

# **INTERNSHIP REPORT ON**

## **“Influence of HR Training Center on Financial Performances”**

**A Study on Prime Bank Limited**



**Supervised By:**

**Md. Fazley Elahi Chowdhury**

**Assistant Professor**

**BRAC Business School**

**BRAC University, 66, Mohakhali, Dhaka-1212**

**Submitted By:**

**Ireen Haque**

**ID: 09304082**

**BRAC Business School**

**BRAC University, 66, Mohakhali, Dhaka-1212**

**Date of Submission: 10.10.2013**

# **Letter of Transmittal**

**Md. Fazley Elahi Chowdhury**

**Assistant Professor of BRAC Business School**

**BRAC University**

**Subject: Submission of Internship Report**

Dear Sir

I am very glad to submit the Internship report on “Influence of HR Training Center on Financial Performances”: A study on Prime Bank Limited. It gives me immense pleasure to complete my Internship successfully and submit this report on the analysis I have conducted during this period. Working with such an interesting subject has given me the opportunity to experience the various activities of HR training center and HR Department of a commercial bank operating in Bangladesh. This report will try to give the picture of comparison of theoretical knowledge and applied field of such knowledge. It would be very kind of you to examine my report work and give me further suggestions to enhance my clarification. Thanking You Sincerely yours

**Ireen Haque**

ID: 09304082

## **Acknowledgement**

Though the internship program has to be done individually in a sense of completion of the credit hour but it is quite impossible to do alone without the sincere and outmost cooperation of some individuals. It is a very great and unique pleasure to me that I have got a chance to thank some individuals for their help and encouragement to make the internship successful.

At first, I must take this opportunity to thank Head of Human Resources Division of Prime Bank Limited, for giving me the opportunity to complete my internship requirement in their organization.

I would like to express my respected appreciation to my faculty advisor Fazley Elahi Lecturer, BRAC Business School, BRAC University. His constant guidance and advice played the key role in making this report a success. He always gave me her suggestions that were crucial in making this report as flawless as possible.

My heartiest gratitude to all the officers of Human Resources Division, Head Office  
Specially--

- o Mr. Md. Iftekhar Hossain, Senior Assistant Vice President
- o Mr. Mahfuz Iqbal, Senior Executive Officer
- o Mr. Sahed Ullah, Training & Development Officer
- o Mr. Khandaker Sakib Ibne Zaman, Junior Office
- o Md. Mahmud Halim, Management Trainee Officer

## Executive summary:

Prime Bank HR 'Training and Development Centre' is mere a 'Learning Centre' rather than a 'Training Centre' and is output driven rather than input oriented. Here, training outputs are measured in terms of improvement in the trainee performance attributable to the training not in terms of training hours or number of trainees per year. Performance improvement can be in terms of productivity, efficiency, quality of work (defects), customer satisfaction or conversely, number of customer complaints received.

The report concentrated mainly on the Human Resources Training and Development center. As bank also takes some reasonable steps in their Human Resource Division. Besides, it explains performances, Employee cost and HR budget by comparing with last four years and the opinion of the Trainee as well as the responsible executives who are upholding training, which may help to how a Human Resource Training center carried out its task. The depicts the picture of present situation of Prime Banks training cost variation problems, their contribution to the financial generate the knowledge about overall Training center activities of the commercial banks in Bangladesh.

Prime Bank Training Center (PBTC) is supporting the bank by offering in house training courses, workshop and seminars. As the bank has its own training institute to enhance the capability of their human resources, PBL can use this opportunity to train their employees in specific areas and create specialize and expert people for the bank.

Optimizing the training costs HR training center is giving more training to the employees so that they can contribute to maximize financial performance at their concerned branches or division. Impacts on HR training center on financial performances shows the more the number of employees and the no of employee cost are increasing the better the result of accounting and financial performances had took place. There is a strong positive correlation between training activities and financial performance of Prime Bank training center. High training activities (total no. of training participants and workings days) results in high financial performances of Prime Bank Limited. It helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal indeed.

## TABLE OF CONTENT

	TITLE.	PAGE
	LETTER OF TRANSMITAL	2
	ACKNOWLEDGEMENT	3
	EXECUTIVE SUMMARY	4
<b>CHAPTER 1</b>	<b>INTRODUCTION</b>	<b>7-13</b>
	1.1 ORIGIN OF REPORT	
	1.2 RATIONALE OF THE STUDY	
	1.3 OBJECTIVES OF THE STUDY	
	1.4 METHODOLOGY OF THE STUDY	
	1.5 STATEMENT OF THE PROBLEM	
	1.6 LIMITATION OF THE STUDY	
<b>CHAPTER 2</b>	<b>OVERVIEW</b>	<b>14-21</b>
	2.1 PRIME BANK LIMITED	
	2.2 HISTORY	
	2.3 FOUNDERS	
	2.4 VISION,MISSION,SLOGAN&CORE VALUES	
	2.5 ORGANIZATION STRUCTURE	
	2.6 COMPANY'S MAJOR FUNCTIONS AND BUSINESS	
	2.7 PBL AT A GLANCE	
	2.8 DEPARTMENTS OF PBL	
<b>CHAPTER 3</b>	<b>TRAINING&amp;DEVELOPMENT OF PBL</b>	<b>22-33</b>
	3.1 TRAINING&DEVELOPMENT	

	3.2 OBJECTIVE OF THE T&D	
	3.3 IMPORTANCES OF HR T&D	
	3.4 BACKGROUND OF TRAINING CENTER	
	3.5 HR SECTOR OF PBL	
	3.6 HR TRAINING CENTER OF PBL	
	3.7 METHODS	
	3.8 RESULTS & OUTCOME OF TRAINING	
	3.9 REASONS OF TRAINING	
	3.10 TRAINING EFFECTS TO MEASURE	
<b>CHAPTER 4</b>	<b>COMPARATIVE ANALYSIS</b>	<b>34-45</b>
	4.1 ANALYSIS OF THE STUDY	
	4.2 SURVEY ANALYSIS	
	4.3 THE RESULTS OF THE SURVEY	
<b>CHAPTER 5</b>	<b>FINDINGS ON ANALYSIS &amp; RECOMMENDATION</b>	<b>46-52</b>
	5.1-5.2 FINDINGS & IMPACTS ON TRAINING CENTER ON FINANCIAL PERFORMANCES	
	5.3 RECOMMENDATION	
	<b>CONCLUSION</b>	<b>53</b>
	<b>REFERENCE</b>	<b>54</b>

# **Chapter 1**

## **Introduction**

## 1.1 ORIGIN OF REPORT

Internship program is a prerequisite for acquiring BBA degree. Before completion of the degree, every student must undergo with the internship program. Internship program is a great opportunity for the graduates to have an experience of the real corporate world before starting their career. Internship in the modern business world helps students to demonstrate skills and competence from their supervised experience and in addition enables them to demonstrate maturity and acceptable professional, personal and interpersonal behavior. As the classroom discussion alone cannot make a student perfect in handling the real business situation, therefore it is an opportunity for the students to get accustomed with the real life situation through this program. To fulfill this requirement I was worked as an intern in Prime Bank Ltd, Human Resources Division, Head Office, for three months. This not only fulfils the requirement of the program but also facilitates the dissemination of knowledge in the banking arena of Bangladesh and helps me a lot to compare theoretical knowledge with practical experience.

## 1.2 Rationale of the study

First of all I was asked to prepare this topic by my supervisor in the Bank. He asked me to work on this topic so that he can provide me relevant information, which will help me in completing the report. Most importantly my feeling is that I want to know about the Human Resources Division and its interior effects on financial performance of this bank. The total functionality of this section should be understood upon completion of this report. Like if in future if I have to work in any Bank then my knowledge of this sector can help me in my work. Also, it can give a lot to the Faculty of Business Administration. They can know the functions of the HR Division where action does not only take for recruiting people but also for creating impacts on firm's financial performances. So, as a whole this topic can certainly help all of us in various ways. But unfortunately till submission of my internship report I am working with Human Resource Training & Development Center which is a part of Human Resource Division.



## **1.3 Objectives of the study**

### **1.3.1 Broad Objectives**

The main objective of this report is to find out the —To find out the actual picture of the effects on a training center on financial performances. But this is not the main aim of this report. The following are the other objectives of the title of the report, which are also attained in this study.

### **1.3.2 Specific Objectives**

- To find out what is actually happening regarding the organization s‘training center internal control issues.
- To focus on the employees who are getting training and already trained from the training center whether they are helping to raise the organization’s financial performance or not?
- To scrutinize the databases of last four year training cost of Prime bank Limited.
- To analyze thelast five year training budget along with the last seven year annual report of Prime bank Limited.
- To construct a correlation between HR training center and financial performance as a whole.
- To identify the SWOT analysis of Prime Bank Limited.
- Tohave a close view as well as analyze the each year performance according to HR activities
- To capture a survey between employees and responsible executives of HR training center.

## 1.4 Methodology of the study

To conduct the research I followed some specific methods. I followed primary data collection method for the survey and secondary method for Literature Review and other relevant data interpretation.

### 1.4.1 Primary Sources:

- Practical deskwork in my specific position posted by the bank.
- Face to face conversation with the officer. It s'a very good practice since the officers know that I don't have knowledge about the HR Training center. So, they share the information with me.
- Direct observations are another important way to aid myself in learning more about the topic.
- The questionnaire format was MCQ and OPEN ENDED type.

### 1.4.2 Secondary sources:

- Annual report of Prime Bank Limited.
- Relevant file study as provided by the concerned officer.
- Some brochures and related articles of Prime Bank Limited.
- Some hard copy form of data as given by my supervisor in Prime bank.
- Publications obtained from the Internet and from the website of Prime Bank Limited.

### 1.4.3 Data Processing:

Data collected from both primary and secondary sources and processed manually and qualitative approach is used through the study.

