Import Limited)



**Mrs. Tahera Faruque**  
Director



**Mrs. Jabun Nahar**  
(Rep. of Daffodils Trading  
International)  
Director



**Mr. Fakir Mashrikuzzaman**  
(Rep. of Fakir Knitwears Ltd.)  
Director



**Mr. Ekramul Haque**  
Independent Director



**Mr. K. A. M. Majedur Rahman**  
Independent Director



**Mr. Nasir Uddin Ahmed**  
Independent Director



**Mr. Mosteh Uddin Ahmed**  
Managing Director

## **2.2.5 SJIBL Products and Services**

### **Deposit Products:**

- SJIBL School Banking
- Mudaraba Monthly Income
- Mudarba Double Money
- Mudaraba Monthly Deposit
- Mudarba Millionaire
- Mudaraba Hajj Deposit
- Mudarba Cash Waqf Deposit

### **Investment Products:**

- Small and Medium Enterprise Investment
- Small Business Investment
- Housing Investment
- Household Durable
- Car Investment
- CNG Conversion Investment
- Overseas Employment Investment
- Scheme for Doctor
- Scheme Executives
- Scheme Marriage
- Scheme for Education

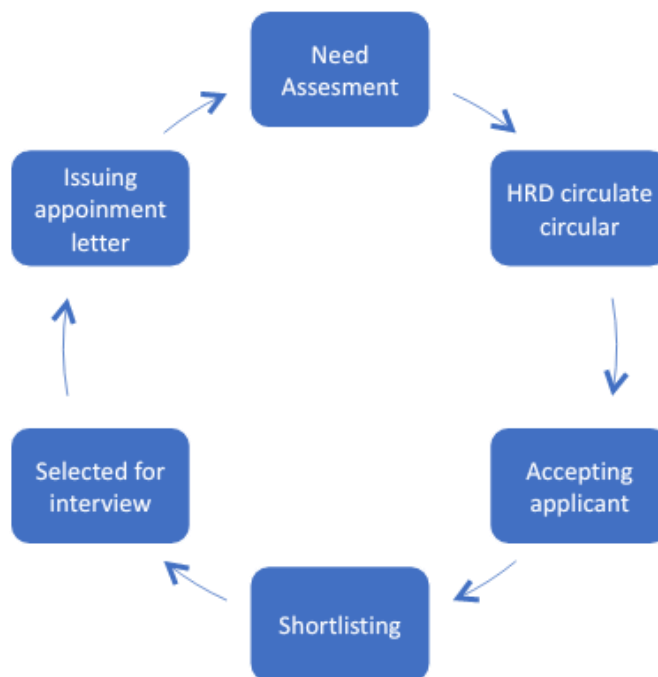
## **SME Products**

- Prottasha for Small Enterprises
- Prottasha for Women Entrepreneurs

## **2.3 Management Practices**

### **2.3.1 Training and Development Initiatives**

**Recruitment and Selection Process:** Employees are the ones who run a company and generate revenues, as well as they are the main key to achieving the goals the organization has set to meet. In order to meet those goals, recruiting skilled employees is a must. After recruiting the best fit employee, then comes the training portion of it which helps the employee fit accurately into his or her work responsibilities so that the best of them can be brought out. As Ms. Shahebani Noor Saima (Executive Officer, CHO, SJIBL) said, the bank's initial stage in recruiting employees is to determine the number of employees required. The first stage is to determine the requirements for their staff, which is known as a need assessment. The circular is then distributed by the Human Resource Division (HRD) through the media, job portals such as BDjobs.com, and the bank's website. Following that, the bank will begin accepting candidates' applications through email and will also collect resumes from BDjobs.com. The next step is shortlisting applicants based on their job responsibilities, experience, and skills. Shortlisted candidates will be chosen for a written test. Immediately following that, those selected will be subjected to a one-on-one interview with the second manager of HRD, Mr. Hasan Karim, and the division head for which they have applied. The final decision is made based on these processes, and an appointment letter is offered. This contains information about the job, benefits, salary, and other essential terms. The new employee goes through an onboarding procedure after accepting the job offer. It includes orientation and documentation completion.



*Figure 1: Recruitment and Selection Process*

**Training Policy of the SJIBL:** A suitable kind of training contributes to the growth of human resources, and human resources may be developed by improving job knowledge and abilities. Training is simply a well-planned, ongoing, and excellent learning process that attempts to enhance employee competency levels and, as a result, build individual capacities for performing the job. Indeed, the more knowledge and lessons we can provide employees, the more prepared they will be to accomplish the bank's sustainability, growth, development, and expansion. Given this context, the bank's management founded the Shahjalal Islami Bank Training Academy, which began operations on January 20, 2015.

As part of compliance-risk management, it is critical to prioritise training on rules, procedures, and associated controls. The responsible authority assesses the efficacy of the training programmes in

ensuring that all the employees understand and effectively communicate the bank's compliance rules, procedures, and controls. The authority is responsible for ensuring that every employee,

regardless of position or level, understand the bank's compliance culture, general compliance-risk problems, and high-level compliance rules and procedures.

**The objective of the Training:** Any training or development initiative must have a clear, quantitative, and time-bound objective. When it comes to broadening the horizons of each and every employee at a firm like SJIBL, there is no replacement for training; consequently, this is one of the key targets of the training. Trainee development is critical, which includes creating objectives that are appropriate for individual situations and implementing tactics to achieve those goals. The major significance of the training goal is its impact on the form and content of the training courses. It is also critical to boost the belief of individuals in their own skills. As a consequence, production and efficiency will increase, benefiting both the employee and the bank. Training goals or objectives may be classified into six categories based on whether they are psychological, cognitive, or skills-based. Learning is divided into two stages, with "knowledge" at the top and "evaluation" at the bottom.

1. Information
2. Understanding
3. Application
4. Dissection
5. Synthesis
6. Assessment

**The benefit of the Training:** Training helps an individual to always expand their learning and improve their skills so that they can meet their personal goals and, as a result, also help to meet the organizational goal. Which is why training is very essential for both parties, as both will benefit

from it. That is why it is always a top priority for an organization to always train its employees and keep them up to date regarding the industry, especially financial institutions like Shahjalal Islami Bank PLC.

### **2.3.2 Management Structure**

A board of directors governs the bank, deliberating on its core structure and general association regulations. Furthermore, the government maintains a high-level commission to accept major strategic ideas. To manage operations, there is also an executive board of seven individuals chaired by Mr. Akkas Uddin Mollah (Shahjalal Islami Bank, n.d.). This bank's board of directors is made up of twenty-one distinct people. Ten are there to represent the company's customers and the general public's interests; one is a highly recognized senior member of the company's secretariat; three are independent directors; and the remainder are there to represent the interests of investors as directors.

### **2.3.3 Management Practices**

Management information systems relate to the capacity to organize, implement, and monitor data systems in order to revitalize business processes, enhance corporate dynamics, and achieve a competitive advantage through the use of technological developments. They have had to employ IT since creating records keeping and spreading them throughout the divisions to use. It establishes a united expansion across all global industries as a means to an end in the financial system. Daily transactions are registered on the division's PCs with the assistance of MIS, and those PCs are then connected to the critical headquarters computers over those lines, onboard which they preserve each day's technique. In addition to this, some other management practices are discussed below:

- 1. Shariah Compliance:** Islamic banks, especially Shahjalal Islami Bank, follow Islamic principles (Sharia). This means that all financial transactions and operations must be conducted in accordance with Sharia law. Management techniques would include monitoring the bank's adherence to these standards.
- 2. Shariah Board Oversight:** Islamic banks typically have a Shariah Board. Which allows the bank's management to ensure that the operations are aligned with Shariah principles.
- 3. Ethical Banking:** Management techniques frequently place an emphasis on ethical behaviour and ethical banking. This includes refraining from investing in illegal enterprises like gambling, usury, and companies involving alcohol or pork.
- 4. Customer-Centric Approach:** Customers are the heart of any business. Thus, in Islamic banking, management always highlights a customer centric approach. Which means coming up with products and services that are convenient for clients' financial needs as well as maintaining Islamic rules.
- 5. Innovation in Products:** Innovation is the key to meeting the changing needs of customers. Islamic bonds (Sukuk), Islamic mutual funds, and different kinds of finance based on partnership and profit-and-loss sharing are examples of innovative products.
- 6. Transparency and Accountability:** Islamic banks, like any other respected financial organization, prioritize transparency and accountability in their management methods. This includes delivering clear and accurate financial reporting, conforming to legal obligations, and upholding good corporate governance standards.



## 2.4 Marketing Practices

In order to promote an organization or business, marketing is the only way to reach its targeted customers. An organization that focuses on acquiring a good marketing strategy is more likely to have success in getting more reach to its customers. The same goes for Shahjalal Islami Bank PLC. Also, they always focus on their customer satisfaction and always look for improvement in terms of serving them. In addition to that, since it is a shariah based bank, it needs more recognition among those customers who prefer shariah banking. Hence, they follow vigorous marketing strategies.

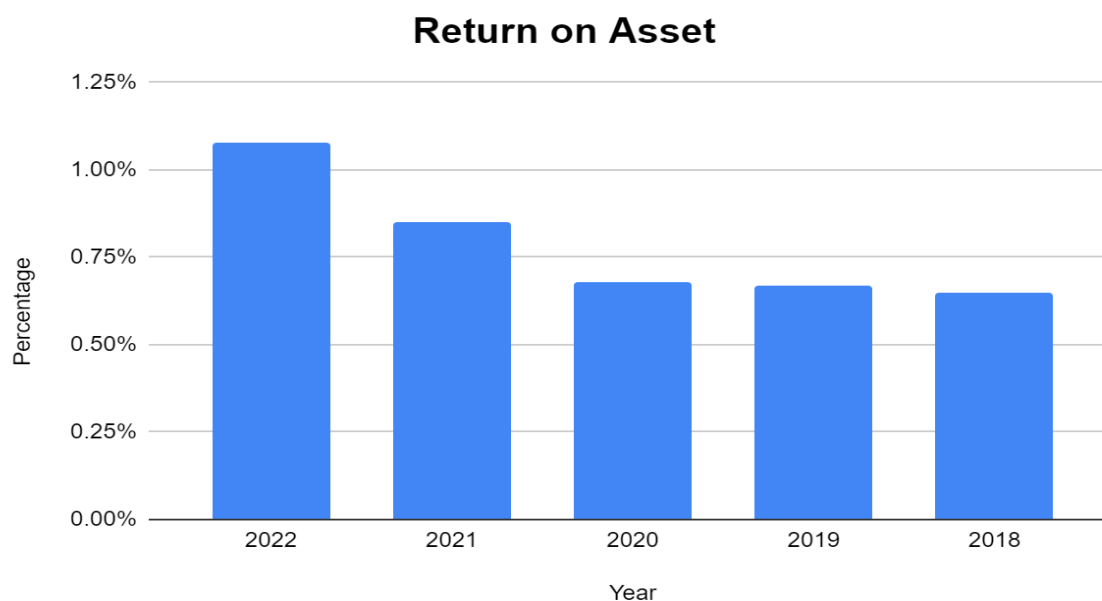
The Marketing Division (MD) is a big marketing department at Shahjalal Islami Bank Limited (SJIBL). This department is responsible for deposit, investment, customer selection, and bank service growth on the 'Corporate and Retail' level. SJIBLS's primary initiatives include guaranteeing quality service as well as long-term corporate growth and maximising shareholder value. Furthermore, essential beliefs of their marketing approach include maintaining professionalism, being sustainable, constantly prioritising clients, and, most importantly, assuring top-notch service and goods (Shahjalal Islami Bank, n.d.).

