

Report On
The Impact of Training Effectiveness on the Service Quality of Northern Electricity Supply
Company Limited

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

BRAC Business School
BRAC University
12 May 2024

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Declaration:

This declaration states that:

1. The internship report that was turned in is my own original work completed for our degree at BRAC University.
2. There is no information in the report that has been published or created by another organization unless it is directly referenced in the report with complete and current information.
3. Nothing in the report has been submitted or accepted for credit toward any other degree or certificate from a university or other organization.
4. I/We have recognized all primary sources of assistance.

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12 May, 2024

M. Nazmul Islam Ph.D.

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Subject: Submission of Internship Report

Dear Sir,

It gives me great pleasure to inform you that I have finished writing the report titled –The Impact of Training Effectiveness on the Service Quality of Northern Electricity Supply Company Limited” following my successful completion of my internship at NESCO, where I had the chance to work in the HR department under the direction of a distinguished HR executive.

I have made every effort to finish the report as soon as possible, including the essential details and recommendations in a clear, concise, and thorough manner.

I firmly believe that the report will fulfill the requirements, so please and trust merely.

Sincerely,

Warda Bintey Rahman

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BRAC Business School

BRAC University

Date: May 12, 2024

Acknowledgement:

Only theoretical knowledge cannot help one to understand the whole scenario if there is no mixture of practical knowledge. I was assigned to prepare a report on The Impact of Training Effectiveness on The Service Quality of Northern Electricity Supply Company Limited.

I, Warda Bintey Rahman, first of all, I would like to express my gratitude to almighty Allah for keeping me mentally and physically sound to prepare this report.

At the same time, I would like to take this opportunity to thank my internship supervisor, M. Nazmul Islam Ph.D., Assistant Professor, BRAC Business School, BRAC University, for allowing me to work on such a fascinating topic and for his invaluable guidance, suggestions, and advice whenever I needed it. It would have been incredibly impossible to complete without his guidance.

I would also like to express my heartfelt gratitude to my organizational supervisor, Md. Mehedi Hasan, Deputy Manager (Admin) of NESCO who, has extended his helping hands by showing me At the same time, I would like to take this opportunity to thank my internship supervisor,

I also give my special thanks to all staff and employees of NESCO for their support and help in preparing the report. I would like to express my deep gratitude to all of my senior colleagues at NESCO Limited and the officials for their helping hand in the hour of my need. Their support gave me opportunities to use various documents during my internship period, and their valuable suggestions, advice, and extended help contributed the most. Finally, I humbly appreciate the endurance & assistance of the individuals inside and outside the company who helped me collect the information that was needed to complete the report.

Executive Summary:

The current study investigates the impact of the effectiveness of training on service quality. Training and development is a core part of the human resource management department in any organization. It assists an organization in achieving its ultimate goal of increasing the happiness quotient, which leads to exemplary performance by employees, resulting in quality production and a healthy organization. The current study focuses on the importance of training and development in the organization. The study was carried out with the help of a questionnaire that was randomly distributed to 150 employees from various levels within the organization. Among them, only 118 employees filled out the survey question. Data is collected from NESCO workers, managers, and supervisors of NESCO through a structured questionnaire, and a convenience sampling technique is used to complete this study. From this study, NESCO workers can know the training effects on service quality, and it significantly and positively influences them. The study found that most of the respondents are very sensitive about the transfer of learning. That means the employees are mainly concerned about how the learning will travel to them. The study also found that there is no significant impact of content on training effectiveness, according to the respondents. So, the transfer of learning through a channel is the most important way to ensure effective training and build a set of well-trained employees. The outcome of the study is helpful for NESCO workers and those who are interested in learning about the training process and service quality of Northern Electricity Supply Company Limited.

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Chapter One: Introduction

1.1 Background of the study

One of the most important and visible aspects of human resource management in any company is training and development. Employees benefit from training because it allows them to broaden their knowledge and improve their job abilities, allowing them to be more productive at work (Khalili, 2016). Regardless of the cost of employee training, the return on investment is enormous if it is done consistently. Training programs offer numerous advantages. So it can surely improve employee performance, productivity, and turnover while also improving company culture. As well as after giving the training employees can give better service to their customer. Service quality plays an important role in today's business because it increases customer satisfaction, and organizations can earn more profit and create the sustainable position in the marketplace (Rama Devi 2014). On the other hand, I got a chance to work with the human resource management department of NESCO. From my internship, I have learned a lot about the training process and service quality of NESCO. That is why I decided that prepare my internship report on the basis of the training and service quality of NESCO. As this topic is very worthy and realistic, that is why after understanding the proper scenario, I chose the topic –The Impact of Training Effectiveness on The Service Quality of Northern Electricity Supply Company Limited’’

1.2 Problem Statement

Measuring and enhancing service quality can boost earnings and improve a company's reputation. Service quality can have a direct impact on a company's capacity to satisfy client expectations while remaining competitive, regardless of industry. Customers purchase services in order to address certain needs. Whether consciously or unconsciously, they have specific standards and expectations for how a company's provision of services fits their needs. A corporation that provides high-quality service meets or exceeds the expectations of its customers. Depending on the nature of the business, client standards, and other considerations,

The strategies for guaranteeing excellent service quality vary slightly. Training has become one of the hard-burning issues of the day. In almost every organization, a training system is introduced, but not all training is effective. Ensuring effective training is very difficult in the present context of Bangladesh. Due to a lack of well-skilled trainers, effective training is not ensured. To produce well-skilled employees, a well-skilled trainer is a must. If the employees are not well-skilled quality of the service will automatically go down. Again, the lack of proper knowledge about NESCO and its work will also decrease the quality of service. So if they follow an effective training system, they will increase their service quality.

1.3 Significance of the Study

The study significantly investigates the impact of training effects on the service quality of Northern Electricity Supply Company Limited. The specific focus on this topic has resulted from in- depth substance that clearly illustrates the connection between training effectiveness and service quality. This study will identify the relationships among the different factors of effective training, like training sessions, training content, satisfaction with the trainer, and transfer of leadership, and their direct or indirect impacts on service quality at Northern Electricity Supply Company Limited.

This study could be helpful for policymakers, managers, and employees of Northern Electricity Supply Company Limited to identify and know about the importance of effective training and service quality. The study would benefit the management of the power sector industry by helping them formulate their policy in order to develop training procedures that will positively affect employee performance. The study would help the power industries learn effective training procedures and treat their employees in a certain way so they can improve their output without pressure. The study may also be valuable to a number of organizations, industries, policymakers, management teams, employees, and researchers.

1.4 Broad Objectives

The broad objective of the research is to investigate the impact of training effectiveness on the service quality.

1.5 Specific Objectives

- To look into the efficiency of the training that Northern Electricity Supply Company Limited offers.
- To investigate the service quality of Northern Electricity Supply Company Limited.
- To find out the role of training effectiveness on service quality.

1.6 Definition of the Key Terms

Definition by	Definition of Training
((Ramli, A. A. et al., 2018).	Training is a set of activities provided to employees in order to change their own way of thinking and current knowledge about certain issues, as well as to improve individual abilities and performance in order to meet the organization's needs.
(Memon et al., 2016)	Training is a fruitful medium for graduation of many competent individuals, not only to train the workers physically and mentally for the sake of the organization, but also to train the workers mentally and physically for the sake of the organization.
(Khalili, 2016).	Training is said to allow for ongoing progress in human abilities and skills, as well as a shift in their thinking and client interactions.

(Sawyer and Gray, 2016)	Training has an impact on employee behavior and working skills, resulting in improved employee performance and subsequent positive changes that serve to improve employee performance.
	Definition of Service Quality
(Ali & Anwar, 2021)	Service quality is a measure of how well a company delivers its services in comparison to its consumers' expectations. Customers buy services in order to meet certain demands.
(Andavar et al. 2020)	A customer's assessment of service expectations in relation to a company's performance is referred to as service quality.
(Gaunker & Gaonkar, 2021)	service quality is an accomplishment. It is reflected in every interaction with a customer. Past experiences, word of mouth, and marketing messages all help customers create service expectations.