### 1.4.4 Sampling plan Sampling Unit:

I focused my study mainly on the HR-Training Center of Prime Bank Limited. **Sample & Population:**

Sample: Prime Bank Limited, Head Office, Dhaka

Population: Executive Level Management – 01

Junior Level Management– 01 Trainee Employees -12

Contact Method: For conducting my survey I followed personal interviewing method.

### 1.4.5 Data Analysis and Evaluation

The information from primary and secondary sources analyzed based on tabulation and arithmetic operations like %age and some graphical tools, which will give more clear understanding. The analysis of the survey was based on the opinion of both employees and officers of PBL HR training center. After evaluating the analysis, some recommendations are given to support the findings. For comparative analysis correlation between variables are used (using correlation coefficient calculator) to evaluate the performance of Prime Bank Training center HR database with the previous four years' accounting and financial performances.

## 1.5 Statement of the problem

This study may raise some statement of the problem. As a private organization sometimes-political pressure hamper the banks smooth operation. The bank also takes some reasonable steps in their Human Resource Division. Besides, it will explain how a Human Resource Training center carried out its task. I will also try to find out the present situation of Prime Banks training cost variation problems, their contribution to the financial performances, Employee cost and HR budget by comparing with last four years and the opinion of the Trainee as well as the responsible executives who are upholding training. That could help me to build my knowledge about overall Training center activities of the commercial banks in Bangladesh.

## 1.6 Limitation of the study

- As a purpose of my term paper, I have gone through a survey. In my study I covered Human Resources Division of Prime Bank Ltd. Due to shortage of time frame it was complex to go for survey of large scale and the findings may not reflect the exact belief on present scenario of impacts on training center on financial performance as a whole. The actual phenomenon of the weaving organization will just be highlighted and some issues may be overlooked. The respondents may be biased on certain issues and also they may be not willing to leaking out their internal matters that may hamper the total evaluation of the research. But I am still hoping for the best.
- Prime Bank Ltd. maintains strict confidentiality about providing their financial information; therefore it was quite difficult to obtain all the necessary data that was required to complete the report. Thus in those cases there could be a certain level of inaccuracy.

- Major part of the report is based on the face-to-face interviews, which consists of views and opinions of those people. In some cases some of them were not able to provide concrete facts or figures. In this case as well some assumptions had to be made. Regression analysis is not disseminated due to lack of database. So for the convenience of analysis correlations between HR Training center and financial performance are presented.
  
- Finally, the nature of information of the project part is somewhat confidential and critical to analyze. It was quite difficult to have the sufficient knowledge and understanding in that particular field, in a short period of Internship program. However, my report covers only the activities of HR training center and the financial performance of Prime Bank Limited by each year comparison.

# **Chapter-2**

## **Overview**

## 2.1 Prime Bank Limited

In the backdrop of economic liberalization and financial sector reforms, a group of highly successful 7 local entrepreneurs conceived an idea of floating commercial banks with a different outlook. For them, it was competence, excellence and consistent delivery of reliable service with superior value products. Accordingly, Prime Bank Ltd. was created and commencement of business started on 17th April 1995. The sponsors are reputed personalities in the field of trade and commerce and their stake ranges from shipping to textile and finance to energy etc. As a fully licensed commercial bank, Prime Bank Ltd. is being managed by a highly professional and dedicated team with long experience in banking. They constantly focus on understanding and anticipating customer needs. As the banking scenario undergoes changes so is the bank and it repositions itself in the changed market condition. Prime Bank Ltd. has already made significant progress within a very short period of its existence. The bank has been graded as a top class bank in the country through an internationally accepted CAMEL rating. The bank has already occupied an enviable position among its competitors after achieving success in all areas of business operation. Prime Bank Ltd. offers all kinds of commercial Corporate and Personal Banking services covering all segments of society within the framework of Banking Company Act and rules and regulations laid down by our central bank. Diversification of products and services include Corporate Banking, Retail banking and Consumer Banking right from industry to agriculture, and real estate to software. Moreover, in order to retain a competitive edge, investment in technology is always a top agenda and under constant focus.

## 2.2 History

Prime Bank Ltd was incorporated under the Company ACT, 1994 on February 12, 1995. On this day filed a duly verified, declaration in the prescribed form that the conditions of section 150 (1) (a) to (b) of the said Act, have been complied with and is entitled to commence business as a public limited company. PBL being a banking company has been registered under the Companies ACT 1913 with its registered office at 5, Rajuk Avenue, Motijheel C/A, Dhaka 1000, Later it was shifted to Adamjee Court Annex Building, 119-120, Motijheel C/A Dhaka 1000. The Bank Operates as a schedule Bank under banking license issued by Bangladesh

Bank the central banking of the country on April 17, 1995 though opening its Motijheel Branch at Adamjee Court Annex Building, 199-120, Motijheel C/A, Dhaka 1000. A group of renowned industrialist, business house and professionals of the country is sponsored from the incorporation of the bank. Initially the bank was having authorized capital of TK 1000 million and paid up capital of TK 100 million sponsored by 22 members of Board of Directors.

## 2.3 Founders

Prime bank Ltd. inaugurated its operation in 1995 with TK 100 million paid-up by a group of highly successful entrepreneurs' from various fields of economic activities such as Shipping, Oil, Finance, Garments, textile and insurance etc. It is a full licensed scheduled commercial bank set up in the private sector in pursuance of the policy of the Government to liberalized banking and finance service. The founder chairman Wiccan of the bank Dr. R A Ghani is a doctorate in science. He was a member of the board of directors of Bangladesh Bank and a former minister of Bangladesh. The Former Governor of Bangladesh Bank Mr. Lutfar Rahman Sarkar was the first managing director of the bank. Highly professional people having wide experience in domestic and international banking are managing the bank. The bank has made significant progress within a very short time due to its very competent board of directors, dynamic management and introduction of various customer friendly deposit and loan products.

Prime Bank Exchange House: Prime Bank (UK) Ltd. is committed to deliver remittance from NRBs in UK to every corner of Bangladesh rapidly with the best competitive exchange rate. With the view to evaluating its performance to the standard of the global financial organizations and internationalizing banking operations, this footstep of PBL would also act as a catalyst in accelerating the socio-economic development of Bangladesh. Strong IT platform powered by —RemitFastll, remittance software developed by banks own IT team. The officials were given by a British expert on Anti Money-Laundering and UK Regulations in addition to simulated training before processing live transactions. Prime Bank (UK) Ltd. is the second fully owned Exchange House of Prime Bank Ltd. while prime Exchange Co. Pte. Ltd was established in Singapore in 2006, as the first owned Exchange Company of Prime Bank Limited and the first ever fully owned Exchange Company in Singapore by any private Commercial Bank of Bangladesh. On



25th August 2009 Prime Bank Limited got approval from Bangladesh Bank to establish PBL Exchange (UK) Ltd. Soon it was incorporated with Companies house of England and Wales on 19th November, 2009. Prime Bank Limited obtained money Laundering registration on 13th April, 2010 issued by HM Customs and Excise and it got registration of Financial services Authority of UK on 14th May 2010. Finally the grand opening of PBL Exchange (UK) was held on 2nd, 3rd, and 4th of August, 2010.

## 2.4 Vision

“To be the best Private Commercial Bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity

## Mission

“To build Prime Bank Limited into an efficient, market driven, customer focused institution with good corporate governance structure. Continuous improvement in our business policies, procedure and efficiency through integration of technology at all levels.”

## Slogan

—A Bank with a difference.

## Core Values

**For customers:** To become most caring Bank-by providing the most courteous and efficient service in every area of business.

**For employees:** By promoting the well-being of the members of the staff.

**For shareholders:** By ensuring fair return on their investment through generating stable profit.

**For community** By assuming role as a special responsibility corporate entity in a tangible manner through close adherence to national policies and object

## 2.5 Organization Structure:

From the top to the bottom management body of Prime Bank Limited can be divided into four levels.