## 2.5 Financial Performance and Accounting Practices

### **Financial Performance:**

**Return on Assets (ROA):** The return on assets (ROA) is a financial statistic that compares a company's profitability to its total assets. It indicates how well a firm is utilising its assets to create revenues.

$$\text{Formula : } \square\square\square = \frac{\square\square\square\square\square\square\square\square\square\square\square\square}{\square\square\square\square\square\square\square\square} * 100$$

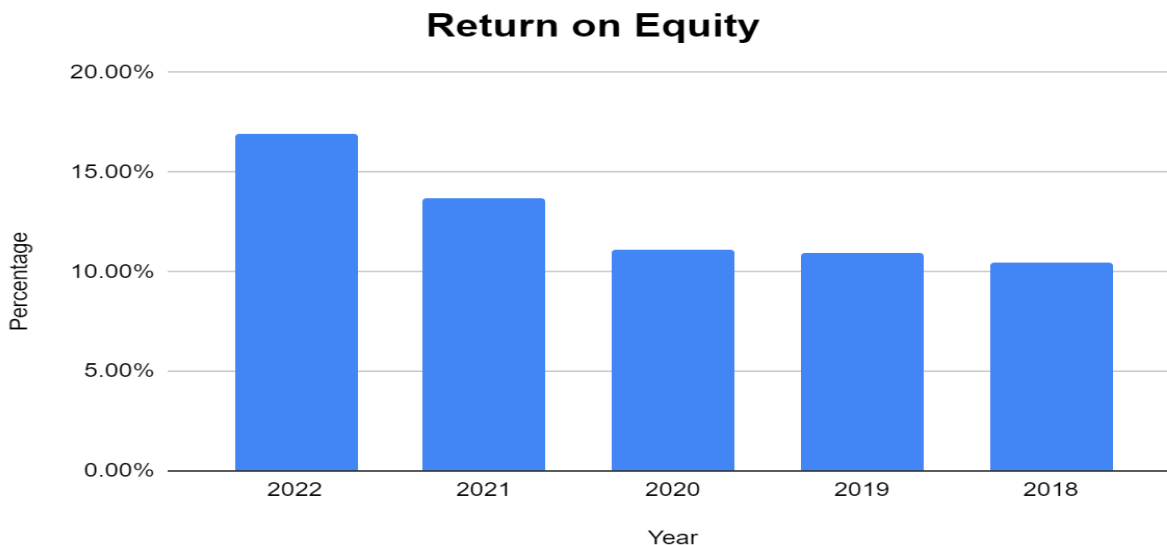


*Figure 2: Return on Asset (ROA)*

**Interpretation:** We can see the return on assets of SJIBL from 2018 to 2022. We can see in the chart that the rate has been fluctuating over the last five years, yet it has had somewhat of a stable rate. As we can see, the year 2018 had the lowest ROA with a percentage of 0.65% and it gradually developed over the years. The year 2019 had a percentage of 0.67% which was on the better side than 2018, as we can see in the chart. The rates of return on assets in the following three years were 0.68% in 2020, 0.85% in 2021 and 1.08% in 2022 respectively. Which clearly indicates that the bank has been performing very well according to the annual report of SJIBL 2022. A higher return on asset (ROA) signifies a more profitable firm, as we all know. A developed ROA is seen as a healthy indication of future growth. As a result, the return on assets (ROA) has increased.

**Return on Equity:** Return on Equity (ROE) is a financial measurement that compares a company's profitability to the equity of its shareholders. It reveals how successfully a firm generates returns on the capital invested by its shareholders.

Formula:  $\frac{\text{Net Income After Tax}}{\text{Total Equity}} * 100$

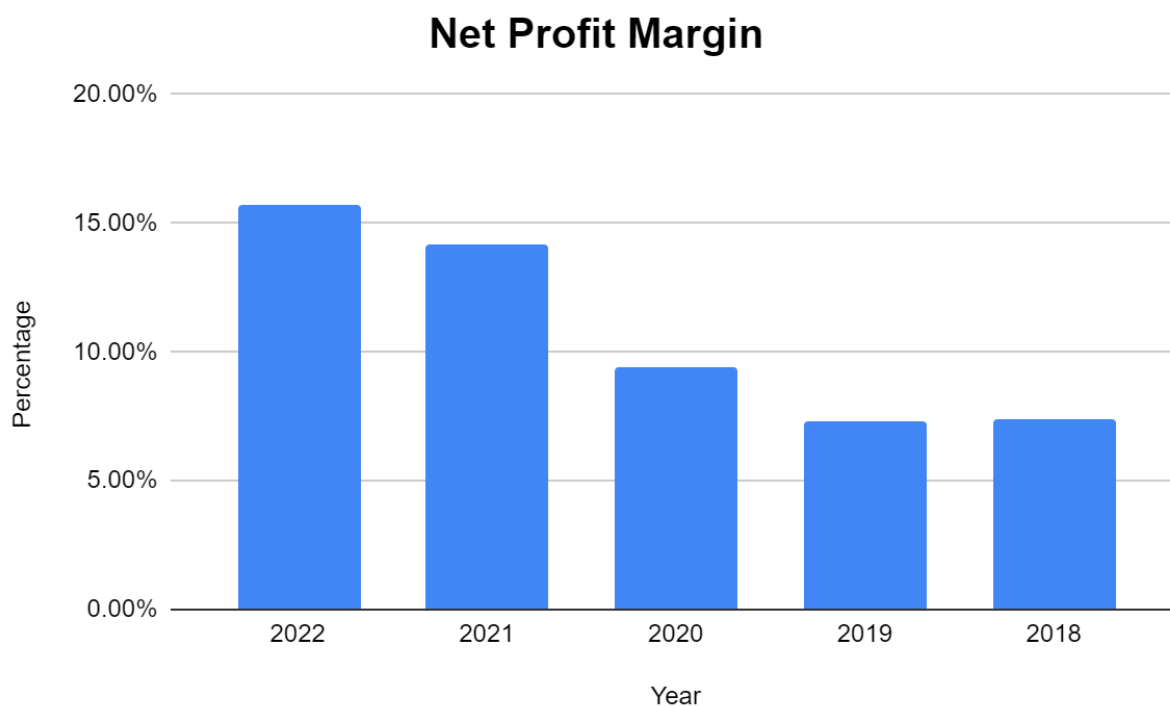


*Figure 3: Return on Equity (ROE)*

**Interpretation:** The following chart illustrates SJIBL's return on equity as a percentage over the last five years. We can see how the data changes from year to year and how performance has increased in the end. As seen in the chart, the lowest rate of ROE was 10.47% in 2018, and it rapidly increased in the years that followed. The year 2019 saw a slightly higher rate of 10.98%, according to the data. Return on equity levels continued to rise significantly during the next three years, with rates of 11.08% in 2020, 13.70% in 2021, and 16.92% in 2022, respectively. We generally understand that a greater return on equity (ROE) is a beneficial thing and that a higher ROE signifies that the firm produces greater revenues while using less capital. It also demonstrates how successfully a firm spends the money it receives from its shareholders. So, while SJIBL did not fare well in 2018, they have improved their performance in the years since.

**Net Profit Margin:** Net Profit Margin (NPM) is a financial concept that assesses a company's profitability by expressing net profit as a percentage of total revenue. It reveals the fraction of income that transforms into profit after deducting all expenses, such as operational costs, interest, taxes, and other related charges.

$$\text{Formula: NPM} = \frac{\text{Net Profit}}{\text{Total Revenue}} * 100$$



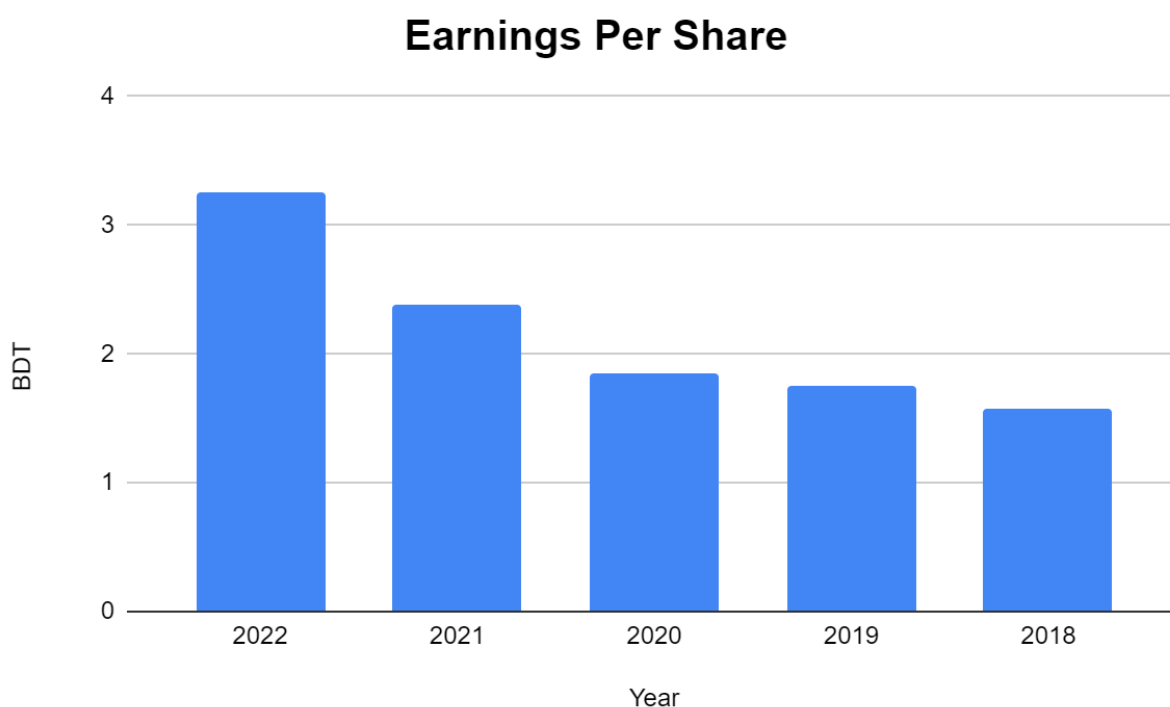
*Figure 4: Net Profit Margin (NPM)*

**Interpretation:** The graph above depicts SJIBL's net profit margin from 2018 to 2022. We can observe from the graph that the NPM graph has risen and fallen. It was 7.38% in 2018, then dropped by a very small margin to 7.28% in 2019. Following that, NPM steadily began to rise at a healthy rate, reaching 9.44% in 2020. NPM climbed by a large amount in 2021, reaching 14.14%, and reached a peak of 15.70% in 2022. The pace of NPM growth reflects how SJIBL has improved its performance. A greater NPM indicates that the firm is significantly better at producing money.

According to the graph, the bank is in extremely good shape compared to where it was five years ago, in 2018.

**Earnings Per Share (EPS):** Earnings Per Share (EPS) is a financial statistic that shows the percentage of a company's profit that can be attributed to each outstanding share of common stock. Investors and analysts commonly use it to measure a company's profitability on a per-share basis.