Chapter Two: An Overview of the Organization and Training Procedures of NESCO

2.1 Company Formation

Northern Electricity Supply Company (NESCO) Limited was established on August 3, 2005 (through memo no C-58433 (439)/05) at RJSC as North-West Zone Power Distribution Company Limited under the Company Act 1994. (NWZPDCL). On August 1, 2016, NWZPDCL and BPDB signed a Memorandum of Understanding (MOU) and Provisional Power Sales and Purchase Agreement (PSPA). The company's name was changed to Northern Electricity Supply Company (NESCO) Limited on September 12, 2017. NESCO began operations on October 1, 2016.

By 2021, the government of the People's Republic of Bangladesh hopes to provide all citizens with reliable and sustainable electricity. The government's objective, according to the Power Sector Master Plan, 2015 (PSMP 2015), is to:

- Strengthen and standardize the distribution system.
- Introduce GIS, DAS, and SCADA to transform a current distribution system into a modern distribution network.
- Enable all customers to use SMART Meters.

In keeping with the present government's aim, NESCO works tirelessly and alone to provide 100 percent electricity to all. Along with meeting the continuous power demand, NESCO hopes to contribute to the attainment of the Sustainable Development Goals (SDGs) and to carry out the pledge with the help of the Power Division.

“শেখ হাসিনার উদ্যোগ ঘরে ঘরে বিদ্যুৎ”

2.2 Nature of Business

Northern Electricity Supply Company (NESCO) Limited, a Bangladesh Power Development Board (BPDB) enterprise, was established with the goal of distributing and supplying efficient

and cost-effective electricity to the city and municipality areas of the Rajshahi and Rangpur divisions' 02 City Corporations, 16 Districts, 39 Upazilas, and 37 Municipalities.

2.3 Company Mission

To provide our customers and the communities we serve with reliable, sustainable, and cost-effective power and energy solutions, as well as to deliver competitive and sustainable solar energy to our community, protect our environment, and improve quality of life through innovative integration of reliable technology.

2.4 Company Vision

Improving our future through energizing a sustainable community. Develop, own, and operate solar photovoltaic (PV) plants that provide renewable energy and economic benefits by combining experience and innovation.

2.5 Company Culture and Values

Our corporate culture will be driven by values, competence, and performance, therefore, company values must be embodied in each employee's behavior and serve as the foundation for fostering a collaborative and transparent environment.

2.6 Jurisdiction

The company's core operation is centered in Bangladesh's northwestern region, including the cities and municipalities of Rajshahi and Rangpur divisions (02 City Corporation, 16 District, 39 Upazilas and 37 Municipalities). Rajshahi, Chapainawabganj, Natore, Noagaon, Joypurhat, Bogura, Pabna, Sirajganj, Rangpur, Gaibandha, Kurigram, Lalmonirhat, Nilphamari, Dinajpur, Thakurgaon, and Panchagarh are the districts concerned.

2.7 Capital Structure

The company's authorized share capital is BDT 5,000,00,00,000/- (five thousand crore) divided into 5,00,000,000 (fifty crore) equity shares of BDT 100 each. The company's issued subscribed and paid-up capital is 999,900 (Nine lac Nine Thousand Nine Hundred) taka, divided into 196,703,828 shares, with Bangladesh Power Development Board (BPDB) owning 117,733.911 of them. According to the office Order of Power Division, the remaining 87 shares are owned by various institutions/organizations.

2.8 Organization Hierarchy:

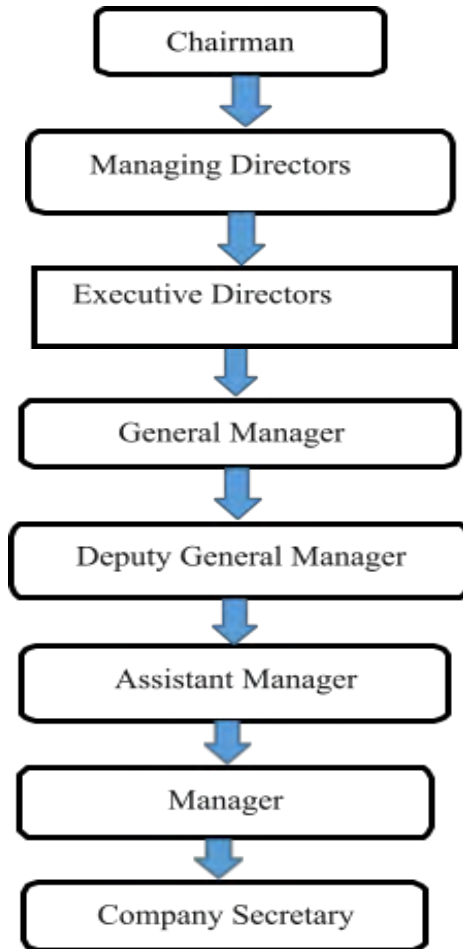


Figure 1: Organization Hierarchy Structure

2.9 Area of Operation

Rajshahi Division	Rangpur Division
1) Rajshahi	1) Rangpur
2) Natore	2) Dinajpur
3) Chapainawabanj	3) Gaibandha
4) Pabna	4) Kurigram

5) Sirajganj	5) Lalmonirhat
6) Bogura	6) Nilphamari
7) Naogaon	7) Thakurgaon
8) Joypurhat	8) Panchagarh

2.10 Board of Directors:

S.N.	Name & Designation	Organization	Position
1	Dr.Syed Masum Ahmed,NDC Additional Secretary, Power Division	Ministry of Power, Energy & Mineral Resources	Chairman
2	Mahmudul Kabir Murad Member (Admin), BPDB	Bangladesh Power Development Board	Director
3	Md.Samsul Haque Member(Company Affairs)	Bangladesh Power Development Board	Director
4	Mohammad Mozammel Haque Joint Secretary, Power Division	Ministry of Power, Energy & Mineral Resources	Director
5	H. M. Nurul Islam Joint Secretary, Power Division	Ministry of Power, Energy & Mineral Resources	Director
6	Tahmina Begum Joint Secretary, Power Division	Ministry of Power, Energy & Mineral Resources	Director
7	Md. Helal Uddin Deputy Secretary	Finance Division,Ministry of Finance	Director
8	Mr.Muktadir Aziz PS to the Power, Energy and Mineral Resources Affairs Adviser of HPM	Prime Minister's Office	Director
9	Mr.Muktadir Aziz PS to the Power, Energy and Mineral Resources Affairs Adviser of HPM	Prime Minister's Office	Director
10	Dr. Md. Abdul Alim Professor, Civil Engineering, RUET	Rajshahi University of Engineering & Technology	Director
11	Abul Kashem Former Chairman, Rangpur Chamber of Commerce & Industries	Rangpur Chamber of Commerce & Industries	Director
12	Zakiul Islam	NESCO	Managing Director

2.11 Training Procedures of NESCO

2.12 About NESCO training center

The Kalabagan Training Center is NESCO's primary training facility for engineers, officers, staff, technicians, and newly hired employees. Since 2008, the Training Center has been on its way. The Training Center's premises are only used for training purposes. Hatem khan, Kalabagan, Rajshahi are the locations of the NESCO training center.

2.13 Facilities of Training Institute

- a) Physical Facilities
- b) Classroom Facilities
- c) Computer Lab and IT Facilities
- d) Library
- e) Other Facilities

Dining Facility in Canteen

Prayer Room (separate arrangement for ladies)

Comfortable Sitting Arrangement in the Waiting Room

Drinking Water Supply in Filter

2.14 Recreation

NESCO organizes study excursions to several key project sites and installations that are related to the training subject area. To make the tour more successful, excursions to several sub- stations, offices, and historically significant locations are planned. Chess, Playing Cards, Ludo, Carom, Table Tennis, Cricket, Lawn Tennis, Badminton, and Volleyball are some of the indoor and outdoor activities that trainees participate in during their training. Having a gym with two treadmills, two exercise bikes, a dumbbell, a power twister, a hand gripper

2.15 Training Objectives

Training is the process of improving an employee's knowledge and abilities in order for them to do a specific job. The objectives of training are:

1. Employees are given the opportunity to develop technical knowledge and learn new skills in order to complete a specific task through training.
2. Employees receive up-to-date job-related knowledge through training.
3. Training automatically shares expertise across employees, allowing them to learn more quickly.
4. To influence employees' views about coworkers and superiors in the organization.
5. Workplace safety training will help reduce the number of accidents.