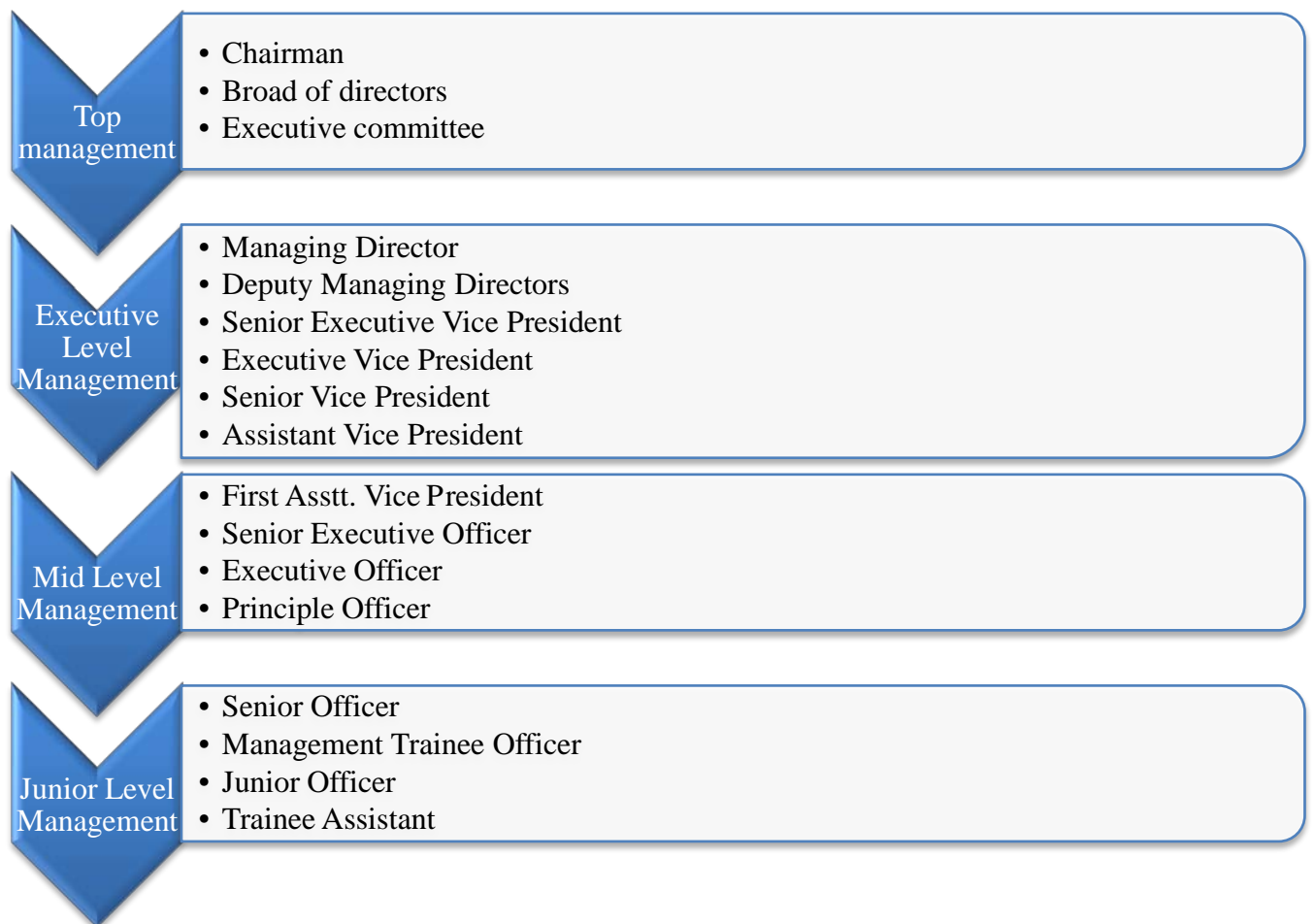


Figure 01: Organization Structure

## 2.6 Company's Major Functions and business

The Prime Bank Ltd. focuses on a wide range of banking and financial services which include commercial banking, retail and SME asset management, Islamic banking, investment banking, merchant banking, and card business. Moreover, Prime Bank is a market leader in corporate to consumer banking and retail lending to SME's in Bangladesh. Prime Bank's services and products are following.

# Products & Services

## Deposits

### Local Currency Deposit Accounts

#### a) Conventional Banking

- Current Deposit
- Savings Deposit
- Short Term Deposit
- Non Resident Taka Account
- NR Investors Taka Account
- Security Deposit Receipt
- Deposit Under Scheme :
  - Contributory Savings Scheme
  - Lakhopoty Saving Scheme
  - Monthly Benefit Deposit Scheme
  - Double Benefit Deposit Scheme
  - Education Savings Scheme
  - Prime Millionaire Deposit Scheme
  - HBL Deposit Scheme

#### b) Islamic Banking

- Al-Wadiah Current Account
- Mudaraba Savings Deposit
- Mudaraba Short Term Deposit
- Convertible Taka Account
- Mudaraba Term Deposit
- Mudaraba Special Saving Scheme Deposit
  - Contributory Savings Scheme
  - Lakhopoty Saving Scheme
  - Monthly Benefit Deposit Scheme
  - Double Benefit Deposit Scheme
  - Education Savings Scheme
  - Hajj Deposit
  - Mudaraba Prime Millionaire Deposit Scheme
  - Mudaraba HBL Deposit Scheme

### Foreign Currency Deposit Accounts

- Foreign Currency Account
- FCY Account under ERQ
- Resident FCY Deposit
- Non Resident Foreign Currency Deposit

## Treasury

### Primary Dealer Unit

- Treasury Bills

- Treasury Bonds
- REPO's
- Reverse REPO's

## Forex & Fund Management

- SWAPS
- Import/Export Financing
- Custodian Services
- Money Market Lending & Borrowing

## Special Services

### Cash Services

- ATM Services
- Cheque encashment
- Foreign Currency

### Fund Transfer

- Inter-Branch Money Transfer
- SWIFT
- Telegraphic Transfer
- Issuing and Encashing Foreign Drafts

### Travel Services

- Traveler's Chaques

### Value Added Services

- Locker Service
- Insured Deposit
- Senior Citizen Scheme

### Credit Cards

- Visa Credit Card-Local
- Visa Credit Card-International
- Master Card-Local
- Master Card-International

## Advances

### a) Conventional Banking

- Packing Credit
- Loan Against Imported Merchandize (LIM)
- Letter of Trust Receipt (LTR)
- Payment Against Documents (PAD)

Along with this list of services, it plays Leading Role in Syndicated Financing. It has expertise in corporate credit and trade finance, made extensive market penetration with continuous growth in Corporate, Commercial and Trade Finance sectors. .

## 2.7 Prime Bank Limited at a glance

01. Date of Incorporation	12th February, 1995
02. Date of Commencement of Business	17th April, 1995
03. Capital Authorized	Tk. 10000 Million
Paid-up Capital	Tk. 5778 Million (Dec-2011)
04. Deposits	Tk. 124519 Millions
05. Loans & Advances	Tk. 118,837.29 Millions
06. Net Profit	Tk. 3003 Millions (Dec-2011)
07. Loan as a % of total deposit	83.44%
08. Global Reach	528 Correspondents Worldwide
09. Number of Employees	2400 as on 2012
10. Capital Adequacy Ratio	11.69%
11. Liquidity Assets	25.76%
12. Non Performing Loan	1.15%
13. Return on Assets	2.10%
14. Return on Average Shareholders Fund	21.6%
15. Return on Investment	13.2%
16. Earnings per Share (EPS)	5.69 (Tk.100.00 each share).
17. Name of the Chairman Of PBL	<b>Mr. Siraul Islam Mollah</b>
18. Number of Branches	124
19. Number of SME Branches	17
20. It is a Publicly Traded Company	Share quoted daily in DSE & CSE
21. Credit Card	Master Card, Platinum Card
22. Banking Operation System	Both conventional & Islamic Shariah System
23. Technology Used	Member of SWIFT Online Banking UNIX Based Computer System

## 2.8 Departments of PBL:

The Department Based Approach is similar to that of the branch based approach, where each department operates as a separate unit but sometimes collaborates in order to operate more efficiently or to solve a common problem. Such departments are also treated as a separate entity but are much more specialized in one particular area of business unlike a branch, which has to be involved in multiple tasks. Examples of few other departments at Prime Bank Ltd are given below:

- Human Resources Division (HRD)
- Financial and Administration Division (FAD)
- General banking department
  - o Accounts opening section
  - o Cash section
  - o Remittance section
  - o Bills and clearing section
  - o Accounts section
- Foreign exchange department
  - o Import section
  - o Export section
  - o Foreign remittance section
- Marketing Division
- Public Relation Department (PRD)
- Merchant Banking and Investment Banking
- Treasury Division
- International Division (ID)
- Computer and Information Technology Department (IT)
- Credit Division
- Corporate Affairs Division
- Card Division
- Board Audit Cell
- Monitoring and Inspection Division

# **CHEPTER: 3**

## **Training**

**&**

## **Development of**

## **Prime bank LTD**

## 3.1 TRAINING AND DEVELOPMENT

Training and Development is necessary in order to fully utilize the potential of an employee so that he performs his job to the best extent possible.

### Policy, Rules and Procedures

A training directory will be prepared identifying the training needs for all the employees, not only from the employee's point of view but also the department's and organization's perspective.

Training and development will be a planned activity. At the beginning of the calendar year, the HR department will prepare the training budgets for all the departments and get it approved by the respective department heads. The overall training budget would also be approved and should be in the range of 5%-10% of employee cost, depending on the training requirement for the year.

Also a training schedule would be prepared for each employee. This training schedule will detail out the number of days of training for each of the employees and the various areas on which training would be imparted. The schedule will be issued to all the employees by the first week of April. The bank shall try to ensure that each employee receive at least 5 days of training every year.

The training sessions would be conducted either in-house or by external faculty.

The responsibility for administering the training would primarily be of the HR department. Department specific training programs would be conducted with the help of the respective department heads.

In the event the employee has any query related to the training calendar, he or she can contact the respective department head.

Once an employee has been nominated for a training program he is bound to attend the same. Any exception should be approved by the respective functional director.

## Derivation of the training inputs

The training inputs will be derived as follows

- **Individual**

The employees input should be collected from the performance appraisal of the employees. In collaboration, the Appraising Manager and Appraisee are to record both the important Strengths that need to build upon and the most important development areas that have been chosen for improvement. For a year each of these strength and development need is to be limited to one or two, so that focus can be maintained. Based on this, measurable training and development Objectives and Action Plans may be decided as given in Annexure.

- **Departmental:**

The HR department will collect the information on specific training needs for each department from the respective departmental heads. Such programs may run specifically for these departments and may not be open for other departments if the coverage of the program is not relevant to them.

- **Organizational**

The organizational need for the training would be derived from the vision, mission and the strategy of the organization for the respective year



### **3.2 Objectives of the training and development:**

Broad/General Objective- Is to provide details information about Prime Bank's training & development system & analyze different aspects of it.

Specific Objectives-

- To provide details about training systems, procedures, topics, people related to it, analyze its advantage & disadvantage.
- To identify the PBL's training method.
- To provide names & details about training that is provided.
- To analyze materials used for training.
- To identify the employee's satisfaction about the training.
- To know about the system to choose trainee & trainer.
- To identify about the trainee efficiency.
- To identify the output of the employee on the training period.
- To find out the employees benefit on the job period.
- To identify whether the employee are applying their knowledge on the job life

### **3.3 Importances of Human Resource Training & Development:**

- The HR training & development ensures the concept of TQM- total quality Management.
- This Department ensures EEO- Equal Employment Opportunity.
- This department manages the training system for the new recruited employees, weak employee and if any new technology or theory is adopted.
- Also looks after taking care of employee's compensation & benefits.
- Serves with latest & best modules and topics of training giving importance to the changing technology & newly adopted methods in the organization.
- Helps to increase KSAOs of t. e employees.
- This department looks after the performance appraisal, promotion, and transfer.