Formula: 
$$\frac{\text{Net Income} - \text{Preferred Dividends}}{\text{Number of Shares Outstanding}}$$



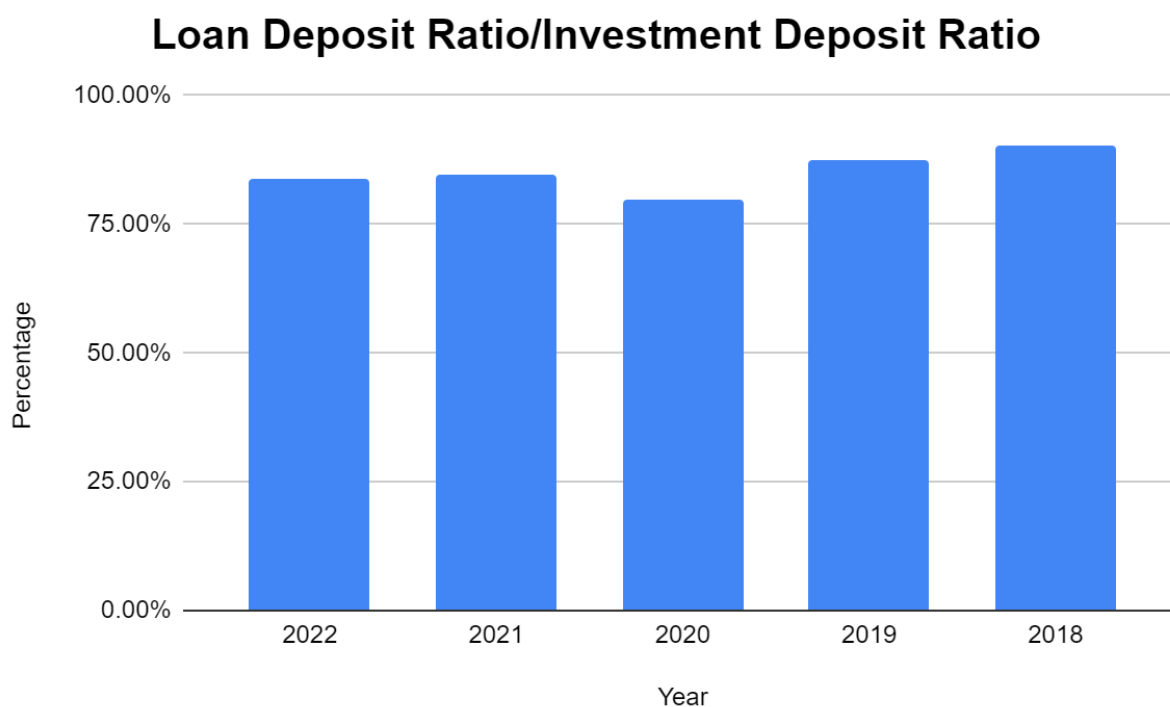
*Figure 5: Earnings Per Share (EPS)*

**Interpretation:** The graph displays how SJIBL's earnings per share (EPS) have evolved over the last five years. The EPS was 1.58 BDT in 2018, and it increased to 1.75 BDT in 2019. EPS was raised to 1.85 BDT in 2020. Following that, it climbed substantially in 2021 and 2022, reaching 2.39 BDT and 3.26 BDT, respectively. This is a positive indication for SJIBL since more earnings

per share implies more money. Furthermore, it demonstrates that the bank is functioning very well, allowing it to pay a high proportion of dividends, attracting additional investors, and increasing the number of shares sold.

**Loan Deposit Ratio:** The Loan Deposit Ratio/Investment Deposit Ratio is a financial indicator that compares a bank's loans to its total deposits. It is an important measure of a bank's liquidity and capacity to satisfy loan commitments with cash available in deposits.

Formula:  $\frac{\text{Loans}}{\text{Total Deposits}} * 100$



*Figure 6: Loan Deposit Ratio/Investment Deposit Ratio*

**Interpretation:** This graph depicts SJIBL's share Loan Deposit Ratio/Investment Deposit Ratio over the previous five years. It suggests that the value of LDR/IDR has been rather stable over the last five years. As of 2018, 90.32%, 87.47% in 2019, 79.62% in 2020, 84.48% in 2021, and 83.64% in 2022. The optimal LDR/IDR ratio is between 80% and 90%. The area in question shows nothing that may be a concern. They appear to have struck a fair balance between savings and borrowing.

## Accounting Practices

**General Accounting:** General accounting includes keeping track of the most recent and body expenditures, funding activities, and assets installed. Vouchers are registered as part of the activity of the accounting division. Other general accounting activities will be covered further below:

- 1. Recording Transactions:** SJIBL keeps track of a variety of financial transactions, such as deposits, withdrawals, loans, and investments. These transactions are documented in the bank's accounting system and classified according to their nature and purpose.
- 2. General Ledger Management:** A general ledger, which is a full record of all financial transactions, is kept by the bank. The assets, the liabilities, the equity, the incomes, and the spending accounts are recorded here.
- 3. Financial Statement Preparation:** The balance sheet, the income statement, and the cash flow statement are the parameters that convey a summary of the financial condition and the achievements within a specific timeframe.
- 4. Regulatory Compliance:** The regulations are made in order to operate in a systematic way within legal boundaries, in accordance with requirements and accounting benchmarks set by the regulators.
- 5. Internal and External Auditing:** Auditors are the ones who evaluate the financial records of the organization in order to maintain the accuracy and do so by following the regulations as well as ensuring accountability. SJIBL has its own audit department, where internal

audits are done. On the other hand, third party auditing organizations are hired for external auditing.

- 6. Risk Management:** Risk management is necessary for all kinds of businesses, as this action helps a business minimize the risk they may face while operating. Thus, this action is one of the musts for banks. Possible risks like credit risk, market risk, operational risk, and other kinds of risks that are tied to banking operations can all be minimized by doing risk management.
- 7. Islamic Finance Principles:** Financial operations such as accounting are being conducted in accordance with Islamic finance standards. In addition to that, Shariah based goods like Mudarabah and Musharakah are also performed by following Islamic standards.
- 8. Customer and Account Management:** SJIBL looks after customer's accounts in order to ensure that the balances and transactions are done accurately. Deposits, withdrawals, and other account activity are tracked and recorded.
- 9. Budget and Forecasting:** Create budgets and financial predictions to guide the bank's financial planning and decision-making, allowing it to run smoothly.
- 10. Treasury Operations:** Managing the treasury activities of the bank, including liquidity, investments, and foreign exchange.
- 11. Technology Integration:** Accounting software and technology solutions are used to improve procedures and increase efficiency.



## **2.6 Operations Management and Information System Practices**

SJIBL employs Core Banking Software (CBS) named "Bank Ultimus" for storing primary data and transaction-related information and updating information for input while collecting, storing, and processing data. There is just one data centre for storage, which is located at Gulshan-1. CBS connects all branches, including the headquarters (HQ). Annual and quarterly reports are created by pulling data from CBS. There is certain software that can only be used for day-to-day tasks, and without it, no other program can be loaded. Adobe Reader, for example, for PDFs; Mozilla Firefox; and Chrome for internet use. Microsoft Office software is permitted for office administration. SJIBL also makes use of Microsoft Teams for internal communication.

## **2.7 Industry and Competitive Analysis**

### **Swot Analysis**

SWOT analysis assists organizations in determining their current performance line and forecasting the future to enhance their performance in contrast to their competitors. Because this tool allows an organization to evaluate its existing position, it may also be seen as a vital tool for making changes in the organization's strategic management. Every business organization is expected to evaluate its performance in terms of its Strengths, Weaknesses, Opportunities, and Threats (SWOT).

### **Strength:**

- Shariah-based banking is practiced by Shahjalal Islami Bank PLC, which is overseen by the Shariah Board.
- The management team is made up of efficient and experienced bankers and business executives.

- Use of technology effectively in banking operations, including online and mobile banking services.
- SJIBL is a member of the SWIFT (Society for Worldwide Interbank Financial Telecommunication) alliance Access, which allows it to send essential financial communications quickly and efficiently.
- Financial reports and performance strategies suggest strong financial performance and stability.
- A substantial branch network allows the bank to access a larger customer base.

**Weakness:**

- In the market, there is competition from both traditional banks and other Islamic banks.
- Economic downturns and volatility can have an influence on customer borrowing and spending.
- In comparison to other private banks, the charges and other costs are quite high. Specifically, debit card fees. Customers are usually dissatisfied as a result.
- Compliance with Islamic banking principles and regulatory standards poses operational challenges.
- There is a minimal seating arrangement for waiting customers.

**Opportunities:**

- Open new SME centres in strategic locations around the country.

- The bank may provide microcredit as well as a new loan scheme for people, SMEs, and agricultural businesses.
- Launching the Merchant Banking Division.
- Diversification of services and goods to accommodate changing customer needs.
- Opportunities are created by government efforts promoting economic development and financial inclusion.

**Threat:**

- Changes in administrative regulations or policies may have an influence on Islamic banking.
- Economic issues and recessions may have an impact on consumer spending and loan repayment.
- Interest rate fluctuations may have an influence on the bank's profitability and loan activity.
- Political instability, as well as the country's restless political situation, represent an imminent risk to the bank's growth.
- Because of declining exports and a slowed global economy, the foreign reserves of the country have come down significantly.

**Porter's Five Forces**

The Porter Five model is a structure that allows us to analyse the scale of the competition within an industry based on five parameters. Such as the bargaining power of buyers and suppliers, the threat of new entrants, the threat of substitute products or services, and the level of competitive rivalry among the competitors. The Porter's Five Forces analysis of Shahjalal Islami Bank PLC is shown below:

- 1. Bargaining Power of Buyers (Customers):** The bargaining power of customers is low to moderate for SJIBL. Because there are handful of Islamic banks that meet the same standard as SJIBL. Interest is haram based on the Islamic Shariah. Thus, those customers who lead Islamic life do not want to do anything with interest. As mentioned earlier, there are not many Islamic banks that can meet the quality of service provided and standard of SJIBL; hence, customers do not have much to bargain for.
- 2. Bargaining Power of Suppliers:** The investors and depositors are considered the suppliers for the bank. Their bargaining power is low to moderate. Individual depositors may not have much bargaining power, while huge institutional depositors and investors may have greater influence. The availability of other investment possibilities may have an influence on the bank's capacity to recruit and keep the funding source.
- 3. Threat of New Entrants:** In general, the threat of new entrants into the banking sector is moderate. The sector is heavily regulated, necessitating significant capital as well as compliance with different regulatory criteria. Innovative fintech companies, on the other hand, may pose a danger by providing alternative financial services outside of traditional banking structures.

- 4. Threat of Substitute Product or Services:** The availability of alternative products or services, such as financial products provided by non-banking institutions or fintech firms, may provide a mild threat. However, the distinctive qualities of Islamic banking products may set Shahjalal Islami Bank PLC. apart from other banks and some fintech businesses.
- 5. Intensity of Competitive Rivalry:** The banking industry is marked by intense rivalry. Traditional banks, as well as other Islamic banks, compete with Shahjalal Islami Bank PLC. Differentiation through distinctive Islamic banking products, exceptional customer service, and technical innovation may all have an impact on competitive positioning.

Overall, Shahjalal Islami Bank PLC. operates in a competitive environment with moderate customer and supplier bargaining power, a moderate threat of new entrants, a moderate threat of substitute services, and strong competitive rivalry. The bank's success is dependent on its capacity to differentiate itself through Islamic banking principles, technological adoption, client service, and market strategy.

## **2.8 Summary and Conclusion**

Shahjalal Islami Bank PLC is a major participant in Bangladesh's Islamic banking sector. Its dedication to Sharia-compliant procedures and emphasis on technology integration distinguish it in the competitive field. However, challenges like operational difficulties must be addressed. Opportunities for growth exist as a result of embracing digital banking trends. Mitigating the risks associated with regulatory changes and economic insecurity will be crucial. As the banking sector advances, Shahjalal Islami Bank PLC's strategic decisions and flexibility will be critical in maintaining and improving its market position. As an SJIBL intern, I did not have much access to

information because they do not disclose confidential information. Despite these constraints, I attempted to make this study informative and effective.