2.16 Training Needs Assessment

6. Defects discovered in the Annual Performance Report (or ACR)
7. The supervising/controlling officer's opinion
8. Examining job descriptions or making changes to job descriptions
9. The results of the need assessment survey (TNA Questionnaire)
10. Discussion Results from the Focus Group
11. Changes in NESCO policy and future operational trends, such as the Power Sector Reform Policy,.
12. The need for all typists to be converted to computer operators due to rapid computerization, the capacity to operate e-mail and conduct online searches, familiarity with ISO standards, TQM, Gender concerns, Globalization issues, Renewable energy, Company Law, and other advanced approaches, and so on.
13. Training course evaluation and comments

2.17 Training Plan

14. training plan will be developed based on the identification of training needs as determined by the needs assessment.
15. As indicated in the plan, there will be both long and short-term training.
16. In the planning forms, training plans will be represented.

17. Plans will be reviewed and adjusted for suitability on a regular basis.

18. Training plans will be distributed to all of NESCO's functional heads.

2.18 Trainers

Apart from experienced, skilled and professional Engineers, management officers from NESCO, highly experienced & highly qualified trainers from Power Division, Power Cell, BPDB, PGCB, BPMI, CPTU, BIM, BIAM and different guest lecturers are invited to this training institute for conducting training.

2.19 Trainees

- Managing Director
- Executive Directors
- Chief Engineer General Manager
- Superintending Engineer
- Deputy General Manager
- Executive Engineer/Manager
- Sub Divisional Engineer/Deputy Manager
- Assistant Engineer
- Assistant Manager
- Sub Assistant Engineer
- Junior Assistant Manager
- All Staff (Technical & Non-Technical)

2.20 Training Methods used by NESCO

- | | |
|--------------------------|------------------------------|
| 1. Lecture/Discussion | 2. Practical Work/Fieldwork |
| 3. Demonstration | 4. Reading procedure |
| 5. Audio visual system | 6. Group Discussion |
| 7. Library Work | 8. Overall Course Evaluation |
| 9. Individual Evaluation | 10. Multimedia Presentation |

2.21 Types of Training

1. Orientation Training
2. online training
3. On the job Training
4. Workshop
5. Internship
6. Refresher's Training

2.22 Annual Training Program of NESCO

Course Contents	Trainee
Computer Billing, Hardware & Computer Troubleshooting	AE/AM/SAA/JAM/LDA
Basic Concepts of DPP & DPP Preparation. PPR-2008 & Electronic Government Procurement (e-GP). Sustainable Development Coals (SDGS) & sector in Bangladesh.	All Officer
Auto CAD	All Officer
Basic Computer, Digital Filing, Internet, E-mall.	Staff
E-Filing	All Officers & Staff
Web Based Store Inventory Management System Software.	All Officers & Staff
Online New Connection & Customer Complaint Management System.	All Officers & Staff
Corporate & Financial Management	
Financial Management, Business Concept, Cost Control, Cost Reduction, Break-even analysis, Leadership, Motivation, Integrity Strategy, Disciplinary Procedures, KPI & APA	All Officer
Mid-Level Management, COP/Distribution Code, & Electricity Act.	SDE/DM/AE/AM
Customer Relation	
Customer Care & Customer Service Excellence	Meter Reader
Human Resource Development	
Human relations, Company service rules, Etiquette and customer Service Excellence.	AE/AM/SAA/JAM/LDA
Office Administration & Recode Management	UDA/LDA
Integrity Strategy. Customer Care. Customer Service Excellence.	Staff
Enhancement of Technical Expertise	
Energy Meter (HT, LTI, LT, 33 KV Import Meter, 11 KV Feeder Meter, Prepaid Meter), Net Metering. Data Downloading Procedure From Meter by Vinplus Software and Procedure Downloaded Data Analysis.	SDE/AE SAE
Power & Distribution Transformer, Circuit Breaker, Relay & Protection.	SAE
Distribution Line, Power & Distribution Transformer, Energy Meter & Customer Service Excellence.	Technical Staff
Advanced Course on Power & Distribution Transformer, Circuit Breaker, Relay & Protection.	SAE
Operation & Maintenance of Substation, Sub-Station Equipment, Power & Distribution Transformer.	Technical Staff
Financial Management	
Accounts & Financial Management.	AM/AE/SAA/JAM/LDA
General (Miscellaneous)	

Chapter Three: Internship Duties and Responsibilities

I did my internship at Northern Electricity Supply Company (NESCO) Limited, starting from January 3, 2024, to March 9, 2024. In this time period, I worked in HR branch with the deputy manager. Generally, the HR department works on the employee life cycle. This includes hiring new employees, training them, and building employee-employer relationship that includes rewards, compensation, incentives, and promotions. It also defines firing and distribution of employees. Human resource development is seen as a driving force. It is important for the completion of duties in any sort of organization. Northern Electricity Supply Company Ltd., for example, considers its human capital to be the foundation of its success. Building a talented and engaged workforce, according to NESCO Ltd., is the key to long-term success. The company forecasts its human resource requirements based on demand in order to sustain the company's exponential expansion.

As a result, NESCO Ltd. focuses on hiring exceptional employees, training them properly to ensure that they are informed about their jobs, and finally motivating them to achieve their full potential. There are several branches of the Human Resource Department of NESCO Ltd., including: Human Resource Planning, Staffing, Training & Development, Personnel, Administration, Welfare & Benefit Management, Public Relations, Human Resource Information System (HRIS) Employee Evaluation & Monitoring, Security & Internal Discipline, Estate, Transport & Vehicles Management. My job as an intern was to assist my supervisor while also learning from him. Every day I started from 9am to 2pm. During my office hour, I have checked emails, drafted emails, and checked disciplinary aspects of the employees, for example: checking ID cards, cleanliness of the organization, ensuring proper work environment of the organization and any other admin problems, etc.

Chapter Four: Learning and Experience from Internship Program

During my internship at NESCO I have learned many things and gained new experience. As NESCO is a very busy organization, I came across a variety of activities that gave me various experiences and knowledge. This practical knowledge is different from bookish knowledge, which is very helpful to every individual for his or her career. The experience and work knowledge that I have gained-

- Maintenance of employees, like work hours, and distribution of workers in different sectors.
- Maintenance of time and being punctual in the office.
- To ensure a proper work environment for the employees.
- Maintenance of cleanliness of the office, ensuring personal hygiene, ensuring pure water for the purpose of use and drink, and using of mask.
- Discipline of the organization, like carrying ID card, ensuring security of the organization, ensuring safety of office property, and maintaining honesty.
- Maintenance of chain of command, such as informing right information to the right authority.

These are the experiences and knowledge that I have gained during my internship period.

This knowledge will be helpful for my future career.

Chapter Five: Literature Review

5.1 Training

Training benefits not only the organization but also the individual employees. On the one hand, training and development lead to increased profitability and/or more positive attitudes toward profit orientation, improve job knowledge and skills at all levels of the organization, boost employee morale, and assist employees in identifying organizational goals. In a strategic Human Resource Development (HRD) framework, training is an essential component (Hanaysha and Tahir 2016). Individual employees, on the other hand, benefit from training and development by assisting them in making better decisions and effective problem solving, encouraging and achieving self-development and self-confidence, assisting in a person's handling of stress, tension, frustration, and conflict, increasing job satisfaction and recognition, and moving the person toward personal goals while improving interaction skills. Training is defined as the practice of numerous skills and procedures in order to carry out specific, precise, and routine tasks (Sawyer and gray, 2016). Training is important to the effectiveness of organizations and the ability of people to work effectively and efficiently. Training is said to have an impact on productivity, work commitment, and personal development. All businesses must train and develop their employees. Most businesses are aware of this need and invest in and implement a variety of training and development initiatives (Ganesh, M., Indradevi R., 2015). Employee behavior and working skills were improved as a result of training, resulting in improved employee performance and more constructive adjustments that serve to improve employee performance. The goal of training is to increase mastery of a wide range of specialized, detailed, routine, and necessary work abilities and practices right now. Training is prioritized not only to improve future work skills but also to promote work motivation. That is, no amount of training can equip employees to take on more duties than they already have (Memon et al., 2016). Training is a systematic procedure that aims to improve organizational performance by changing the work behavior of a/group of employees. "A planning process for: Developing attitudes, knowledge, or According to the definition of training, "competence via learning promotes effective performance in its operations (Khalili, 2016). If the process fills in the right training needs, training will be successful. Basically, with each varying level, there

is a need to address a lack of information, enhance abilities, or change attitudes (Yang et al., 2016).