- Establish and maintain chain of command & management hierarchy.
- This department tries to improve the motivational level of employee.
- To establish all kinds of acts regarding employee, organization etc.
- To improve the employees' skills.
- To establish and ensure proper organizational behavior and environment.

Mainly it enables the employees to become efficient & achieve the desired stage according to their slogan which is "Efficiency is our strength"

### 3.4 Background of Training center

#### Training defined

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training is an essential element for any organization that enabled the organization to adapt the changing conditions and be more effective in the marketplace. Actually the trained manpower can understand the organization's policy and provide continuous performance according organization. Mainly the HR managers determine this gap by the performance appraisal process. Initially, most of the organizations provide introductory training after any kind of orientation program. Then they goes for the another types of performance appraisals for determining the gaps between actual and expected performance.

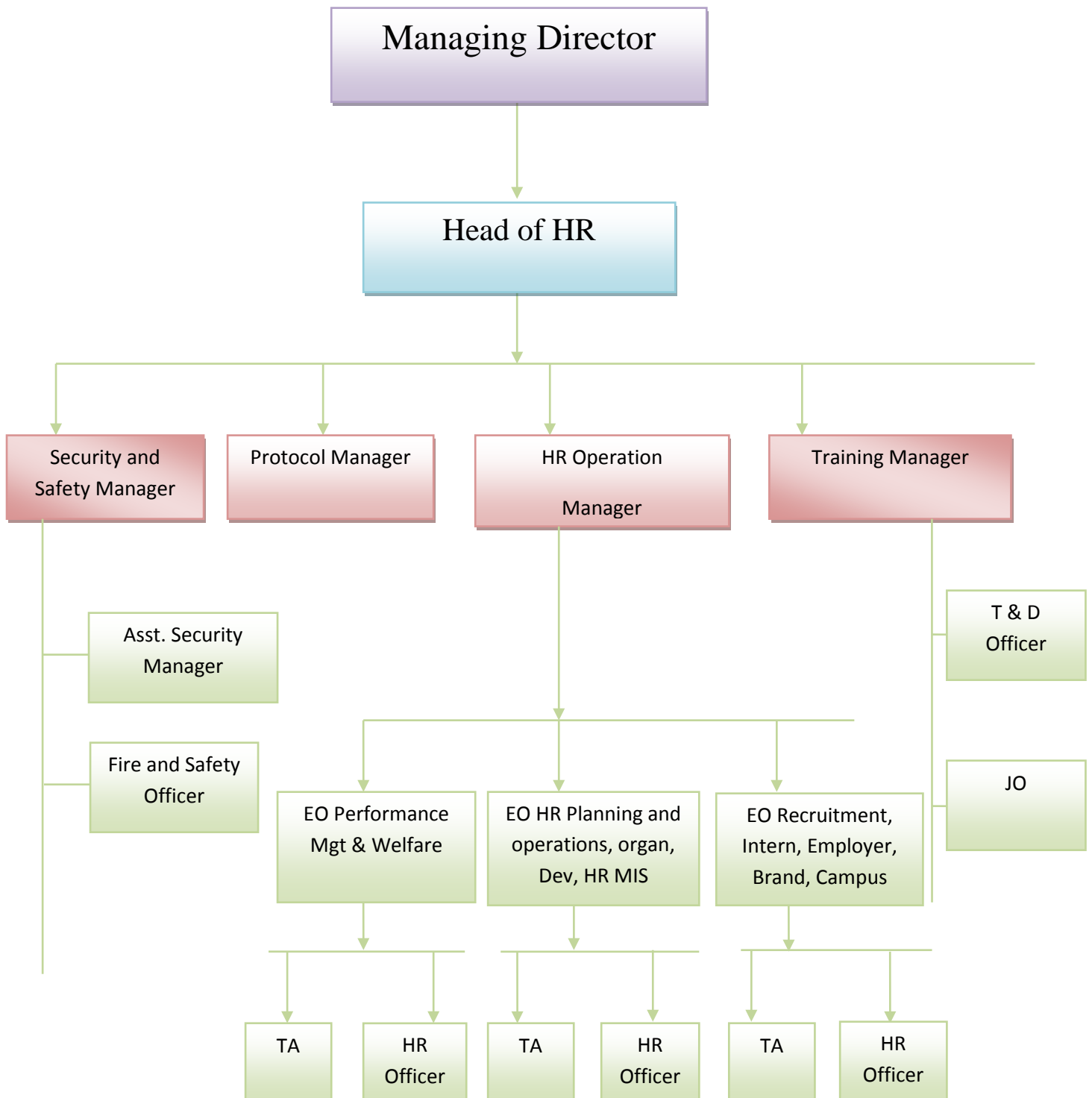
#### Training Philosophy

In a training center courses are presented on a modular basis which may be linked to one another or presented as specialized stand-alone courses/workshops. Training Institute is prepared to share its expertise and training infrastructure with other Central Banks in the country. Training objective tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives,

1. Trainer
2. Trainee
3. Designer

4. Evaluator Therefore, training objectives helps in increasing the probability that the participants will be successful in training.

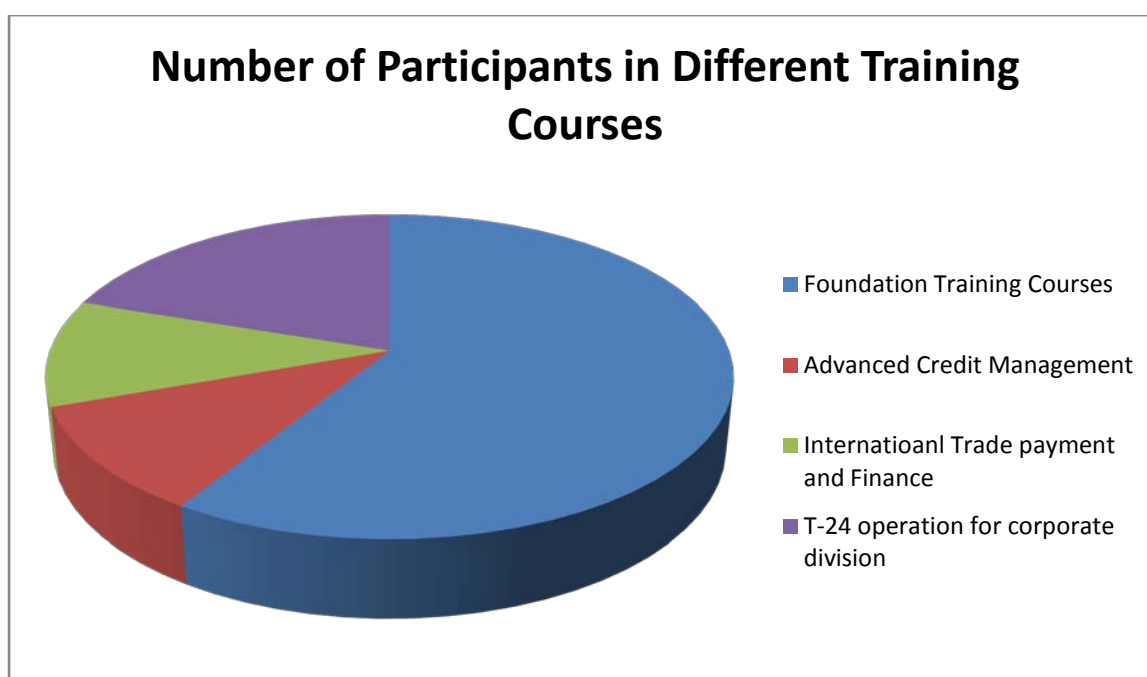
### **3.5 HR sector of Prime Bank Limited:**



## **3.6 HR Training Center of Prime Bank Limited**

### **HR Training**

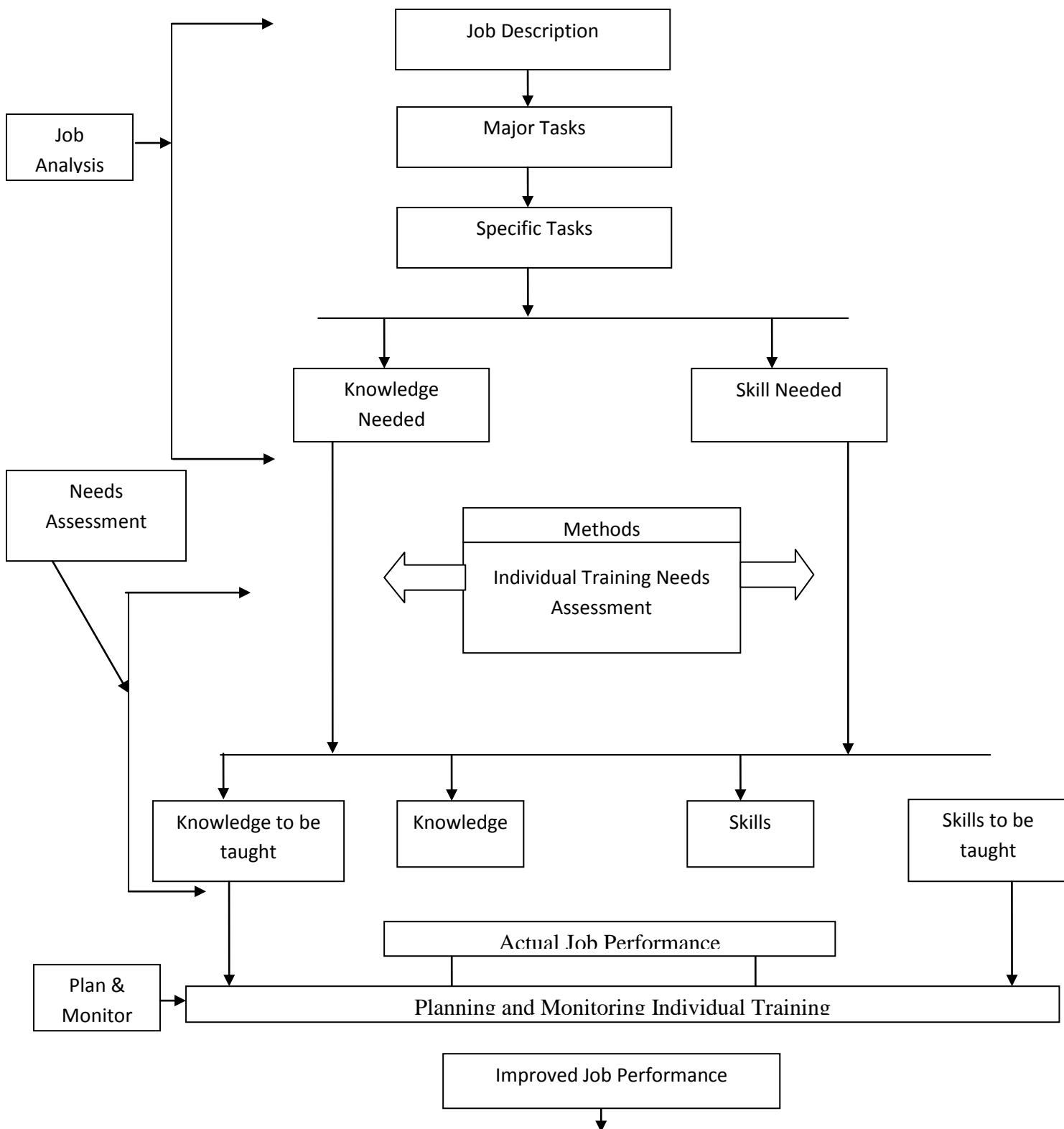
HR Training & Development Center took all out efforts to encourage growth and career development of the employees by training, workshop, seminar, coaching etc. and also send employees abroad on burning issue of the age. Employees are also sending to Bangladesh Bank Training Academy (BIBM) by helping them to achieve both their personal and professional goals at Prime Bank and beyond. HR Operations maintain a close link with the training and development center in order to produce a synergistic end result that would help inculcate professional excellence of the employees.