## **2.9 Recommendation/Implication**

Shahjalal Islami Bank PLC is one of the finest and most prestigious banks that operates by upholding the principles of Islamic Shariah. In addition to that, they are also one of the leading banks in the country. They have the numbers to back themselves up, yet being a leading bank, they do have some shortcomings that are actually holding them back from flourishing in full capacity. During my internship period, some of the things that I thought could be improved by the bank are discussed below:

1. On-boarding of the new hire could be done digitally rather than manually filling out the forms.
2. By updating the bank's website, serving customers can be made much more fluent and hassle free for both parties.
3. The update of the quarterly report of the status of the employees of all branches should be automated by connecting it with the HRIS.
4. Certificate verification and background checks of the new hires should be done when they are short-listed as this will minimize the time spent on hiring.
5. SJIBL could make their own resume pool so that every time they need to hire, they do not have to always pull resumes from BDJobs.com, as this process is a bit lengthy.
6. The recording of the employee's profile should be digitalized so that everyone at HR can access it easily. Also, they are easy to find.

To conclude, I believe recognizing these issues and working on them will definitely help the bank overcome the shortcomings, perform better than ever before, and make their grip much stronger among the banks that are run by following the Islamic Shariah and the traditional banks.

## **Chapter 3: Project Part**

### **3.1 Introduction**

#### **Training and Development of Employees of Shahjalal Islami Bank PLC.**

Organizations in the financial sector must constantly adapt to changing market trends, regulatory needs, and technological improvements. With a dedication to Islamic banking principles and a goal for long-term growth, Shahjalal Islami Bank PLC recognizes the critical role of training and development in attaining organizational success. This paper looks into the fundamental components of Shahjalal Islami Bank PLC's stance on training and development, highlighting its significance in building up a trained and capable workforce, enhancing the efficiency of operations, and remaining consistent with the bank's core values and principles.

This paper also evaluates the factors influencing Shahjalal Islami Bank PLC's training and development programs. The effectiveness of the tailored training programs regarding the development of the skillset of its workforce, making sure that they are updated to the industry's benchmark. Moreover, it highlights the bank's commitment to promoting innovation, work ethics, and customer friendliness through tailored training and development programs for each employee.

Based on the performance of Shahjalal Islami Bank PLC, it is proven that the bank is one of the leaders in the Islamic banking industry. This paper draws an image of its training and development initiatives and shows how SJIBL utilises the training and development to further its goal. The

following parts will show details on tailored training programs, methodology, the general impact on organizational performance, and image of development of its workforce.

### **3.1.1 Background/Literature Review**

#### **Background of the Research**

With the constant change in customer needs and required skillsets for job responsibility, training and development of the workforce has become one of the main agendas at the meetings of the management team. Which has also impacted the banking industry. As organizations compete for sustainability and provide quality service to their customers, the importance of training and development has risen a lot. This paper takes Shahjalal Islami Bank PLC into consideration, as it is one of the key players in the Islamic banking industry. The research evaluates how Shahjalal Islami Bank PLC aligns its training and development programs with industry benchmarks.

#### **Literature Review**

**Ideas and Concepts Regarding Training and Development of Employees:** As the financial market is always on the verge of change, along with the advancement in technology, training and development play a very important role. Based on a study by Chellappa (2023), training and development is essential for all kinds of businesses regarding a skilfully enhanced workforce, creative thinking, and achieving the goals set by the management. Additionally, better employee involvement minimizes absenteeism and enhances efficiency and revenues by offering constant learning possibilities. In addition to that, training and development will keep the employees motivated, as they will understand that they are adding value to their company and that the company wants more from them. Since we are seeing rapid advancement in technologies, these



technologies make our lives very easy in terms of everything, especially when it comes to work. So, to keep up with that advancement, employees must be trained and developed in accordance with it in order to keep a strong hand over the industry. In another study by Herrity, it says that “training provides great results. Training not only helps employees acquire abilities, but it also shows them how valuable they are.” (2023). Employees are one of the most crucial components of a company's capacity to achieve its goals and missions. Which is why employees must always be trained and developed according to industry standards so that they can give the company their best performance and earn greater revenues. As a result, if the company earns greater revenue, it benefits employees as they will be rewarded for their service, the company will get more recognition, and it will bring in more business for them.

**Benefits of Training and Development for Employees:** Investing in employee development and training has various advantages for both employees and the organization as a whole. The following are some of the significant benefits:

- **Improved Job Performance**
- **Increased Employee Satisfaction**
- **Talent Retention**
- **Adaptability to Technological Changes**
- **Succession Planning**
- **Cost-effectiveness**
- **Personal Growth and Career Development**

**Improved Job Performance:** Training and development enhance the skills and knowledge of an employee and boost their confidence. As a result, their performance rises, which brings the best output for both the employee and the organization. Each employee is equipped with unique skills, and their limitations are also very different than others. Thus, tailored training programs are intended to not only meet current job requirements but also future changes, making sure that the employees are ready to cope with changes.

**Increased Employee Satisfaction:** Increased employee satisfaction is very important for both parties. Because this is one of the key reasons that can help boost individual efficiency as well as the organization's efficiency. Hence, investing in the training and development of the workforce is very beneficial. By assigning employees to training programs, it shows that they are valued and their performance is appreciated. Training an employee or a group of employees does not mean that they have become a liability to the organization; rather, it shows that they have shown potential. And the organization recognizes the fact, and they are assigned to be trained further with the new skills and information that will make their jobs easier and improve productivity. As a result, motivated employees not only perform their jobs well but also experience job happiness since they feel worthy of their roles. Moreover, offering training and development expresses that the organization cares about their employees' success, which creates a healthy and supportive work environment.

**Talent Retention:** Talented employees are always very important for the organization, and they are always tried to be retained. As they bring greater earnings and increased productivity, the organization gains a good image in the industry and among the customers. Which is why talent retention is very important for the organization. Moreover, training and development have a significant effect on organizational talent retention. Investing in the employees by training and

developing them shows their professional development is appreciated. And by doing so, employees' loyalty to the organization increases. As a result, the turnover rate decreases, and the top talents are retained.

**Adaptability to Technological Changes:** Nowadays, technology has touched almost every aspect of our lives. From our personal lives to our professional lives, technology is playing a role everywhere. Because of technological advancement, our lives as well as our jobs have become easier as the days go by. At the SJIBL, the workforce contains various age groups of employees. Among them, some are technologically challenged, and for them, it is very troublesome as they are not familiar with advanced technology that much. In order to keep those employees technologically updated, SJIBL developed a training program specifically for those groups of employees so that they could benefit. SJIBL must make sure that employees have the updated skillsets and expertise to adapt themselves in this digital era. To conclude, in this digital era, technical skills are an essential skill, and in order to gain those skills, tailored training programs are needed for those who are not comfortable with change but are open to taking advantage of new technology so that they can enhance their efficiency.

**Succession Planning:** Succession planning gives access to an already trained employee within the company to fill the vacant management level position. It is a luxury to have for any organization. Typically, big organizations have their own succession planning rather than using head-hunters to look for management level employees whenever needed. In order to have their own succession planning, training and development programs are needed. The identification and training of qualified employees to fill the role of doing critical jobs within the organization in the future is called succession planning. Employees with the potential to take on such roles will be equipped with the required skillsets, knowledge, and experience to step into leadership roles by the help of

tailored training programs. These tailored programs not only cover current work competencies but also equip the potential employee with the leadership, strategic, and decision taking skills required for such roles. By focusing on succession planning, employees feel motivated, and their involvement in work also gets boosted because of it, as it conveys a message that employees have a clear path for professional advancement within the organization. In addition to that, this attempt at development assists organizations in enhancing a leadership pool.

**Cost-effectiveness:** Untrained employees are kind of a liability for the organization. Because they pull down the efficiency rate of the others. In addition to that, since they are undertrained, errors will increase, which is not a good sign for the organization. As a result, the cost of corrective action will go up. Which is why training and development of the employee not only enhances their abilities but is also a cost-effective option for the organization. Initially, the cost could be a bit high because of the training programs and other relevant expenses, but in the long-term the benefits will regularly outweigh the expenditures. Reduced errors and higher proficiency contribute toward better job performance, along with minimizing the necessity for costly corrective actions. On top of that, an effective employee is better able to handle challenging tasks, thus reducing the necessity of outside knowledge and consulting services.

**Personal Growth and Career Development:** Training and development are always beneficial for employees as they elevate their job performance and boost their confidence. As a result, employees achieve both personal growth and career development. By learning new skills through the training and development program, employees are able to gain a sense of accomplishment and achievement, which contributes to their overall development. By gaining overall development through the training and development programs, employees can establish their career paths within the organization by showcasing their skill diversification and leadership.

### **3.1.2 Objectives**

**Broad Objective:** The broad objective of this research is to determine ways to improve the accuracy and effectiveness of Shahjalal Islami Bank PLC's training and development programs.

**Specific Objective:** The specific objective of this research is to identify the flaws in training and development programs. And provide recommendations to enhance the T&D programs' weaknesses and make them more effective for the SJIBL.

### **3.1.3 Significance**

The purpose of this study is to express the significance of training and development for employees and how it benefits them as well as Shahjalal Islami Bank PLC.

## **3.2 Methodology**

### **Research Design**

This study is a descriptive research study.

### **Target Population**

This study is targeted at the employees of Shahjalal Islami Bank PLC.

### **Sampling Method**

This study's sample strategy is non-probability sampling. Which is also known as "purposive sampling."

### **Sample Size**

A sample size of 40 (forty) was chosen to conduct an employee training and development survey at Shahjalal Islami Bank PLC's Corporate Head Office (CHO).

## Data Collection Method

This study's data-obtaining methods are separated into two categories: primary data and secondary data.

- **Primary Data:** The primary data will be obtained through an in-person conversation with colleagues. A survey will also be done to determine the success of the training and development programs.
- **Secondary Data:** Secondary data will be acquired from the bank's website as well as relevant books, articles, and journals on human resources. Furthermore, several sorts of Shahjalal Islami Bank PLC materials, such as annual reports, have been made public.

### 3.2.1 Hypothesis

□□: There is a direct relationship in terms of tailored training and development programs in order to make the program effective.

□□: There is no relationship in terms of tailored training and development programs in order to make the program effective.