5.2 Methods of Training

Training methods (Clark, R.C. (2019), are the means through which contents are transferred to potential learners or trainees. It should also be highlighted that other considerations, such as whether the employee wants to use the knowledge obtained for his current or future role, might have a significant impact on the training strategy (Samuel & Onoriode, 2018).

The methods are:

1. **Induction/orientation:** This is for new employees to become acquainted with the organization's dos and don'ts. New staff are being assigned new responsibilities.
2. **Coaching:** The superior instructs the subordinate on job-related information and skills.
3. **Counseling:** The employee seeks guidance from his or her supervisor on matters related to the job. It assists the trainee in achieving emotional equilibrium.
4. **Understudy:** A potential occupant of a higher post observes a superior to learn how superiors carry out their duties.
5. **Job rotation:** The process of shifting personnel from one job to another is known as job rotation.
6. **Membership of the committee:** Trainees are given the opportunity to serve in the gathering of committee members, allowing them to learn from the perspectives of experienced heads of departments.
7. **Delegation:** Managers delegate particular responsibilities, authority, and adequate resources to trainees who must perform under close supervision.
8. **Apprenticeship:** In the majority of cases, it involves technical work. The trainee would be under the supervision of an expert or experienced individual in order to learn such a trade, and the trainee would follow the trainer's commands.

5.1.2 Types of Training

The kind of training that should be given depends on several factors, such as the job description, the employee's present qualifications, the skill gap that needs to be filled, and the inherent challenges of the work they undertake. (according to Zadeha and Ghahremanib 2016).

There are two types of major training:

- a. **On-the-job training:** Learning from an experienced worker is how knowledge is passed on to the trainee. The potential trainee is taught a specific technique for performing the task. While the work is being done, the learning continues. It allows the trainee to learn while the same operations are being performed at the trainee's workplace (Ghahremanib 2016).
- b. **Off-the-job training:** This is the polar opposite of on-the-job training. Work is frequently done outside of the organization where the person has an office in this situation. It aids learners in focusing on the training (Zadeha 2016).

5.2 Effectiveness of Training

The effectiveness of training refers to how well it supports learning and learning transfer. There are numerous methods for assessing the effectiveness of training. Effective training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and/or developing knowledge, skills, and abilities (KSA) in order to achieve and/or improve the employees' performance in the current job and prepare them for an intended job (Khalili, 2016). Training, defined as a set of activities implemented when managing people in organizational contexts, is an HRM practice that can also be viewed as a four-stage process: needs assessment, training design, training delivery, and training evaluation. Some of the elements that can be used to determine the efficacy of training include the purpose, cost, time, location, frequency of training, trainer competences, appropriate mode and methods of training, content, and delivery style (Sal, A., & Raja, M 2016). Effective training is a systematic method of changing employees' knowledge, skills, behavior, and/or motivation in order to

Improve their job performance in accordance with the organization's goals and objectives. It should make it easier to introduce newer technologies, new work practices, innovations, and overall improvements in productivity and product quality (Rama Devi 2014) The manager's development, delivery, and evaluation of the instruction will affect the extent to which new knowledge and abilities are transferred. It has been suggested that while evaluating the effectiveness of a training and development program, one should look at the relationship between training and organizational commitment directly. It has also been discovered to be strongly linked to the organization's efficiency. The effectiveness of training and employee performance are both dependent on the extent of employee involvement in T&D programs (Ramli, A. A. et al., 2018).

5.3 Service Quality

Quality refers to the use of a primarily user-based approach, whereas service refers to the basic features of a certain service. Together, quality and service refer to the value of a service to a customer (Ali & Anwar, 2021). The importance of service quality for corporate performance has been well recognized in diverse literature. It's a subjective and nuanced idea with different traits that set it apart from a product. Because of its intangibility, heterogeneity, and inseparability, service quality differs from product quality. Evaluation of how well given services fulfill customer expectations was described as service quality (Gaunker & Gaonkar, 2021).

Several studies have been carried out to investigate the aspects of service quality that most significantly contribute to actual quality appraisals in the service environment. It is vital to distinguish evidence of the factors of service quality since it will aid in measuring, controlling, and improving the apparent service quality of clients (Anwar, 2017). Service quality (SQ) is calculated by comparing perceived expectations (E) of a service with perceived performance (P), yielding the equation $SQ=P$ (Nuryanto & Farida, 2020). This concept of service quality is based on the expectancy-disconfirmation paradigm. A company that provides high-quality service will meet or exceed customer expectations while remaining

Economically competitive. Empirical evidence suggests that improved service quality boosts profitability and long-term economic competitiveness. Service quality can be improved by improving operational processes, quickly and systematically identifying problems, establishing valid and reliable service performance measures, and measuring customer satisfaction and other performance outcomes (Ali, 2021).

The 'SERVQUAL' service quality model was created and has since become the most extensively used approach for evaluating service quality. Empathy, tangibles, responsiveness, reliability, and assurance are the five dimensions of the SERVQUAL instrument.) Service quality is defined as the difference between customers' expectations of service performance and their evaluation of the service they received. If expectations exceed performance, perceived quality is less than satisfactory, resulting in customer dissatisfaction (Ezeh et al, 2021).

Chapter Six: Methodology

The creation and completion of the report have made use of both primary and secondary data. Primary sources include my own observations and firsthand experience from my internship at NESCO, as well as the pertinent data I was able to gather from in-depth interviews with the company's HR director and communications coordinator. Conversely, secondary sources of data comprise the company's website and annual report, as well as pieces from scientific journals and newspapers.

6.1 Overview of the Human Resources Department of the Company:

The organization needs to supply top-notch human resources in order to guarantee better customer service and commercial expansion. The company must have access to enough human resources in order to run effectively and efficiently. to set up a transparent hiring procedure.

Chapter Seven: Financial Performance

Financial performance is defined as the assessment of a company's overall ability to generate income and utilize its resources in order to determine whether or not it has achieved its objectives. A company's soundness can be assessed by carrying out an analysis of its finances, which is particularly useful when comparing the results with those of other companies or competitors in a given sector. Top management, investors, analysts, and staff can all make informed plans regarding the company's financial situation thanks to this. For this reason, the evaluation of the financial performance of NESCO has been conducted through ratio analysis based on the outcome of the board meeting held in February 2024.

At the company's 18th Annual General Meeting, they can be re-elected if the shareholders deem them eligible.

7.1 The following are the main financial highlights: -

- At the end of the 2022–2023 fiscal year on June 30, 2023, Tk. 3,189.27 crore was generated from operations, whereas Tk. 2,837.73 crore was spent on sales costs.
- Energy sales reached Tk. 3,119.71 crore and gross profit reached Tk. 351.54 crore during the 2022–2023 fiscal year, which concluded on June 30, 2023.
- The net loss after tax for the NESCO PLC for the fiscal year 2022–2023 concluded on June 30, 2023, was Tk. 87.47 crore.
- After raising the tariff rate, NESCO's cost of sales to operating revenue for FY 2018–19 was 80.87%; for FY 2022–2023, it is expected to reach 88.98%.
- Gross Billed energy sales for various tariff categories in FY-2022–2023 were 31873.061 MTK, compared to 28687.540 MTK in the prior fiscal year. The ratio of bills to collections is 98.63%. Sales were up 11.11% over the prior year.
- For the fiscal year 2022–2023, total energy imports and sales were 4569.604 MkWh and 4135.281 MkWh, respectively.
- In the fiscal year 2022–2023, 1,02,659 additional connections were added. At the end of FY-2022–2023 there were 19, 15,996 total customers.
- In FY 2021–2022, the maximum load demand was 856 MW, while in FY 2022–2023, it was 896 MW. (NESCO, 2024,)

Chapter Seven: Company Analysis

Northern Electricity Supply Company Limited The government owns Northern Power Supply Company Limited, a public limited company that provides power to Bangladesh. It's located in Rajshahi.