A good number of employees of the bank were also sent to attend various training/workshops/seminars arranged by different trading bodies/training academies in home and abroad. Details are as under:

Serial No	Institute	Number of Course	Number of Participants
01	BIBM	8	14
02	BBTA	14	16
03	Local (Others)	20	30

Diagram: Training needs assessment



**Diagram: Training Needs Assessment Process**

## **Exams:**

- Class test (question and write down those question's answer)
- Final ( MCQ)
- Oral Presentation
- Case study
- Work shops
- Lecture series

In 1 day duration training test are taken after half of the training & at the end of the training & in 3 days exams are taken at the end of every day & in monthly program tests are taken after 10 or 15 & at the last day.

### **Mark distribution:**

The total mark is 100.

Class Test 30%

Presentation 30%

Final 30%

Participation 10%

Total 100%

## **The Grading system:**

The grading system is following:

1. Excellent: 91 and above 3
2. Good: 81 to 90 2
3. Average: 71 to 80 1
4. Below Average: less than 71

## **3.7 Methods:**

**I.On the job Training-** The process in which TAOs& POs gets trained by working in office for 3 months after joining & also for one year.

-Coach

-Mentoring

-Job Rotation

-Job Instruction Technique (JIT)

### **3.8.Results and outcome of training**

- Increase quality and quantity (Evaluation and comparing, increase the quantity of all people's behavior) of work performance.
  
- Decrease accident
  
- Increase knowledge, skills, and attitudes.
  
- Decrease cost of management.
  
- Evaluation on the training effort

Data collection: the trainee's data collection is to be more effective to evaluate the training result. The data collection means what is the condition about the trainee before the training and after the training.

### **3.9Reasons of training:**

1. Cost effectiveness
  
2. Improve HRM, Job performance, Promotion
  
3. Change in program
  
4. Decrease the rate of Employee Turnover



### 3.10. Training effects to measure

Techniques to measure the training output

- **Reaction:** Evaluate trainees' reactions to the training session. Did they like the program? Did they like it worthwhile? PBL is not looking on that area. They are simply running their training. They don't look to the trainees' reaction or don't care.
- **Learning:** Test the trainees' whether they are learning effectively about the skills, principle, and facts or they are not learning. They supposed to learn it.
- **Behavior:** Analyze whether the trainees' should change the behavior on the job-training period. PBL is collection only the performance. On the performance they don't care the trainees' behavior.
- **Result:** What is his performance before the training and after the training? If the performance cannot make any result then perhaps it hasn't achieve the goal of the training.

# **Chapter-4**

# **Comparative**

# **Analysis**

## **4.1 ANALYSIS OF THE STUDY:**

HR is used not only for employee control purpose but also for maintaining rules & regulations among the branches & HO. Training goes whole year long & it's the most used HR function. Other functions like Compensation & salary management gets the second priority, selection & recruitment process in the third one and performance appraisal gets the least attention.

Training programs are mandatory for every one after some period. For special purpose trainings from every branch one person is selected who is normally the second in charge of a particular department. He/she acquires knowledge from the training & after coming back teaches that to everyone in his department. When a new system is going to be started soon or government has plans to have a change in banking processes for that purpose workshops are arranged. Trainers are chosen randomly by the HR division. General training duration is 20 days-30 days, special purpose training duration is 1 day & 3-5 days and workshops are held for 1 day.

Evaluation is done by the TI principal & lecturers and results are given at the end of the project. New projects, technologies & techniques are been adopted & updated every six months. If anyone fails to achieve the desired mark he has to attend it again & his chance of getting promotion gets delayed, other benefits are not been given even he might get himself/herself in probationary period. For every training guest trainers are invited. Projects take place normally in PBL TI & government ordered programs are held in BIBM, ICMA etc. Individual performance evaluation is done by the manager operations & branch managers in every branch & total branch wise evaluation is done by HR based on their earned profit, dealing made, contract achieved & service provided.

## 4.2 Survey Analysis

### Is Training Effective or Not:

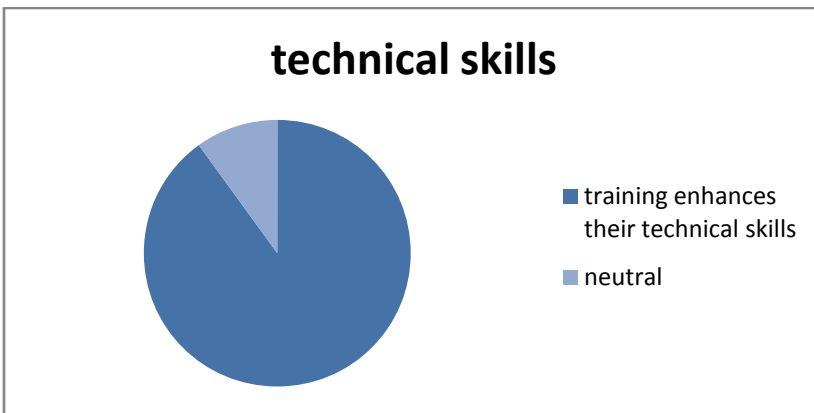
SERIAL NO.	NAME	EFFECTIVE OR NOT
1	ASHRAF HOSSAIN	YES
2	RAKIB SADNAM	YES
3	ANOWARUL HAQUE	YES
4	NIJAMUL HAQUE	NEUTRAL
5	AKLIMA KHATUN	NEUTRAL
6	MD.AFJAL HOSSAIN	YES
7	MD.ZUBAYAT KHAN	YES
8	SHAHRIAR RAHMAN	YES
9	HASANUL RAHMAN	YES
10	SIFAT JAHAN	YES
11	MD.KAZI MALEK	YES
12	SHEKH RAIHAN	NEUTRAL
13	MOMO SHARMIN	YES
14	ARHAN-AL-HAQUE	YES
15	JISHAN-UL-RAHMAN	YES
16	SAMIA RAHMAN	YES
17	MD.RAIHAN KHAN	YES

<b>18</b>	<b>FARHANA MOU</b>	<b>YES</b>
<b>19</b>	<b>ABDUR RAYHAN</b>	<b>YES</b>
<b>20</b>	<b>FARHAN MALEK</b>	<b>YES</b>
<b>21</b>	<b>SHIRIN AKTAR</b>	<b>YES</b>
<b>22</b>	<b>MIJANUR RAHMAN</b>	<b>YES</b>
<b>23</b>	<b>AFROJA KHANOM</b>	<b>NEUTRAL</b>
<b>24</b>	<b>JANNATUL FERDOUS</b>	<b>NEUTRAL</b>
<b>25</b>	<b>AMJADUL HAQUE</b>	<b>YES</b>
<b>26</b>	<b>TAREQ IQBAL</b>	<b>YES</b>
<b>27</b>	<b>MD.REHABUDDIN</b>	<b>YES</b>
<b>28</b>	<b>ABDUR JAMIO</b>	<b>NEUTRAL</b>
<b>29</b>	<b>IRFAN HAQUE</b>	<b>YES</b>
<b>30</b>	<b>ANISUR RAHMAN</b>	<b>YES</b>