## 3.3 Findings and Analysis

### 3.3.1 Analysis

#### Questionnaire Analysis

Several general and mid-level employees completed surveys to learn more. I also asked a lot of questions to a few colleagues in order to understand more. I learned a lot about what was going on within and outside the organization from the interviews. The analysis varies depending on the type of question:

**Table 1: Gender of Respondents**

<b>Gender of Respondents</b>	
Male	31
Female	9

*Table 1: Gender of Respondents*

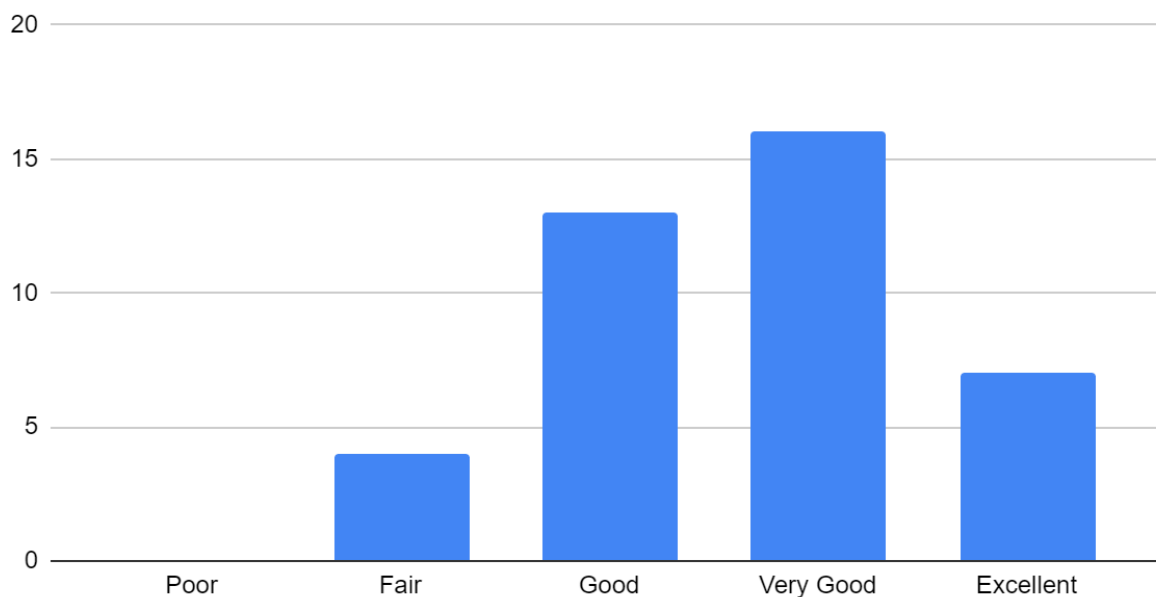
**Results related to the effectiveness of the tailored training and development programs for employees of Shahjalal Islami Bank PLC.**

**Q1:** How would you rate your current proficiency in the key skills required for your role?

Poor	Fair	Good	Very Good	Excellent
0	4	13	16	7

*Table 2: Question 1*

## How would you rate your current proficiency in the key skills required for your role?



*Figure 7: Question 1 Survey*

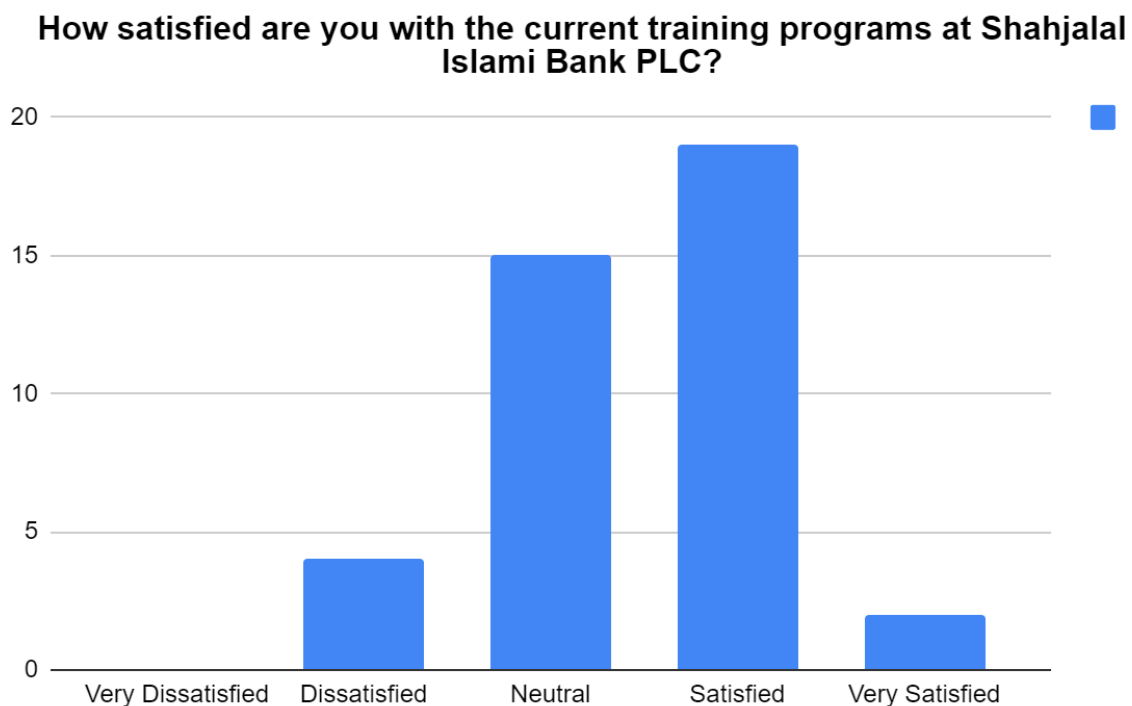
**Interpretation:** As we can see in the chart, out of 40 people, 7 said excellent, 16 said very good, 13 said good, 4 said fair, and 0 said poor. So, we can say that the majority of the sample size of 40 agrees with the question asked.

**Q2:** How satisfied are you with the current training programs at Shahjalal Islami Bank PLC?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
0	4	15	19	2

*Table 3: Question 2*





*Figure 8: Question 2 Survey*

**Interpretation:** According to the chart, 2 people were very satisfied, 19 were satisfied, 15 were neutral, 4 were dissatisfied, and 0 were extremely dissatisfied. As a consequence, we may assume that the majority of the employees in the sample size of 40 agrees with the question.

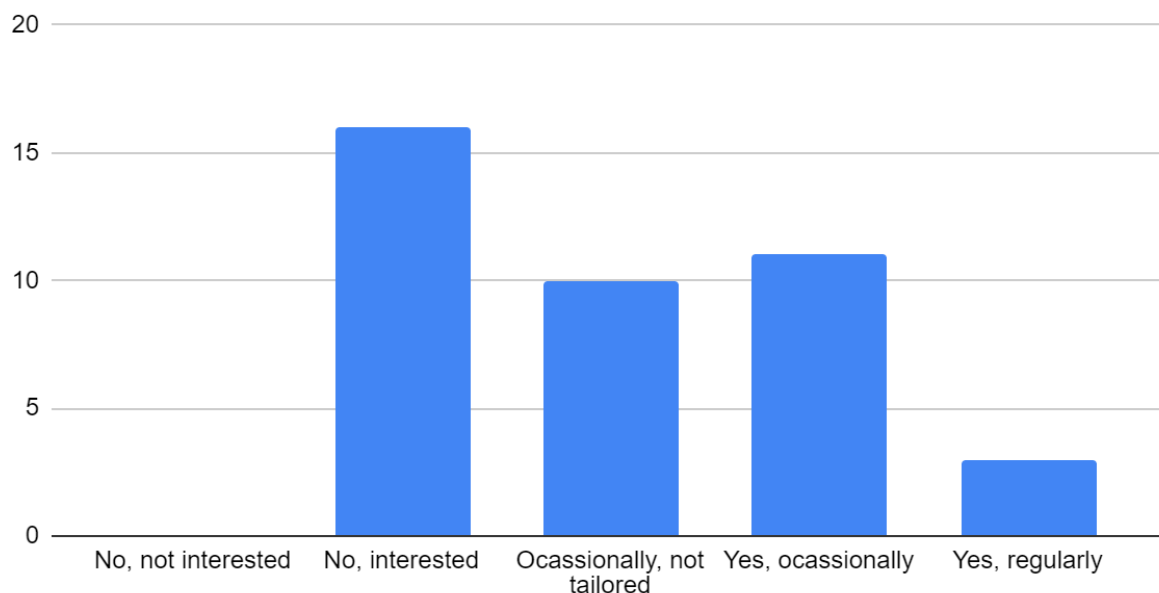
**Q3:** Have you participated in any individualized learning plans tailored to your job role?

No, not interested	No, interested	Occasionally, not tailored	Yes, occasionally	Yes, regularly
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0	16	10	11	3
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*Table 4: Question 3*

### Have you participated in any individualized learning plans tailored to your job role?



*Figure 9: Question 3 Survey*

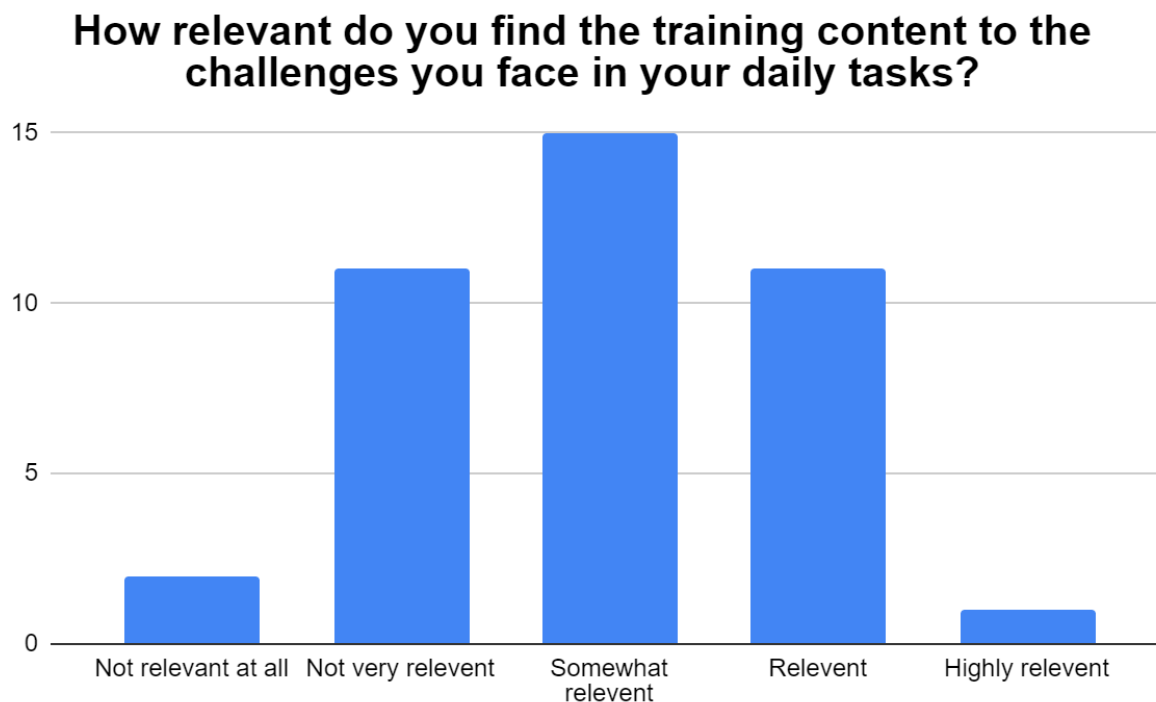
**Interpretation:** According to the chart, 3 people said yes regularly, 11 said yes occasionally, 10 said yes occasionally but not tailored, 16 said no but interested, and none said no and not interested. As a consequence, we may infer that the majority of the employees in the sample size of 40 are interested in a customized training program.