After splitting up the various distribution networks of the Bangladesh Power Development Board, North West Zone Power Distribution Company Limited began doing business in October 2016. It is in charge of distributing power throughout the divisions of Rangpur and Rajshahi. Employee resistance at Bangladesh Power Development Board caused the company's formation to be postponed in 2003. A few Bangladesh Power Development Board personnel trashed the chairman of the board's office during the company's formation.

It was founded in August 2005 as Northern Electricity Supply Company Limited. By virtue of the Companies Act of 1994, it was founded and registered as a public limited company. On October 1, 2016, the business took over the Bangladesh Power Development Board's North West Zone, which included the Rajshahi Division and the Rangpur Division. (বাংলাদেশ জাতীয় তথ্য বাতায়ন, 2024)

7.1 SWOT Analysis:

A company's strengths, weaknesses, opportunities, and threats are identified and assessed using the SWOT analysis framework. These words make up the acronym SWOT.

The main purpose of a SWOT analysis is to improve understanding of the elements involved in a company's plan or decision. SWOT analyzes the internal and external environment and the variables that can affect the feasibility of a decision to achieve this. (What Is a SWOT Analysis? Definition, Examples and How To, 2023)

Strength:

- Total 53940 Nos. Poles have been erected till June 2023.
- Total 2140 circuit km line has been built till June 2023.
- Total 1557 Nos. distribution transformers have been installed till June 2023 and there is no overload transformer in the project area now.

Weakness:

- principal source of fuel.
- Funding for Projects.
- Transport of Equipment and Fuel.
- Client Contentment

Opportunity:

- Development and execution of a program for renewable energy.
- Proactiveness and Opinion on Nuclear Power. One of the most crucial conditions for the sustained development of humanity is an adequate supply of energy.
- The most significant source of electricity generation, coal-fired power plants generate 41% of the world's electricity.
- A new strategy to boost solar and wind energy by 2021. (*Energy & Power Magazine | Power Sector Success & Future Plan, 2024*)

Threat:

- More production facilities have experienced overcapacity as a result of lower-than-expected demand. (Rahman, 2024)
- Inflation fluctuation.

Chapter Eight: Discussion

8.1 Discussion

From the study, we find that effective service quality can be obtained through an effective training system. The more the training system gets improved, the more there is a chance to improve the service quality. The main purpose of training is to increase knowledge, skills, practical experience, motivation to perform their job well, efficiency, turnover quality, and awareness about their job. NESCO has ensured these objectives of training in their training system. These enhanced qualities of the employees helped NESCO improve service quality for customers. That's why the effectiveness of training is very important for NESCO to improve the service quality for customers. Service quality largely depends on the employee. How well an employee can handle a customer is the key to the service quality of any organization. Effective training changes the shape of one employee and motivates them towards their job by satisfying the customer and improving service quality.

The result of the study shows that the training session (TS) variable regression coefficient value shows the significance of the coefficient value at a level of less than 5% and at a level of coefficient Significant and beta. It shows that there is a significant impact of training sessions on service quality. On the other hand, the training content (TC) shows that there is no significant impact on service quality as it shows that the variable regression coefficient value shows the significance of the coefficient at a level of more than (5%), and at a level of coefficient of Significant and beta.

According to Steptoe-Warren (2013) organizations should make training a high priority since the benefits to employees are considerable. Like the reduced number of low-quality and faulty goods and services, absenteeism is reduced, staff turnover is reduced, and customer complaints and turnover have decreased. (Grant 2008) found that training increased employee loyalty, obligation, and motivation. Pfeffer (1998) also found that employees who receive good training become more flexible, empowered, and adaptive, and the company's image improves. Only when a complete training program is executed can these advantages be realized.

On the other hand, (Anwar, 2017) found that the determinants of service quality are

important because they will aid in measuring, controlling, and improving the apparent service quality of clients. When clients are happy with the service they receive, the company's image improves, which leads to increased goodwill. As well, if any organization gives better training and makes training procedures effective, it will automatically increase the service quality of that organization (Nasir et al., 2014).

Chapter Nine: Recommendation & Conclusion

9.1 Limitations of the Study

The use of questionnaires as the principal method of gathering information had some limitations. There were no chances for further probe in case of ambiguity by the respondents. There was also a shortage of time to do the research paper and some health related issues. The COVID-19 pandemic is a worldwide concern nowadays. There was no research study done on NESCO previously, which made it difficult to gather information from various corners of NESCO. Many of the respondents were also confused about the questionnaires, as they didn't fill out some of the questions.

9.2 Recommendation

A study reveals that effective training has a very strong relationship with service quality. If the employees are not motivated towards their jobs, then the objectives of the organization fail. So effective training is required to improve the service quality of NESCO.

Below, recommendations concerning the issue of effective training approaches are given, which are based on the inspection of the conducted survey analysis and findings. By following these recommendations, NESCO can improve their training process, and service quality will be better than before. Those are:

- Survey employees beforehand
- Learn and guide to learn
- Experience keen observation of people
- Create key outcomes and communication
- Identify a continuous learning process
- Select the best program for training
- Keep up with the latest industry news
- Evaluate teaching methods over time
- Identify the best time to train
- Incentive or reward based training system.

Above mentioned factors or strategies are based on the opinions of the respondents. If applied correctly, these strategies can lead to fruitful service quality through an effective training system. There is always scope to improve, so by following the above mentioned strategies, NESCO can improve their service quality more.

9.3 Conclusion

In this study, the main focus was on an effective training system to improve the service quality of the employee for the betterment of NESCO. Here in the study, we find that both the independent variable effective training and the dependent variable service quality are correlated to each other. To ensure service quality for the clients, effective training is required for the employees.

Here in the study, it is illustrated that most of the respondents are very sensitive about the transfer of learning. That means the employees are mainly concerned about how the learning will travel to them. Whatever the content, there is no significant impact of the content on the training effectiveness, according to the respondents. So, the transfer of learning through the channel is the most important to ensure effective training and build a set of well-trained employees.

The main objective of this study is to find out the efficiency of the employees in communicating with clients and providing better service quality to them. To make the employees aware of the gap and scope of improvement to generate a better work environment. This study can be used for further research to find out the scope of improvement for NESCO employees. Furthermore, future researchers can use this study as a reference for their higher research studies on NESCO. People related to power supply work can improve their skills, knowledge, and efficiency through this study material. It will be a source of information for the next generation for further progress. As the survey questionnaire responses were taken directly from the employees of NESCO, this study is almost fruitful for every sector or sphere of people who are willing to use it as a tool of interest to them. As a research instrument, this study will serve as a reference for the people working on NESCO. It's a detailed study about the service quality of NESCO and their training

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Appendix 1:

Technical and Commercial Highlights

(For Last Five years)

Particulars	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
132/33 KV Grid Substations	17	19	19	21	23	25 nos
33/11 KV Sub-station (No)	63	63	64	69	77	82
Capacity of 33/11 KV Sub-Station (MVA)	1249.38/ 1599.88	1392.12/ 1892.47	1408.12/ 1912.47	1512.12/ 2045.47	1906/ 2541	2038/ 2711
Maximum Demand (MW)	770	790	810	830	856	896