### **4.3The results of the survey done among the employees in mouchak branch**

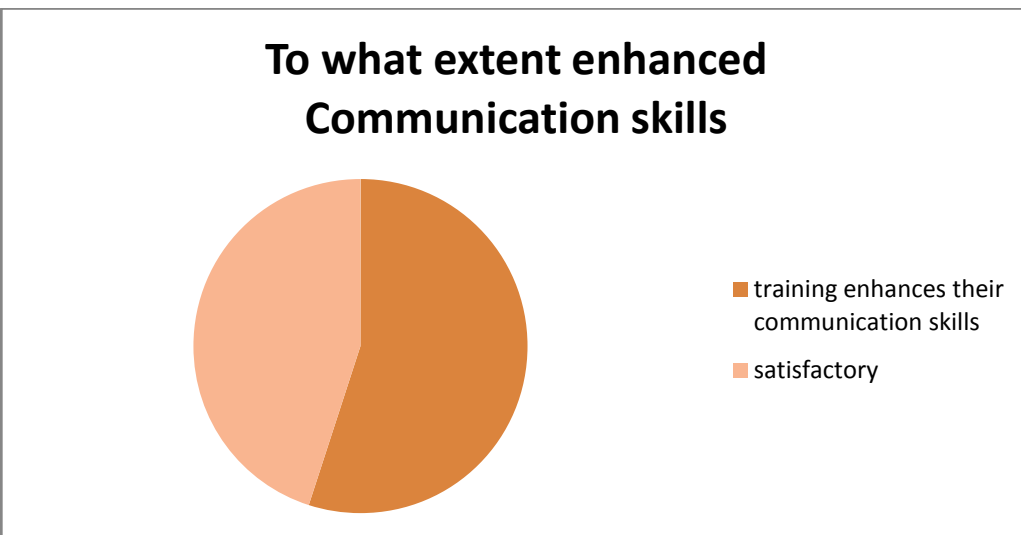
#### **PBL bank is shown below with pie charts**

1. To what extent increased technical skills:



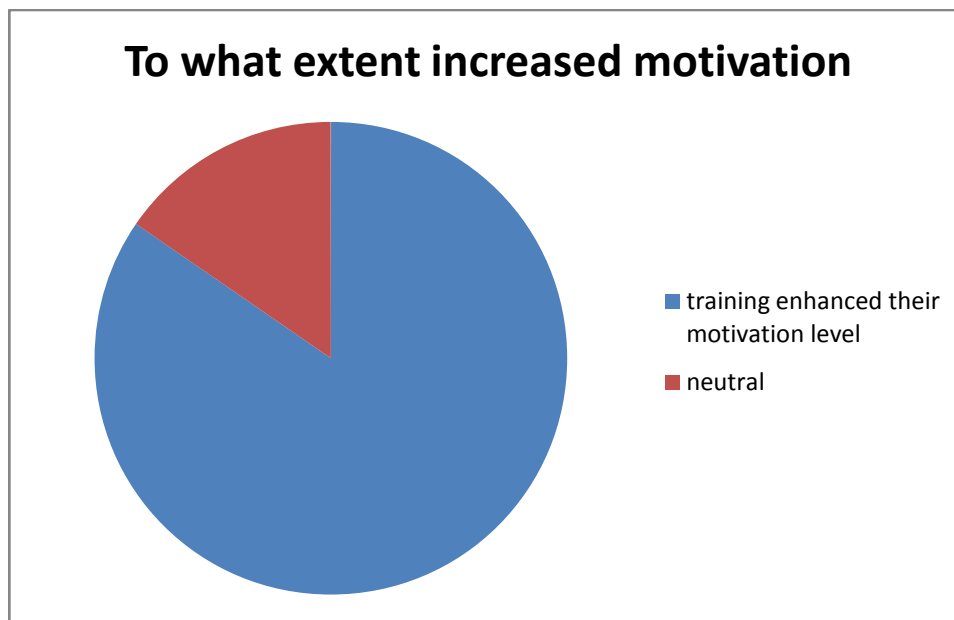
The employees of PBL bank Ltd. most of the employees agreed that the training enhances their technical skills. 90% of them chose positive answers and other 10% were neutral.

2. To what extent enhanced Communication skills:



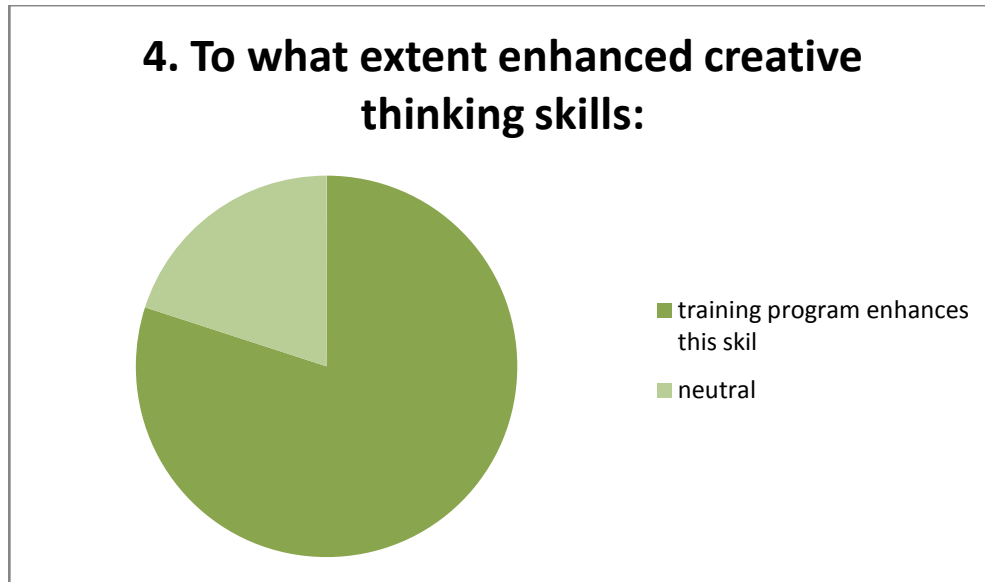
Employees of PBL bank responded very positively to this answer. 55% said that the training enhances their communication skills a lot and other 45% said satisfactory.

3.To what extent increased motivation:



55% from PBL agreed that their training enhanced their motivation level. 10% of employees from PBL remained neutral about this answer.

4. To what extent enhanced creative thinking skills:



40% of the employees of PBL have said that their training program enhances this skill a lot. 10% of them were neutral.

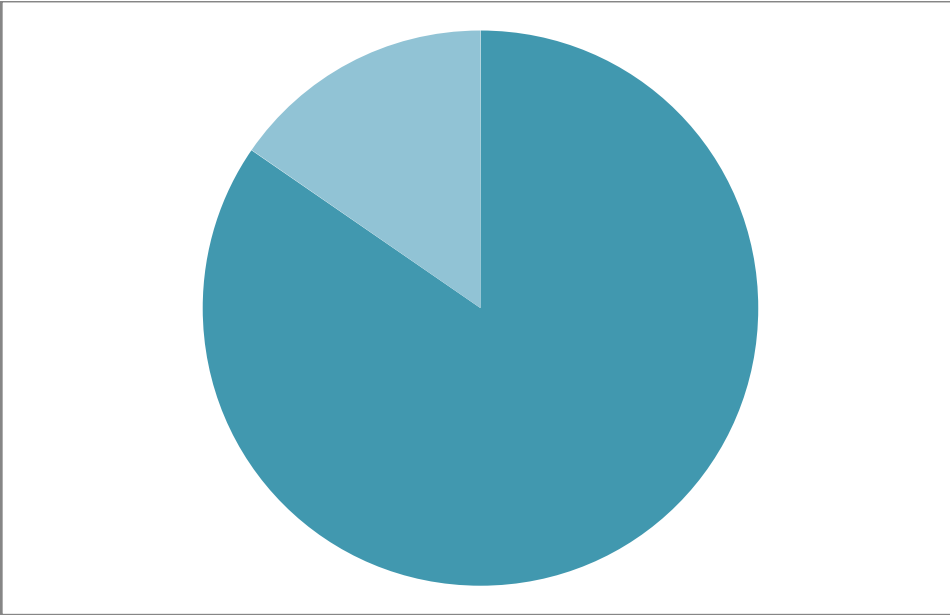
5. To what extent increased qualification skill:



75% from PBL agreed that their training enhanced their qualification level. 10% of employees from PBL remained neutral about this answer.

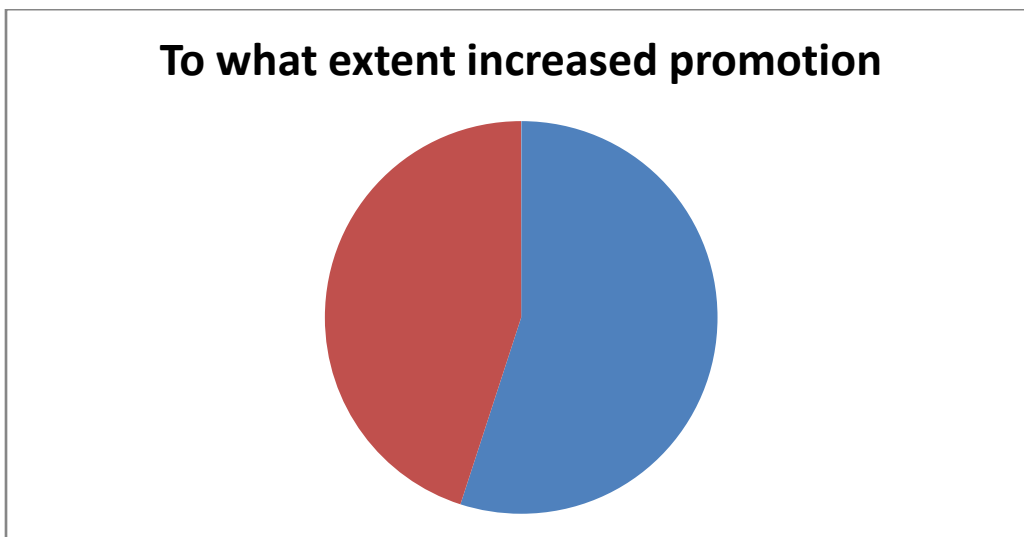


6.To what extent enhanced job security:



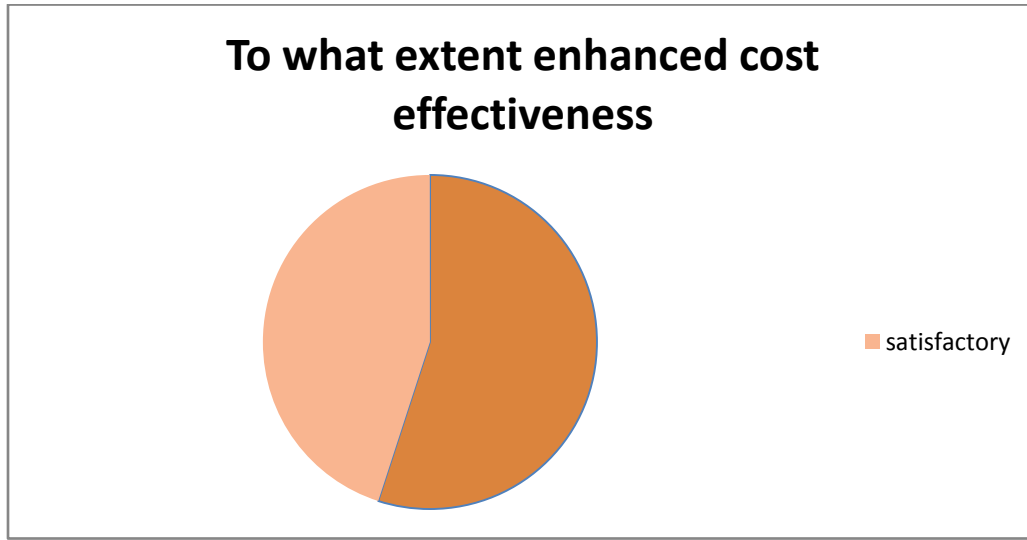
The employees of PBL bank Ltd. most of the employees agreed that the training enhances their job security. 90% of them chose positive answers and other 10% were neutral.

7.To what extent increased promotion



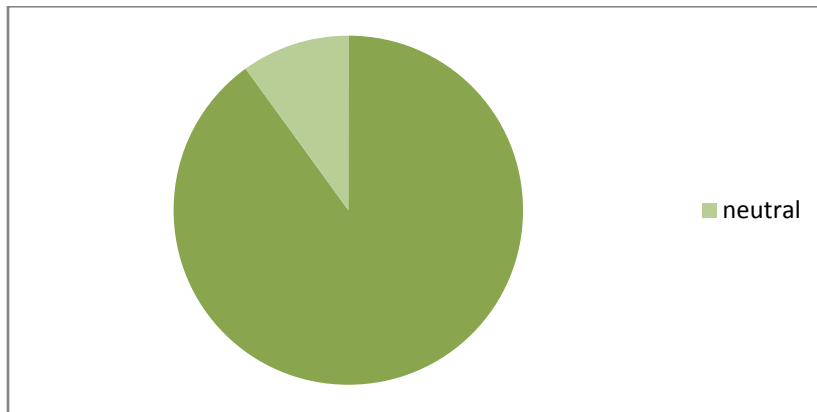
Employees of PBL bank responded very positively to this answer. 65% said that the training enhances their promotion level a lot and other 35% said satisfactory.

8. To what extent enhanced cost effectiveness:



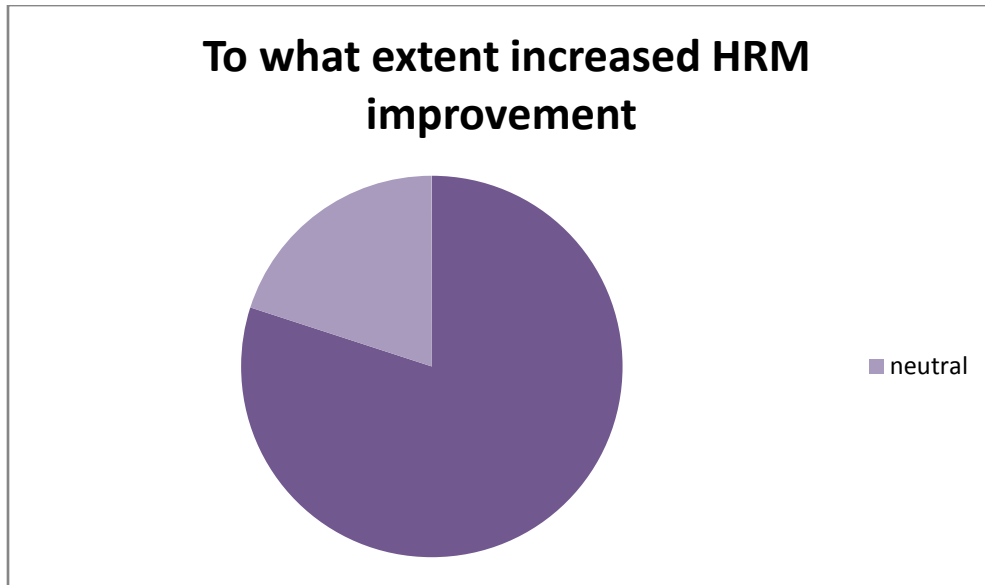
55% said that the training enhances their cost effectiveness and other 45% said satisfactory.

9. To what extent decrease cost of management:



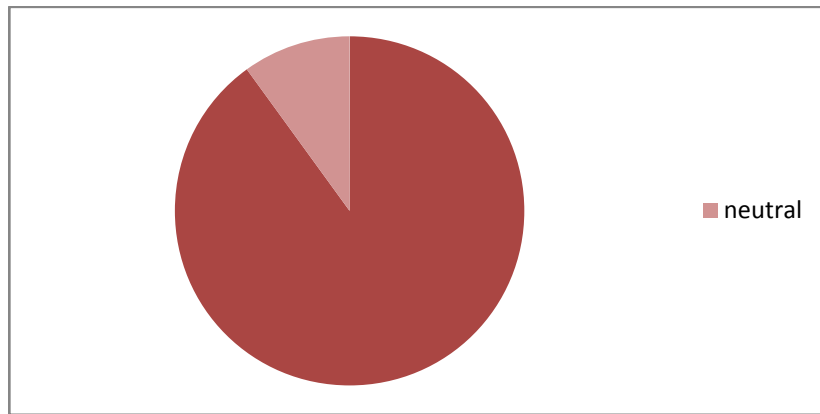
The employees of PBL bank Ltd. most of the employees agreed that the training decrease cost of management. 90% of them chose positive answers and other 10% were neutral.

10.To what extent increased HRM improvement



40% of the employees of PBL have said that their training program enhances this skill a lot. 10% of them were neutral

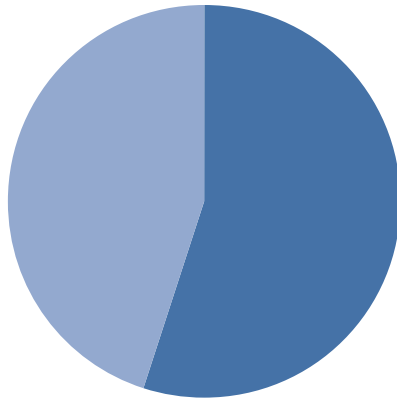
11, To what extent decrease the rate of employee turnover:



55% from PBL agreed that their training decrease the rate of turnover. 10% of employees from PBL remained neutral about this answer.

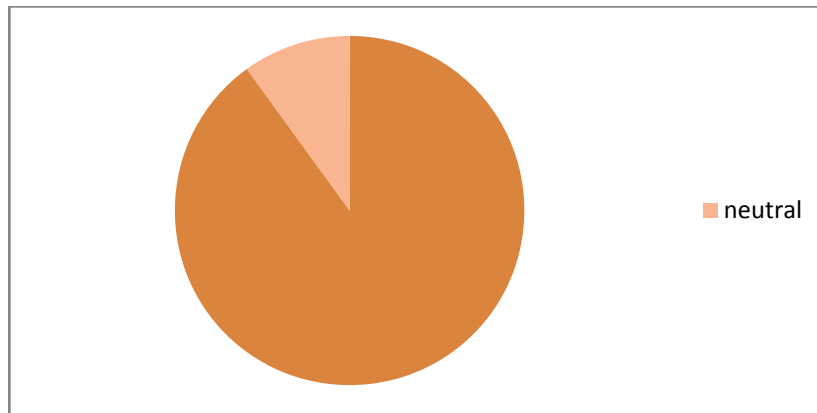
12.To what extent increased maintenance

### To what extent increased maintenance



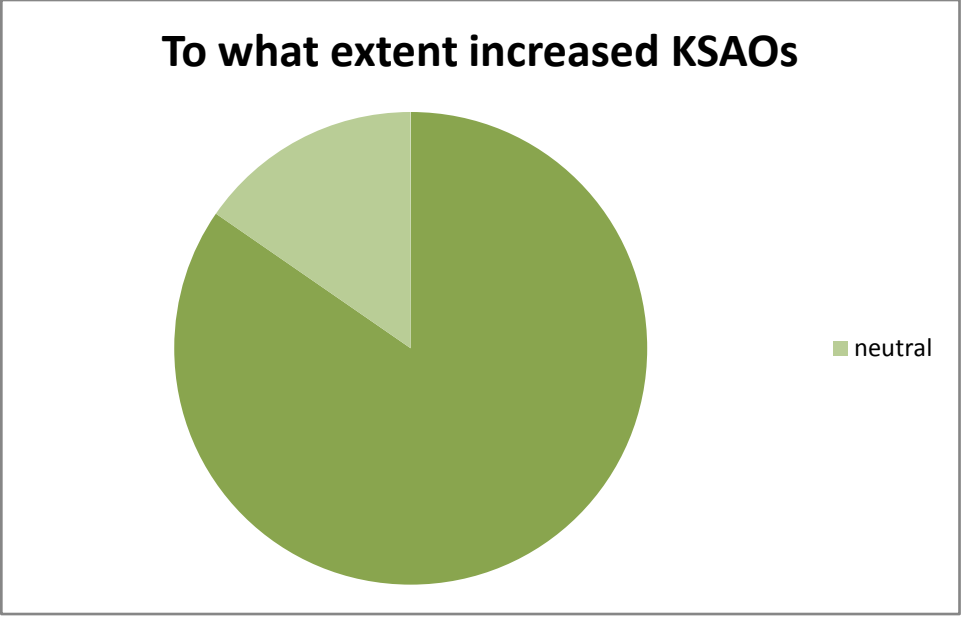
55% from PBL agreed that their training enhanced their maintenance level. 45% of employees from PBL remained neutral about this answer.