**Q4:** How relevant do you find the training content to the challenges you face in your daily tasks?

Not relevant at all	Not very relevant	Somewhat relevant	Relevant	Highly relevant
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2	11	15	11	1
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*Table 5: Question 4*



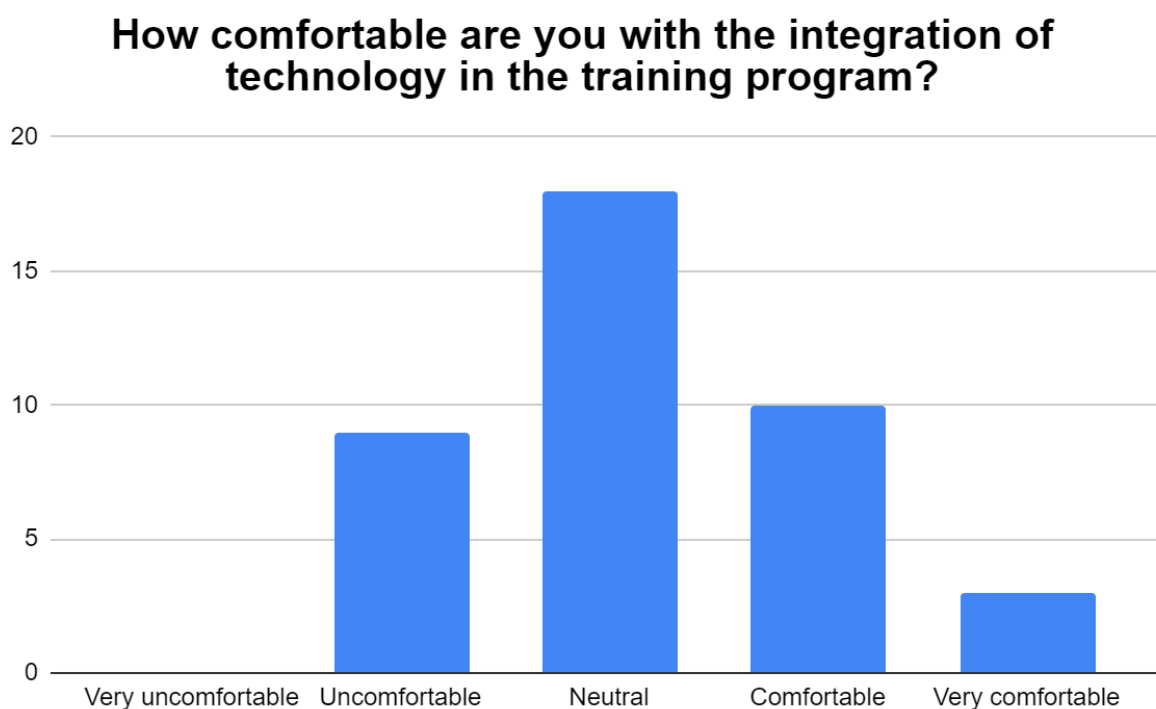
*Figure 10: Question 4 Survey*

**Interpretation:** According to the chart, 1 person said it was extremely relevant, 11 said it was relevant, 15 said it was somewhat relevant, 11 said it was not very relevant, and 2 said it was not relevant at all. As a result, we may conclude that the majority of the employees in the sample size of 40 thought the contents were somewhat relevant to their daily activities.

**Q5:** How comfortable are you with the integration of technology in the training program?

Very uncomfortable	Uncomfortable	Neutral	Comfortable	Very comfortable
0	9	18	10	3

*Table 6: Question 5*



*Figure 11: Question 5 Survey*

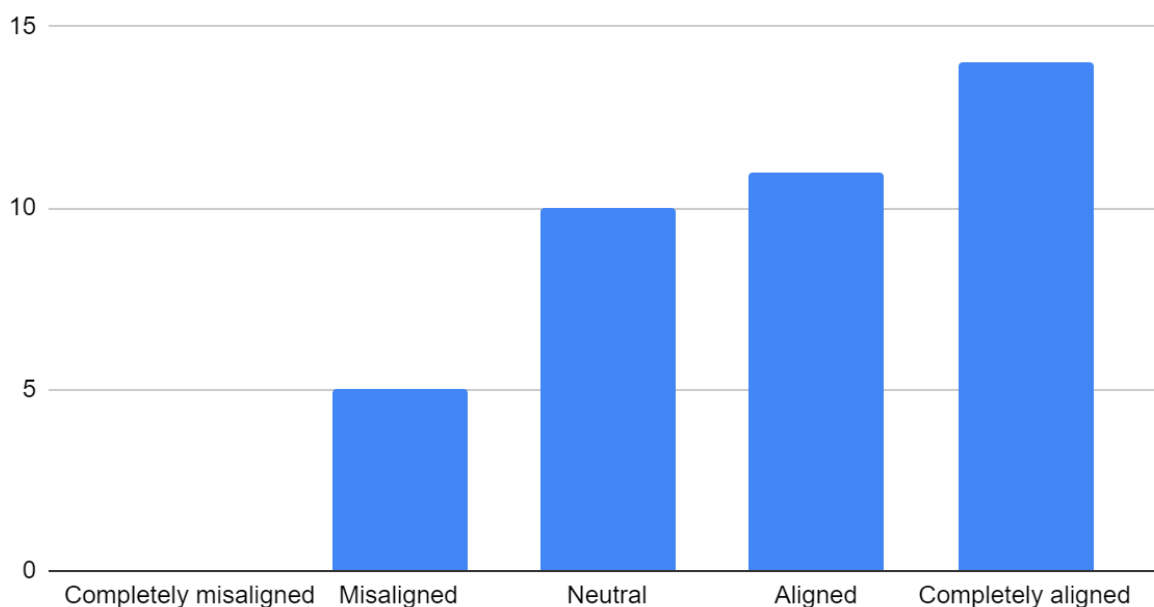
**Interpretation:** According to the chart, 3 people said it was very comfortable, 10 said it was comfortable, 18 said it was neutral, 9 said it was uncomfortable, and none said it was very uncomfortable. As a consequence, we may conclude that the majority of the employees in the sample size of 40 responded neutrally to the stated question.

**Q6:** To what extent do you believe the training programs align with your long-term career goals at Shahjalal Islami Bank PLC?

Completely misaligned	Misaligned	Neutral	Aligned	Completely aligned
0	5	10	11	14

*Table 7: Question 6*

**To what extent do you believe the training programs align with your long-term career goals at Shahjalal Islami Bank PLC?**



*Figure 12: Question 6 Survey*

**Interpretation:** According to the chart, 14 respondents thought it was completely aligned, 11 thought it was aligned, 10 thought it was neutral, 5 thought it was misaligned, and none thought it was completely misaligned. As a result, we can determine that the majority of the employees in the sample size of 40 said that the training program material was entirely matched with their long-term career goals.

**Q7:** How satisfied are you with the existing feedback mechanisms for training programs?

Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1	5	7	16	11

Table 8: Question 7

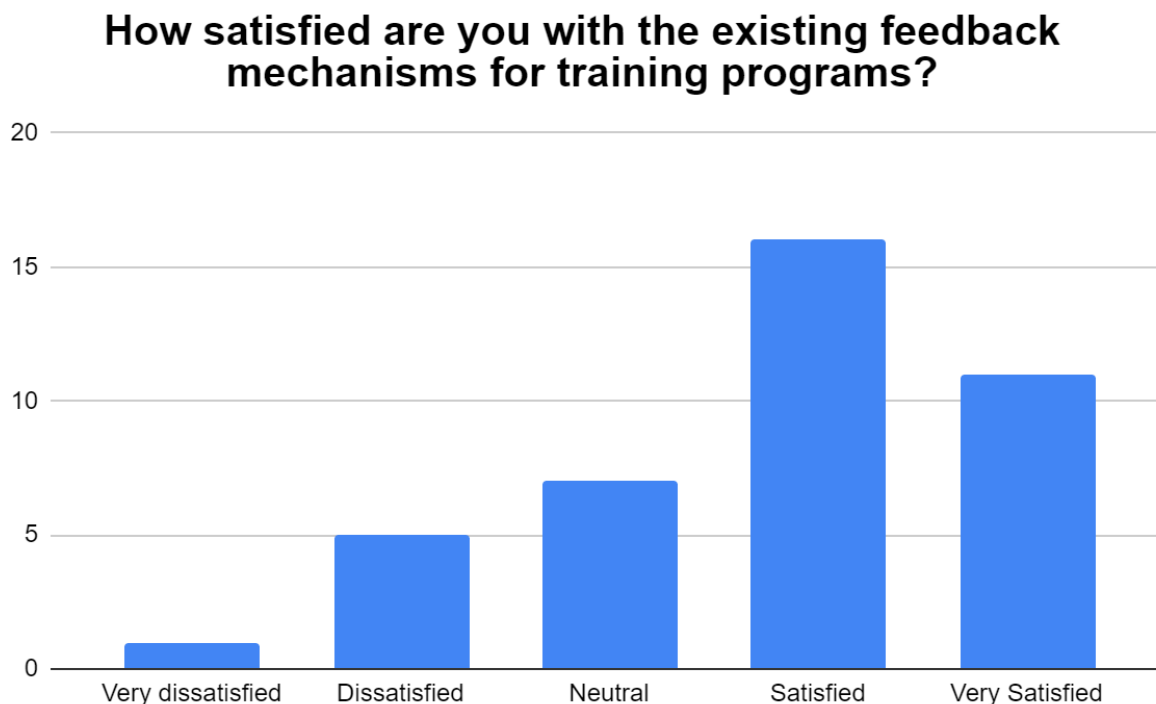


Figure 13: Question 7 Survey

**Interpretation:** The figure shows that 11 respondents were very satisfied, 16 were satisfied, 7 were neutral, 5 were dissatisfied, and 1 was very dissatisfied. As a consequence, we may conclude that the majority of employees in the sample size of 40 were satisfied with the present feedback mechanism for training programs.