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Particulars	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
33KV Overhead Line (KM)	1099.41	1110.45	1301.98	1455.48	1480	1492
11KV Overhead Line (KM)	5843.22	5925.62	6284.78	6819.43	6,937	7011
11/0.4 KV Overhead Line (KM)	5550	5670	5820	6906	7304	7346
0.4 KV Overhead Line (KM)	6399	6775	7745	7386	8470	9252
Distribution Transformer (No.)	7526	7850	9072	9484	10200	12110
33 KV Feeder (Nos)	78	85	87	92	104	119
11 KV Feeder (Nos)	270	303	320	335	377	506

Commercial

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Energy Import (MKWh)	3916.51	3937.548	4220.737	4440.025	4569.604
Energy Sales (MKWh)	3504.925	3517.668	3778.511	3999.757	4135.281
Energy Purchase (MTk)	18709.90	19515.60	22603.700	23805.400	27119.780
Energy Sales (MTk.) (Gross Billed)	23147.937	23878.965	27100.37	28687.540	31873.061
System Loss (%)	10.51	10.66	10.48	9.92	9.50
Bill Collection Ratio (%)	100.44	98.24	99.45	101.63	98.63
C.I. Ratio (%)	88.13	87.36	89.03	91.55	89.25
Consumer Nos. (June '23)	14,77,886	15,68,982	16,89,295	18,13,337	19,15,996
Billing Rate	6.60	6.79	7.16	7.17	7.71
Receivable EQ. Bill Month	3.01	3.18	2.97	2.56	2.47

Appendix 2:

Financial Comparative Analysis (Five Years)

Comparative analysis in Figure

Figure in Crore (Tk)

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Revenue from Operation	2,313.62	2,390.73	2,710.04	2,881.96	3,189.27
Energy Sales	2,282.99	2,357.97	2,666.57	2,820.54	3,119.71
Cost of Sales	1,870.99	1,951.56	2,260.37	2,380.55	2,837.73
Gross Profit	442.63	439.17	449.67	501.40	351.54
Operating Expenses	443.63	435.61	430.36	451.04	435.50
Operating Profit/(Loss)	(1.00)	3.56	19.31	50.37	(83.97)
Financial Expenses	16.57	17.41	13.36	13.22	0.64
Exchange Fluctuation (Gain/Loss)	-	-	-	-	-
Non-Operating Income	26.54	35.58	29.91	13.97	16.37
Provision for WPPF	0.43	1.03	1.71	2.43	-
Taxation	2.14	14.18	16.31	17.57	19.23
Net Profit for the year	6.41	6.52	17.84	31.12	(87.47)
Retained Earnings	(307.00)	(300.48)	(282.62)	(251.58)	(340.64)
Cash Dividend (Declared/Proposed)	-	100% Paid up Capital	50% Paid up Capital	0.10 Tk. Per Share	-
Un-appropriated profit carry forward	(307.00)	(300.48)	(282.73)	(251.64)	(340.64)

Financial Ratios

Comparative ratio analysis

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Current Ratio	1.71	1.66	1.52	1.37	1.50
Quick Ratio	1.57	1.45	1.32	1.14	1.27
Debt/Equity Ratio	3.64	2.15	1.67	1.20	1.40
Cost of Sales to Operating Revenue	80.87%	81.63%	83.41%	82.80%	88.98%
Gross Margin/Sales Ratio	19.39%	18.62%	16.86%	17.53%	11.27%

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Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Operating Margin/Sales Ratio	-0.04%	0.15%	0.72%	1.54%	-2.69%
Net Income/Sales Ratio	0.28%	0.28%	0.67%	1.10%	-2.80%
Return on Asset	0.26%	0.24%	0.54%	0.83%	-1.92%
Return on Equity	1.22%	0.74%	1.43%	1.81%	-4.60%
Number of Share	9,999	9,999	9,999	15,40,91,365	19,67,03,828
Net Asset Value per Share (Tk.)	5,27,355	8,76,937	12,47,463	111	97
Net Operating Cash Flow per Share (Tk.)	(20,985)	6,709	6,663	(12)	18
Earnings Per Share (Tk.)	6.41	6.52	17.84	31.12	(87.47)

Appendix 3:

(Contractor)					
Withholding Taxes (Employees)	2.09	2.27	2.22	2.16	2.55
Withholding Taxes (BPDB)	-	-	-	-	262.49
Withholding Taxes (PGCB)		12.88	3.65	3.99	3.77
Contribution to Government Treasury	120.72	134.38	158.59	172.61	493.38

Revenue from Operation & Cost of Sales

During financial year 2022-23, ended 30th June 2023 the Revenue from Operation is Tk. 3,189.27 Crore and Cost of Sales is Tk. 2,837.73 Crore. The last Five years comparative figures are given below:

Figure in Crore (Tk.)

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Revenue from Operation	2,313.62	2,390.73	2,710.04	2,875.05	3,189.27
Cost of Sales	1,870.99	1,951.56	2,260.37	2,380.54	2,837.73

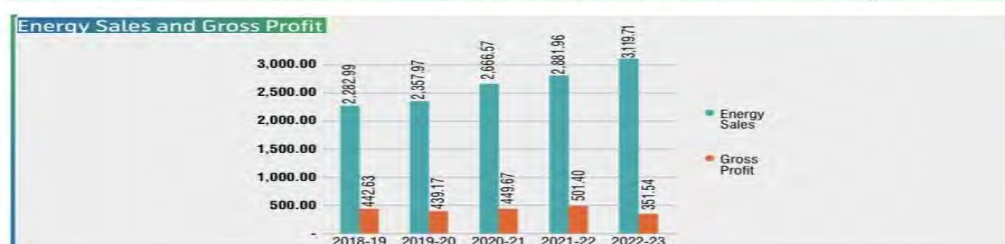


Energy Sales and Gross Profit

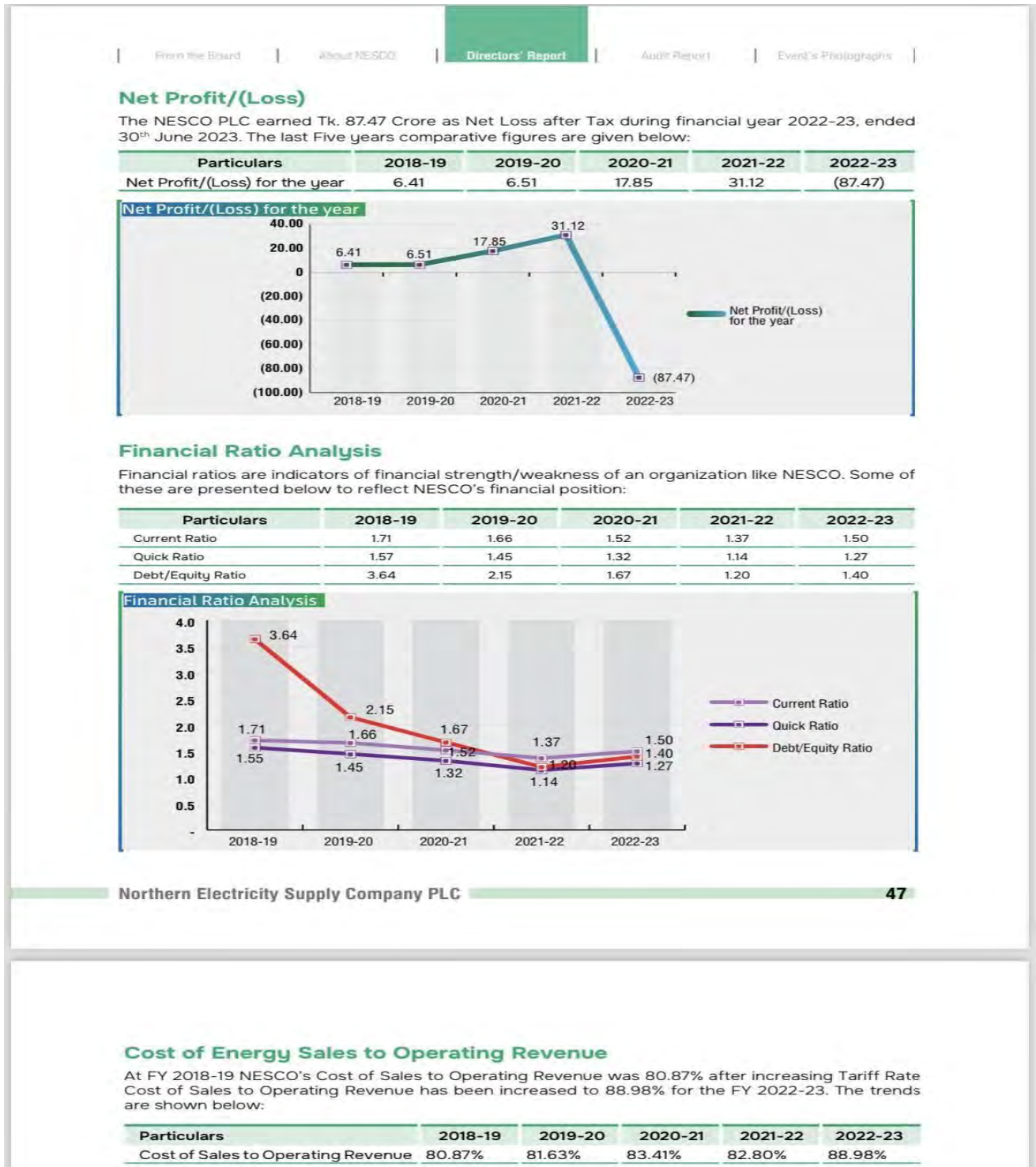
During financial year 2022-23, ended 30th June 2023 the Energy Sales is Tk. 3,119.71 Crore and Gross Profit is Tk. 351.54 crore. The last Five years comparative figures are given below:

Figure in Crore (Tk.)

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Energy Sales	2,282.99	2,357.97	2,666.57	2,881.96	3,119.71
Gross Profit	442.63	439.17	449.67	501.40	351.54



Appendix 4:

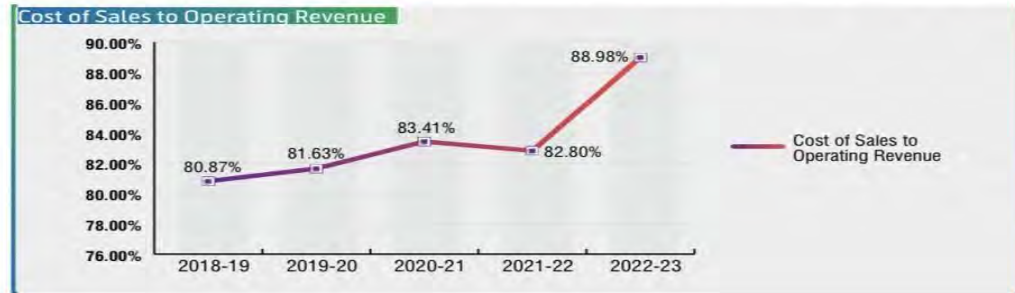


Appendix 5:

Cost of Energy Sales to Operating Revenue

At FY 2018-19 NESCO's Cost of Sales to Operating Revenue was 80.87% after increasing Tariff Rate Cost of Sales to Operating Revenue has been increased to 88.98% for the FY 2022-23. The trends are shown below:

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Cost of Sales to Operating Revenue	80.87%	81.63%	83.41%	82.80%	88.98%



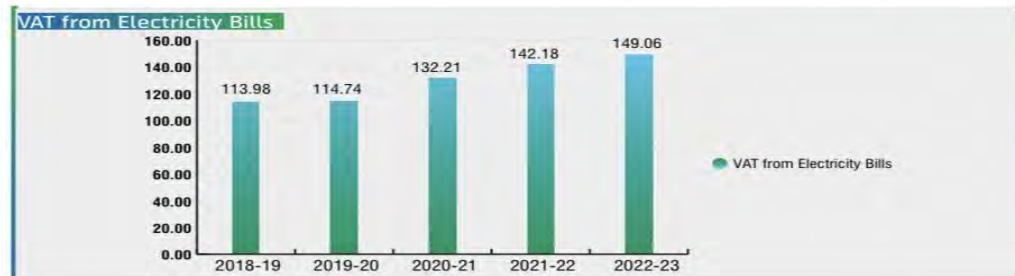
Contribution to the Exchequer

Since commencement of its operation, NESCO has been contributing substantial amount to the National Exchequer by means of VAT and Taxes as shown in the table-1 & table-2 below:

Table-01

Figure in Crore (Tk)

VAT	2018-19	2019-20	2020-21	2021-22	2022-23
VAT from Electricity Bills	113.98	114.74	132.21	142.18	149.06

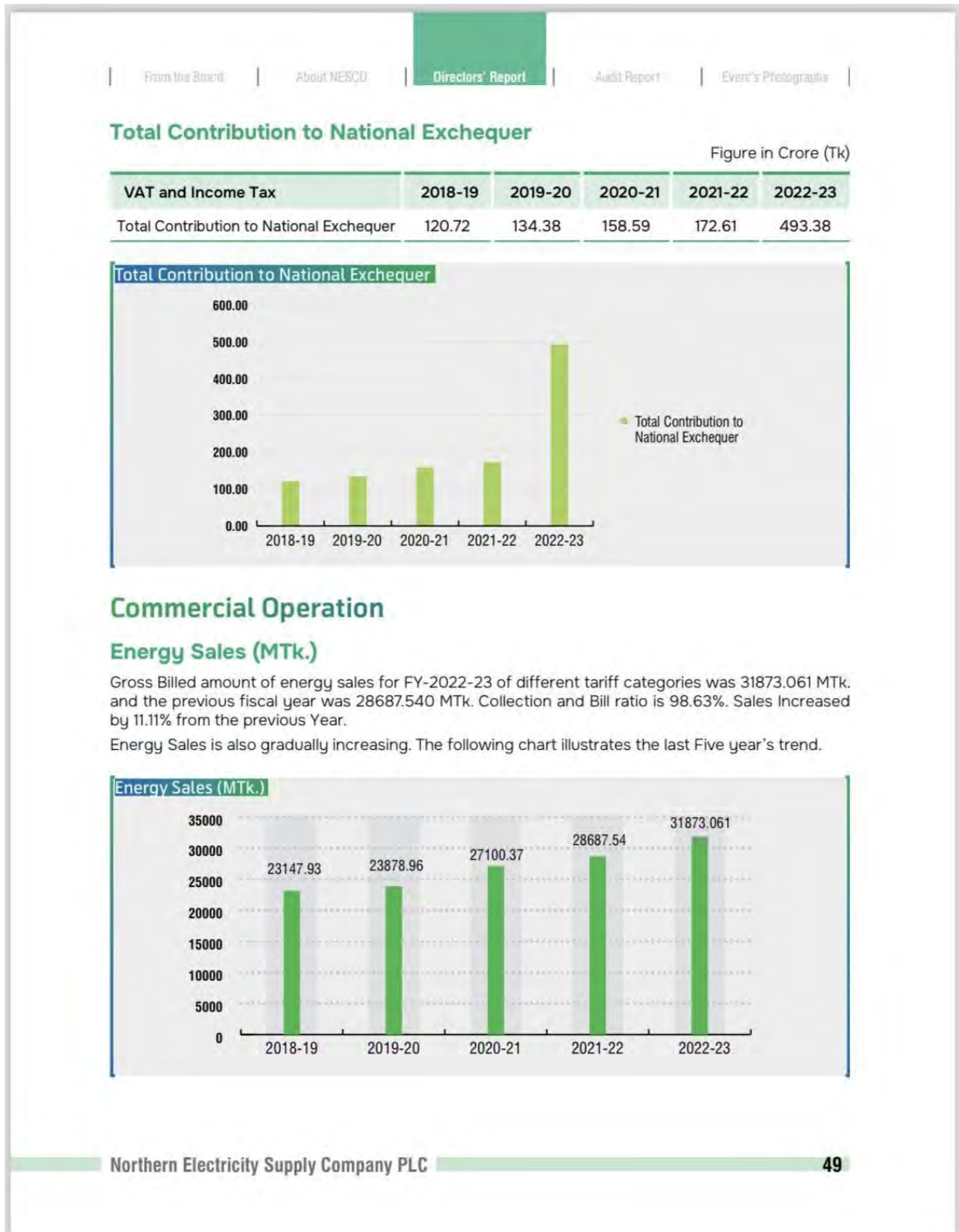


Total Contribution to National Exchequer

Figure in Crore (Tk)