### 13.To what extent enhanced job performance:



75% from PBL agreed that their training enhanced their job performance level. 10% of employees from PBL remained neutral about this question.

### 14. To what extent increased KSAOs:



The employees of PBL bank Ltd. most of the employees agreed that the training enhances their KSAOs. 90% of them chose positive answers and other 10% were neutral.

**Chapter-5**

**Findings on Analysis**

**&**

**Recommendations**

## **5.1 Findings**

After evaluating all the factors related to HR & training & development some positive & negative factors were found, these are highly effecting the bank in many ways, their effect & relation are described below:

- Most of time the manager face difficulties to take any decision because of management hierarchy.
- Training programs take place when management decides it's needed rather than asking employees that do they need training or not.
- PBL training department has average number of trainers. Number of skilled trainers should increase in training department.
- In this organization fresh employee's training is compulsory but other employees training are not compulsory so it should be made compulsory.
- PBL should arrange training program for other employees. If company feels that comprehensive training program is required for high-level official then they should arrange it.
- Most of the employees are motivated towards their salary, job security, & relationship with supervisor or subordinate except few employees.
- There are no extra benefits for performance because organization provides promotion after 3 years later; there is no chance to get a promotion for extra performance.
- There is both positive and negative side for fair evaluation, the positive side is all the employees become happy because organization evaluate them fairly but other side the most talent employees become de-motivated.
- Internal employee coordination is high within the branch because the boss always attempts to encourage the subordinate.
- Some of the employees are not motivated about their job security, relationship with supervisor or subordinate except few employees.

- In my three months survey It was found that the entry level employees are highly dissatisfied because of benefits, repetitive task, working hour, and work force stress.
- The mid-level employees starting at senior principle officer (SPO) to top level employees starting at vice president (VP) are fully motivated because of strong compensation package, decision making power and benefits packages

## 5.2 THE IMPACTS ON TRAINING CENTER ON FINANCIAL PERFORMANCES

Performance analysis of HR Training Center database

Year	Training cost (TK)	Employee cost (TK)	Employees in HR Division
2012	22,62,150	1,676,952,818	19
2011	35,61,508	1,257,931,940	18
2010	37,08,849	899,204,898	16
2009	20,84,894	725,285,435	13

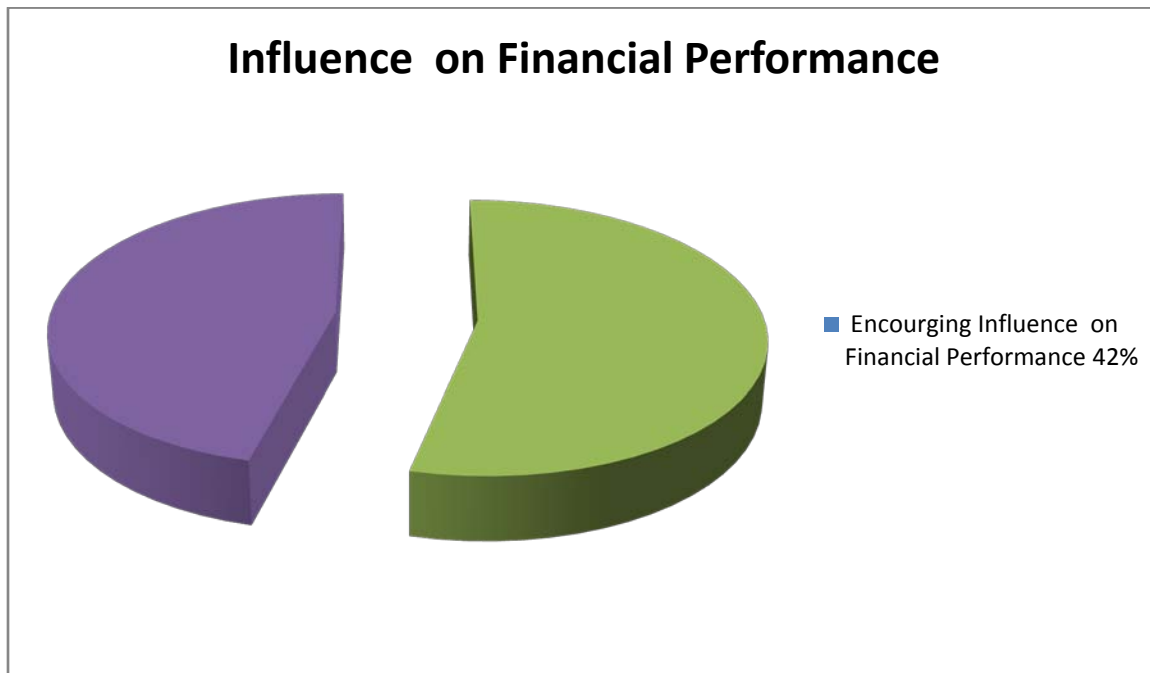
Table 1: HR database subject to HR Training center

**Interpretation:** In this section there are different type of analysis of last four years 2009, 2010 ,2011,2012 I am trying to find out the performances of prime bank HR Training center from the various type of analysis. The table shows that each year training costs are not increasing as the



employee costs are increasing. Each year management decided to minimize excess training cost then the previous year.

### 5.2.1 Influence on financial performance of a branch/unit/division to achieve its goal



**Interpretation:** The result shows that prime bank’s training center constructs positive impacts on financial performance. Around 42% employees had the same opinion that there is a positive relationship between training center and financial performance.

## 5.2.2 Prime bank training institute helps employees to minimize business risk over their operational branch/ unit/ division

Unit/Division



## 5.3 Recommendations:

- PBL should introduce more on-the-job training. It is the age of technological development. But computer & internet connection is not used that much but it can be a very useful source of knowledge for employees to update their skill.
- Trainers should be well trained and should have knowledge and skill regarding training. If they do not possess those qualities the company should introduce a training course on-how to take an effective training. Effective training programs should evaluate efficiency of trainers. So that they can provide effective training.
- The trainer should be well trained. As reputed organization, PBL should arrange better training for their employees. Modern technological instrument should be used as training instrument.
- Sometimes PBL employees go to other institution for training because there is only one training institution. They should increase their own training center.

## **5.4 Suggestions for HRD & Management:**

### 1. Work role diversification

If employees have been working in the same field for a number of years, they may have lost your passion for the work you do. When organization feel anyone become bored about his existing job organization should diversified his job into another position or department.

### 2. Leadership

Employees are more motivated when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence, or just taking action. Organization must ensure managers are well trained. Leadership combines attitudes and behavior and People respond to managers that they can trust and who inspire them to achieve meaningful goals.

### 3. Work Standards

When the employees are more satisfied then their entire workgroup takes pride in the quality of its work. Then management monitors and encourages communication, between employees and customers. Quality gains importance when employees see its impact on customers also.

#### 4.Fair Rewards

Employees are more motivated when they feel they are rewarded fairly for the work they do. Consider employee responsibilities, the effort they have put forth, the work they have done well, and the demands of their jobs. Management must be focus and Make sure rewards are for genuine contributions to the organization. As an added benefit, employees who are rewarded fairly, experience less stress.

#### 5. Sufficient Authority:

Employees are more motivated when they have adequate freedom and authority to do their job.

#### 6. Put people on the right path:

Most employees are looking for advancement opportunities within their own company. Work with each of them to develop a career growth plan that takes into consideration both their current skills and future goals. If employees become excited about what's down the road, they will become more engaged in their present work.

#### 7. Provide career coaching:

Help employees reach the next level professionally by providing on-site coaching. Bring in professionals to provide one-on-one counseling, which can help people learn how to overcome personal or professional obstacles on their career paths.

#### 8. Match tasks to talents:

Improve employee motivation by improving employee confidence. Assign individuals with tasks they know they will enjoy or will be particularly good about the task.

## **6. Conclusion:**

The PBL Human resource division and its training & development play a very vital role for total performance of the organization. The world is very competitive in this new millennium. Every organization is increasing the usage of technology. In this position Human resource is the thing which can make the difference. In this paper it has been tried to analyze the training & development of PBL from different point of view. To train employees effectively, organization need to understand what things employees need to learn. For this PBL management evaluates what types of training is needed according to that other activities like deciding topics to train, selecting trainees & trainer, arranging workshops, having a place as updating technology after all these evaluating & measuring performance, giving salary and different other activities are done. In this competitive world of banking business having a Training institute & managing it is important. Training and Development center leads to improve profitability and more positive attitudes towards profit orientation. It helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal. Smarter human capital management leads to better financial performance. From the report it has been found that an organizational financial performance increases due to minimization of excess training costs, maximization of training activities and workforces, proper utilization of training budget and balancing accounting and financial performances alongside each other. Human Resources Division and Human Resources Training Center have a logical link to an organization's financial performance.

## **Reference:**

## **Books:**

- Keller Kevin. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*
- Kotler & Armstrong. (2005), “Principal of Marketing”, 11th Edition, Prentice-hall of India
- Fred R. David. (2007), “Strategic Management”. 11th Edition, Pearson Education Inc.
- Annual Report of Prime Bank Limited (2008, 2009,2010,2011)

## **Websites**

[www.primebank.com.bd](http://www.primebank.com.bd)

<http://www.bloomberg.com/quote/PB:BD>

[http://www.investing.businessweek.com/research/stocks/financials/financials.asp?ticker=PB%3ABD&dataset=balanceSheet&period=A&currency=native.](http://www.investing.businessweek.com/research/stocks/financials/financials.asp?ticker=PB%3ABD&dataset=balanceSheet&period=A&currency=native)