**Q8:** In your opinion, how significantly has training positively impacted your job performance?

Not at all	Slightly	Moderate	Significantly	Very significantly
0	3	7	20	10

Table 9: Question 8

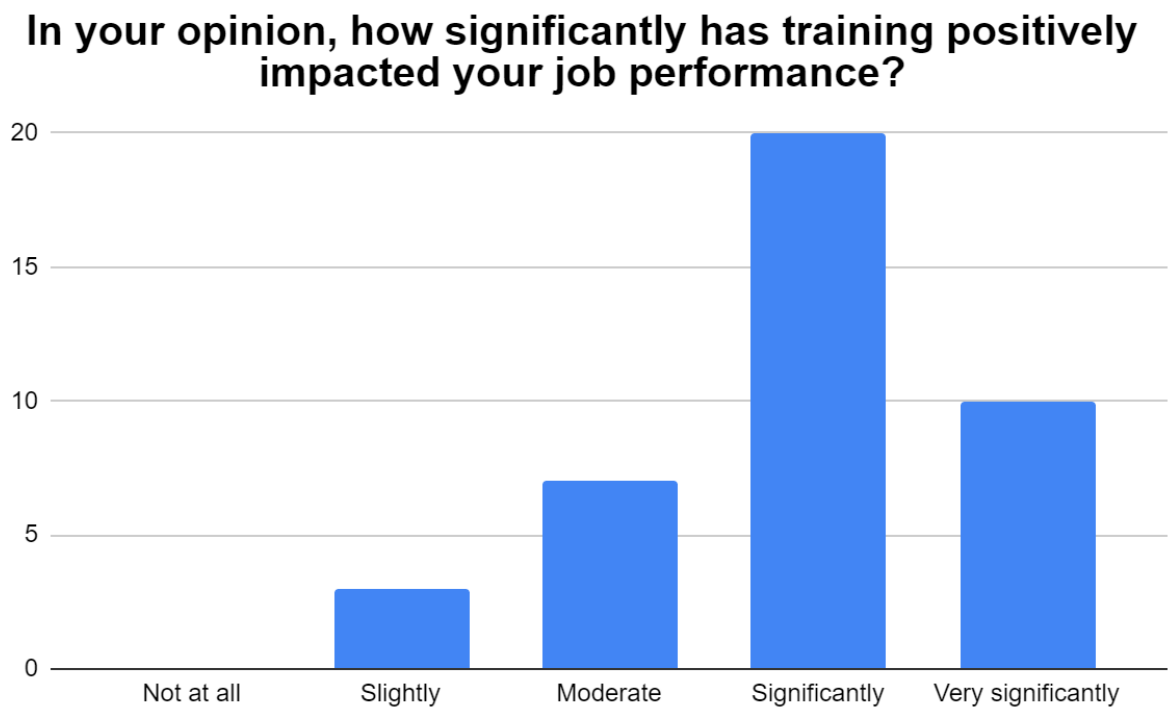


Figure 14: Question 8 Survey

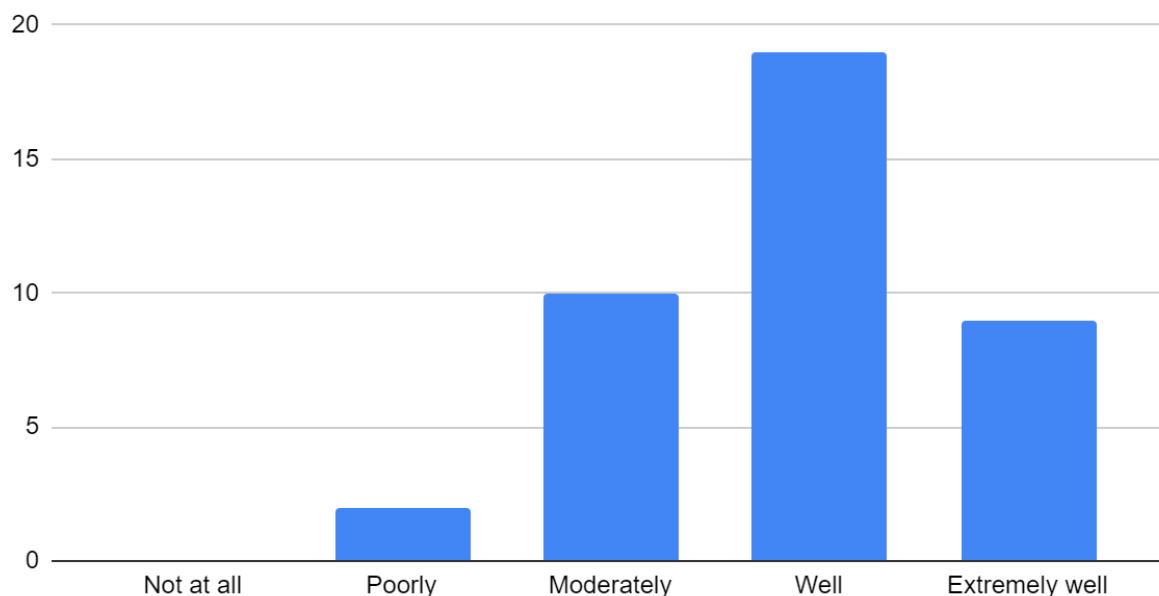
**Interpretation:** According to the graph, 10 of the participants said very significantly, 20 said significantly, 7 said moderately, 3 said slightly, and none said not at all. As a result, we may infer that the majority of employees in the sample size of 40 reported that the training programs had a substantial beneficial influence on their job performance.

**Q9:** How well do you feel the training programs have prepared you to adapt to changes in the banking industry?

Not at all	Poorly	Moderately	Well	Extremely well
0	2	10	19	9

Table 10: Question 9

### How well do you feel the training programs have prepared you to adapt to changes in the banking industry?



*Figure 15: Question 9 Survey*

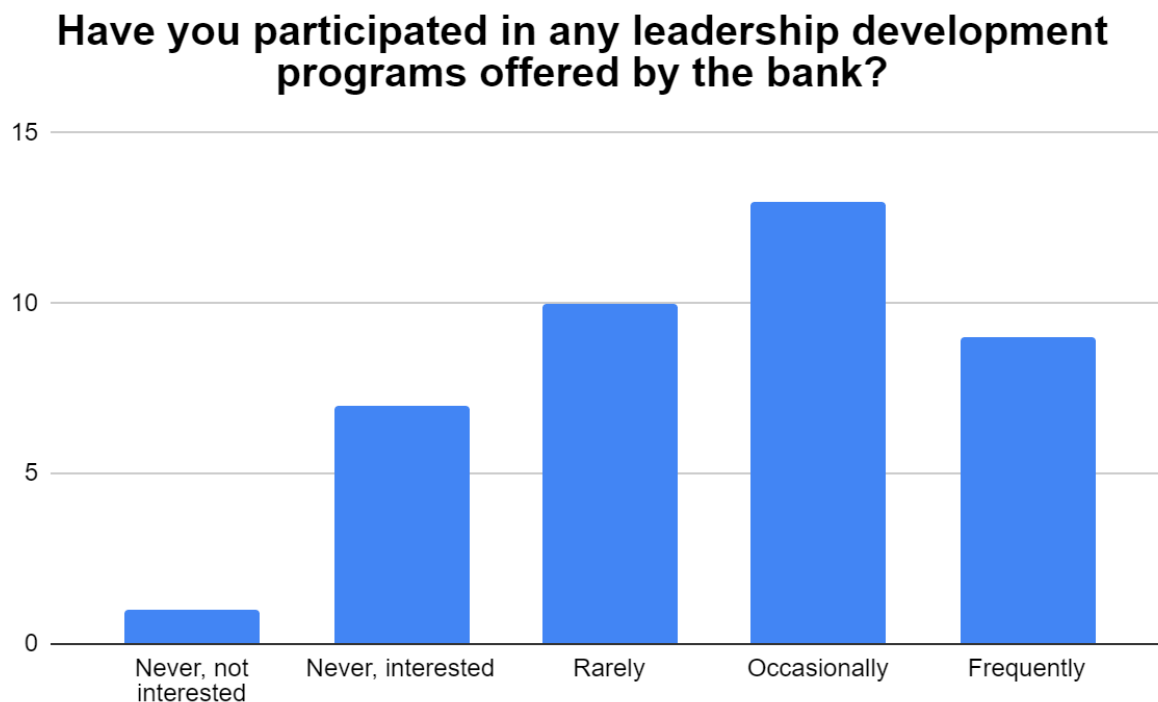
**Interpretation:** The graph shows that 9 of the participants felt extremely well, 19 felt well, 10 felt moderately well, 2 felt poorly, and none felt not at all. Therefore, we can conclude that the majority of employees in the sample size of 40 were satisfied with how training programs prepared them to adjust to changes in the banking industry.

**Q10:** Have you participated in any leadership development programs offered by the bank?

Never, not interested	Never, interested	Rarely	Occasionally	Frequently
1	7	10	13	9

*Table 11: Question 10*





*Figure 16: Question 10 Survey*

**Interpretation:** According to the graph, 9 employees said frequently, 13 said occasionally, 10 said rarely, 7 said never but interested, and 1 stated never and not interested. As a result, we may infer that the majority of employees in the sample size of 40 claimed they have participated in leadership development programs offered by the bank.

**Q11:** How well do you think training programs balance traditional Islamic banking principles and modern banking practices?

Very poorly	Poorly	Adequately	Well	Excellently
0	1	9	18	12

Table 12: Question 11

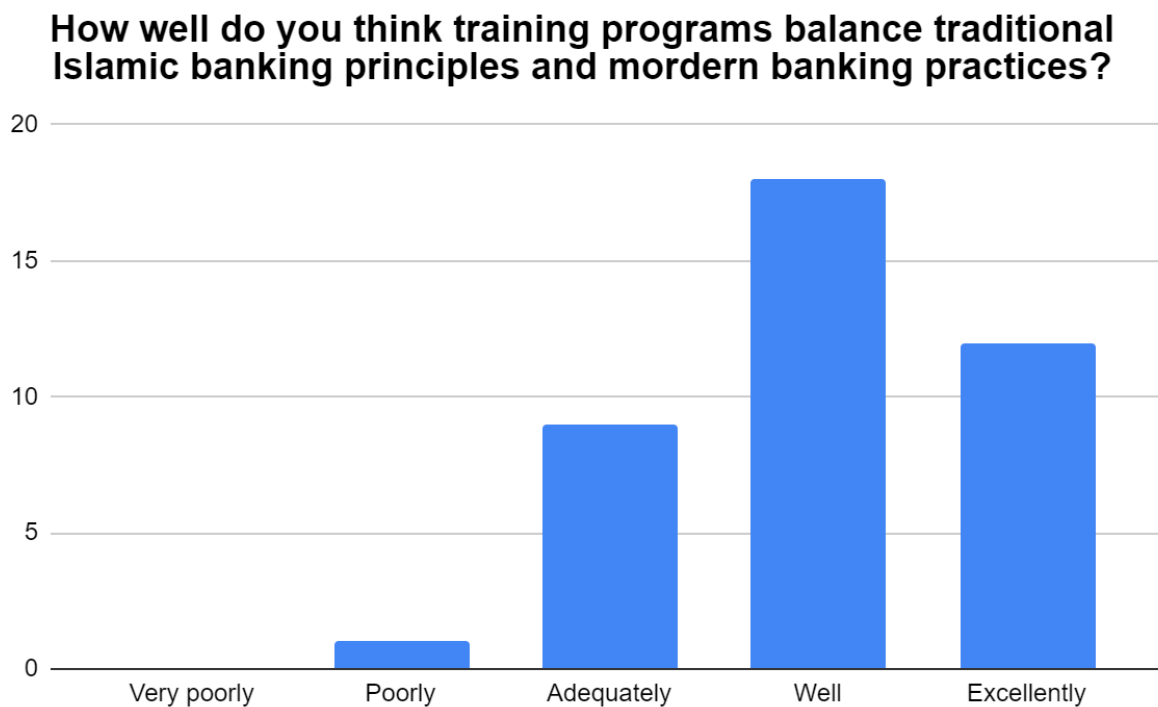


Figure 17: Question 11 Survey

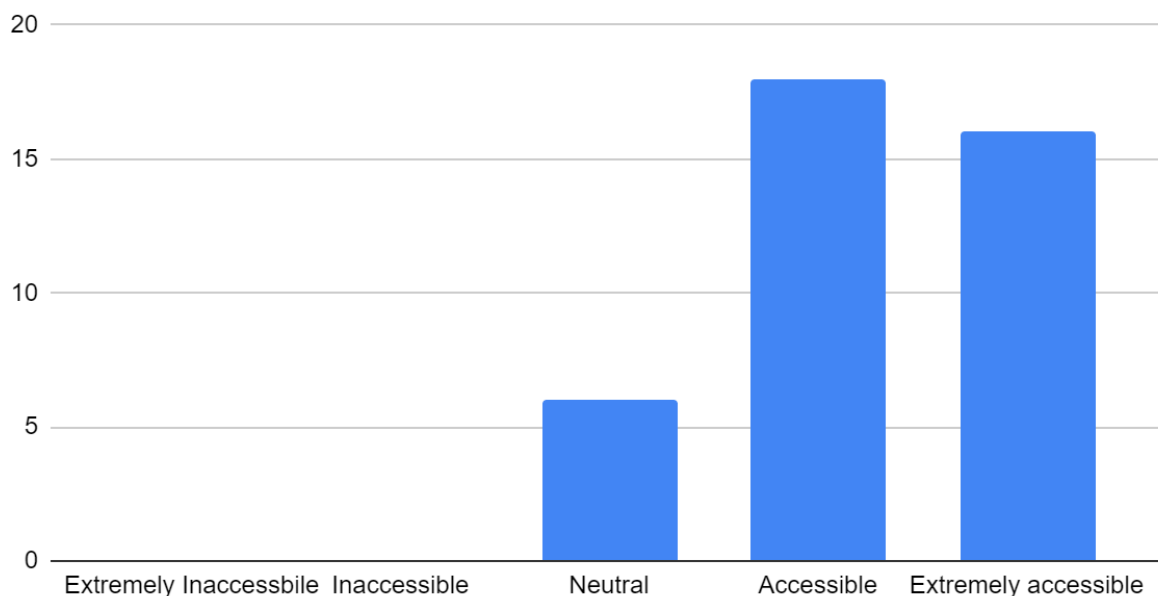
**Interpretation:** The graph shows that 12 employees thought very well, 18 thought well, 9 thought adequately, 1 thought poorly, and 0 thought very poorly. Thus, we may conclude that the majority of employees in the sample size of 40, believed the bank provided sufficient leadership development programs for the employees.