VAT and Income Tax	2018-19	2019-20	2020-21	2021-22	2022-23
Total Contribution to National Exchequer	120.72	134.38	158.59	172.61	493.38

Appendix 6:

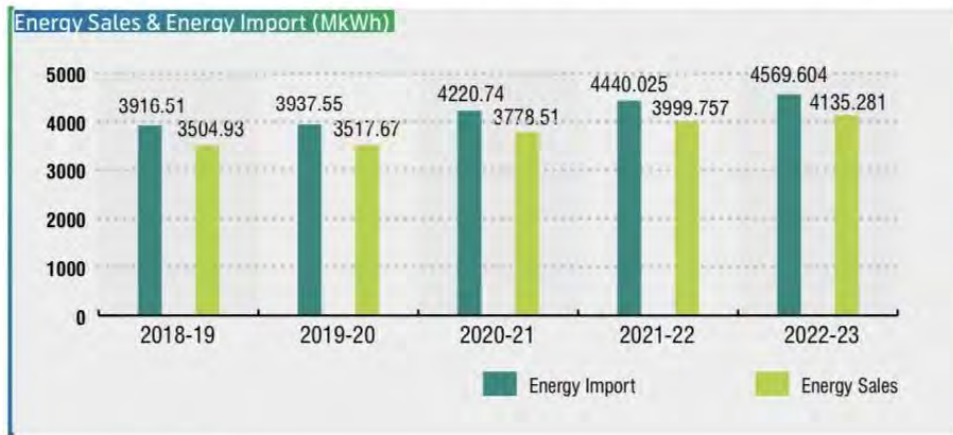


Appendix 7:

Energy Import & Sales (MkWh)

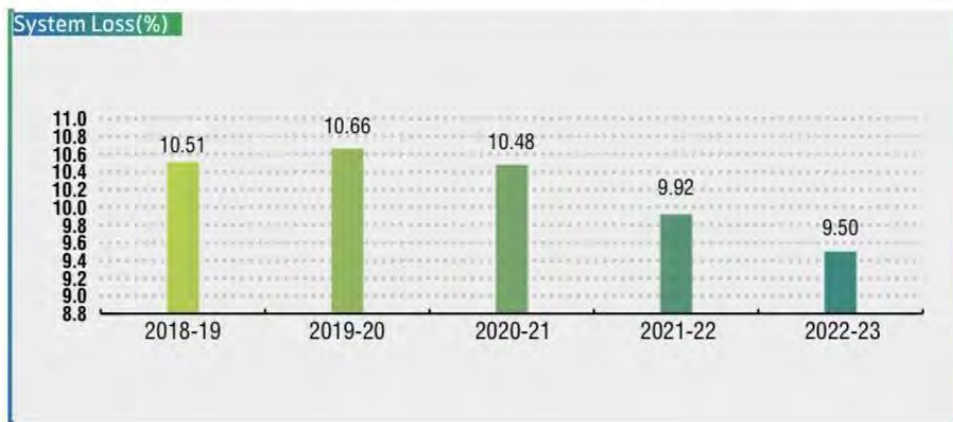
In the FY 2022-23 total energy import & Sales was 4569.604 MkWh and 4135.281 MkWh respectively.
Figure in MkWh

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
Energy Import	3916.51	3937.55	4220.74	4440.025	4569.604
Energy Sales	3504.93	3517.67	3778.51	3999.757	4135.281



System Loss (%)

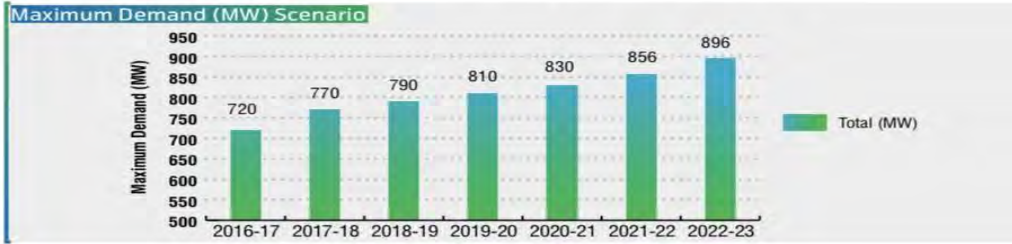
The below chart depicts the System Loss (%) and Collection Bill Ratio (%) for the previous five fiscal years.



Appendix 8:

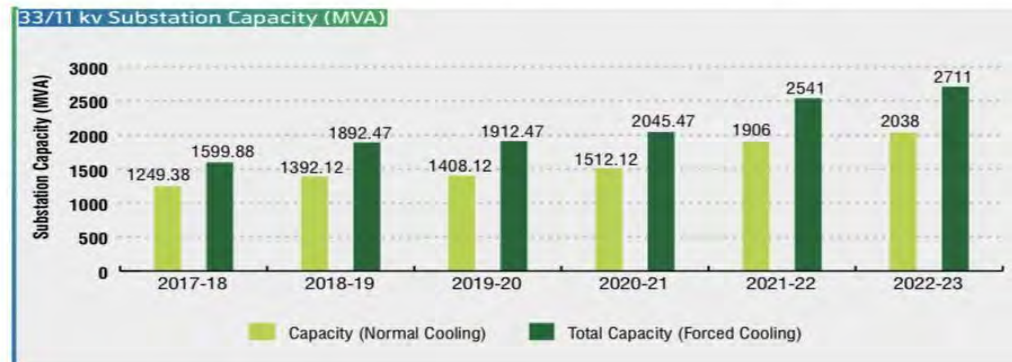
Maximum Demand

Maximum load demand was 856 MW in FY 2021-2022 & 896MW in FY 2022-2023.

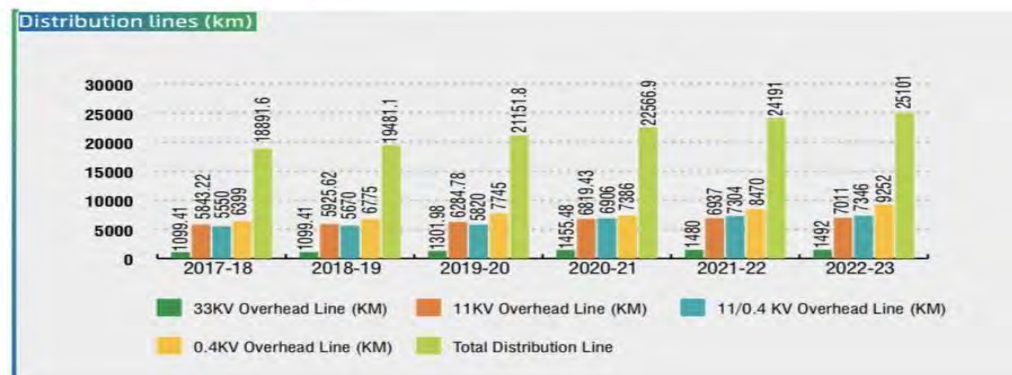


33/11 KV Substations & Capacity

Total number of 33/11 KV Sub-Stations was 82 Nos by June-2023 with a capacity of 2038/2711MVA.



Category wise Distribution Line



List of Acronyms

Sl.	Abbreviation	Elaboration
1	NESCO	Northern Electricity Supply Company Limited
2	BPDB	Bangladesh Power Development Board
3	NWZPDCL	North-West Zone Power Distribution Company Limited
4	MOU	Memorandum of Understanding
5	PSPA	Power Sales and Purchase Agreement
6	PSMP	the Power Sector Master Plan
7	SDG	Sustainable Development Goals
8	TNA	Training Need Assessment
9	BIM	Bangladesh Institute of Management
10	BPMI	Bangladesh Power Management Institute
11	TS	Training Session
12	TC	Training Content
13	TRS	Satisfaction with Trainer
14	TL	Transfer of learning
15	SQ	Service Quality