**Q12:** How accessible do you find training materials, resources, and documentation?

Extremely Inaccessible	Inaccessible	Neutral	Accessible	Extremely accessible
0	0	6	18	16

Table 13: Question 12

## How accessible do you find training materials, resources, and documentation?



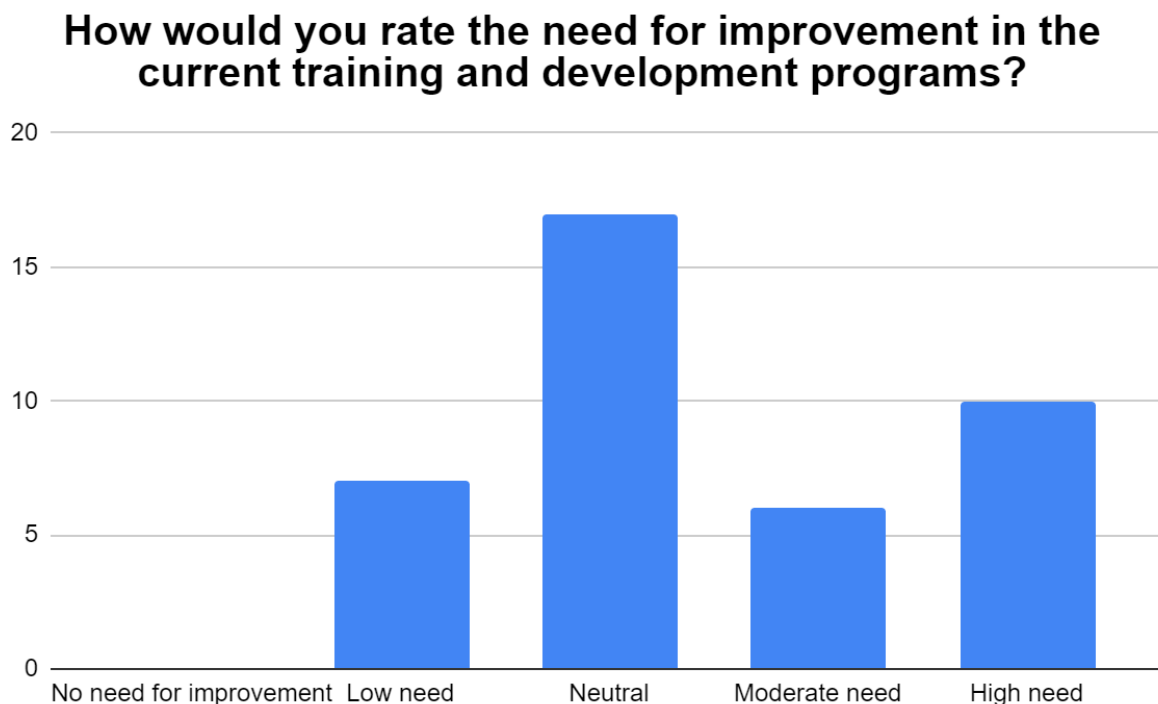
*Figure 18: Question 12 Survey*

**Interpretation:** Based on the chart, 16 employees believed it was extremely accessible, 18 thought it was accessible, 6 thought it was neutral, and 0 thought it was inaccessible and extremely inaccessible. As a result, we can assume that the majority of employees in the sample size of 40 thought the training materials, resources, and documentation were available to them.

**Q13:** How would you rate the need for improvement in the current training and development programs?

No need for improvement	Low need	Neutral	Moderate need	High need
0	7	17	6	10

*Table 14: Question 13*



*Figure 19: Question 13 Survey*

**Interpretation:** According to the chart, 10 employees believed it was extremely necessary, 6 thought it was fairly necessary, 17 were neutral about the question, 7 thought it was low, and 0 said there was no need for improvement. As a consequence, we may conclude that the majority of the 40 employees in the sample size were neutral on the issue of improving present training and development programs.

### 3.3.2 Findings

- A significant number of Shahjalal Islami Bank PLC's employees are pleased with their training and development programs, claiming enhanced confidence and competence in their positions.

- Employees acknowledge the implementation of ethical and Sharia-compliant procedures in their day-to-day duties, indicating that the training programs successfully correspond with Islamic banking principles.
- Employees who actively participate in training report a significant improvement in job performance, resulting in higher efficiency and fewer mistakes when performing daily duties.
- Employees exhibit a high degree of comfort and proficiency in using technological tools for learning and development when technology is included in training programs.
- Employees who participate in leadership development programs have enhanced leadership abilities, and the bank recognizes a rising pool of prospective leaders within its ranks.
- Shahjalal Islami Bank PLC promotes a culture of continuous learning, with the majority of its employees taking part in regular training efforts to keep up with industry trends and developments.
- Employees generate useful ideas for growth, including a need for more customized training programs, extra tools for self-directed learning, and a greater emphasis on certain skill areas.
- Employees who actively participate in training opportunities are more likely to remain with Shahjalal Islami Bank PLC, showing that there is a correlation between training participation and talent retention.
- Even though the employees are mostly satisfied with their performance and the bank's attention towards their long-term goals, some of the employees believe that the training

and development programs need improvement in order to make them more accurate and efficient.

- The resources, materials, and documentation are well maintained by Shahjalal Islami Bank PLC, resulting in availability for the employees whenever they need them for their use.
- Shajalal Islami Bank PLC prioritizes its employees' betterment, so that even if some of them leave the bank wherever they go, they will always be useful employees for any organization in any industry because they have been trained to adapt to the changes.
- Employees are also very satisfied with the feedback mechanisms that Shahjalal Islami Bank PLC provides to their employees, as those are very thorough and precise, which is very helpful for the employees' who have some sort of lack.

### **3.4 Summary and Conclusion**

Through its training and development programs, Shahjalal Islami Bank PLC has proven a commitment to developing highly trained and ethical employees. Employees have responded positively to the bank's emphasis on connecting training activities with Islamic banking principles. Technology integration in training has been effective, resulting in a workforce that is comfortable and skilled at using digital resources for learning. Through tailored training and development programs, employees not only get updated skillsets based on the benchmarks of the industry, but their confidence gets boosted with all the leadership, critical thinking, and decision making skills.

Because of this, employees can work with better efficiency and minimize mistakes, demonstrating the impact of the training on work performance. The relationship between the rate of participation in training and employee retention emphasizes the value of these programs in talent management. Besides the overall success, feedback from the employees of SJIBL shows that there is still some room for enhancement. Subjects like customized training programs with a higher accuracy rate, materials that are easily directed by the employees, and highlighting particular skillsets. This feedback from the employees shows that SJIBL promotes a culture that appreciates continuous progress. In conclusion, Shahjalal Islami Bank PLC's commitment to training and development is impressive, developing a workforce that is not only proficient in their jobs but also corresponds with the bank's core principles and values. The bank's concentration on Islamic banking principles, technological integration, leadership and career development, and cost effectiveness equips it for long-term success in a challenging financial environment. The benefits of training on job performance and retention of employees illustrate the importance of these training and development programs. Recognizing the ideas for enhancement of the employees will raise the efficiency of the training and development programs in the future, which will ensure the bank's strong grip as a leader in the Islamic banking sector.

### **3.5 Recommendation/Implication**

By observing the results of the survey, it was very clear that many Shahjalal Islami Bank PLC's corporate head office employees are pleased with the bank's training and development programs. However, the results of the survey also shown us that only a small percentage of employees are not entirely satisfied with the training and development programs and their outcomes. The following are a few areas where the corporate head office of Shahjalal Islami Bank PLC has room to improve the precision and efficiency of their training and development programs:

- Acknowledge and embrace multiple ways to learn among employees. Effectiveness can be improved by including a combination of in-person, online, and experiential learning, as well as on the job training.
- Use of advanced technology in training programs on a regular basis. Platforms such as e-learning modules and mobile applications can improve accessibility and participation.
- Mentorship should be made available, as should exposure to strategic decision-making in order to establish a leadership pool.
- Training contents should be tailored to specific needs and aligned with career objectives, which may boost involvement and make sure that employees learn skills that are directly applicable to their job roles.
- Periodic evaluations, personalized feedback methods, and key performance indicators will share useful information for constant improvement.
- Encourage employees to think critically, generate new ideas, and solve problems creatively in their regular activities by engaging them in group training programs.
- Setting a benchmark for training and development based on industry best practices on a regular basis.
- Increase training on ethical banking practices as well as emphasizing Islamic financial principles. This will help the bank maintain its reputation for ethical and responsible financial services.



- Implementation of cross-functional training efforts will enhance employees' awareness of the organization's many divisions and its functions, resulting in a more flexible and interactive workforce.
- Utilization of employee feedback and input into training programs will improve the overall efficiency of the programs.
- Training programs based on communication, interpersonal skills, and emotional intelligence are essential for customer connections and effective cooperation.
- Flexible training delivery methods in order to serve employees' different necessities. Including options such as on-the-job training or workshops, with the ability to select the structure that works best for them.

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## **Appendix A.**

### **Tailored Training and Development Questionnaire for Shahjalal Islami Bank PLC (SJIBL)**

This is a survey for internship purposes. This question has been planned to gather information that will be incorporated into a research paper. All of your information will be kept confidential.

**Age:** .....

**Gender:** Male / Female

**Designation:** .....

Please respond to the following questions by placing a tick mark (√) in the option that represents your opinion.

Q1. How would you rate your current proficiency in the key skills required for your role?

(A) Excellent

- (B) Very Good
- (C) Good
- (D) Fair
- (E) Poor

Q2. How satisfied are you with the current training programs at Shahjalal Islami Bank PLC?

- (A) Very Satisfied
- (B) Satisfied
- (C) Neutral
- (D) Dissatisfied
- (E) Very Dissatisfied

Q3: Have you participated in any individualized learning plans tailored to your job role?

- (A) Yes, Regularly
- (B) Yes, Occasionally
- (C) Occasionally, but not tailored
- (D) No, but interested
- (E) No, not interested

Q4: How relevant do you find the training content to the challenges you face in your daily tasks?

- (A) Highly Relevant
- (B) Relevant
- (C) Somewhat Relevant
- (D) Not Very Relevant
- (E) Not Relevant At All

Q5: How comfortable are you with the integration of technology in the training program?

- (A) Very Comfortable
- (B) Comfortable
- (C) Neutral
- (D) Uncomfortable
- (E) Very Uncomfortable

Q6: To what extent do you believe the training programs align with your long-term career goals at Shahjalal Islami Bank PLC?

- (A) Completely Aligned
- (B) Aligned

- (C) Neutral
- (D) Misaligned
- (E) Completely Misaligned

Q7: How satisfied are you with the existing feedback mechanisms for training programs?

- (A) Very Satisfied
- (B) Satisfied
- (C) Neutral
- (D) Dissatisfied
- (E) Very Dissatisfied

Q8: In your opinion, how significantly has training positively impacted your job performance?

- (A) Very Significantly
- (B) Significantly
- (C) Moderately
- (D) Slightly
- (E) Not at all

Q9: How well do you feel the training programs have prepared you to adapt to changes in the banking industry?

- (A) Extremely Well
- (B) Well
- (C) Moderately
- (D) Poorly
- (E) Not At All

Q10: Have you participated in any leadership development programs offered by the bank?

- (A) Frequently
- (B) Occasionally
- (C) Rarely
- (D) Nver, but interested
- (E) Never, not interested

Q11: How well do you think training programs balance traditional Islamic banking principles with modern banking practices?

- (A) Excellently
- (B) Well
- (C) Adequately

- (D) Poorly
- (E) Very Poorly

Q12: How accessible do you find training materials, resources, and documentation?

- (A) Extremely Accessible
- (B) Accessible
- (C) Neutral
- (D) Inaccessible
- (E) Extremely Inaccessible

Q13: How would you rate the need for improvement in the current training and development programs?

- (A) High Need
- (B) Moderate Need
- (C) Neutral
- (D) Low Need
- (E) No Need for Improvement