

Internship Report

**An Exploratory Study on the Overall Training and
Development Process at LankaBangla Finance
Limited**





**An Exploratory Study on the Overall Training and Development
Process at LankaBangla Finance Limited**

Prepared for: Mr. Arif Ghani

Lecturer

BRAC Business School

Prepared by: Mohammad Abid Reza

ID: 12104046

BRAC Business School

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Letter of Transmittal

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Mr. Arif Ghani

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka 1212

Subject: Submission of Internship Report on “An Exploratory Study on the Overall Training and Development Process at Lankabangla Finance Limited.”

Dear Sir,

With due respect and humble submission I want to state that, I am very glad for having this opportunity to prepare and present the internship report which is on “An Exploratory Study on the Overall Training and Development Process at LankaBangla Finance Limited” to complete the BUS 400 course as a requirement for completion of my Bachelor’s degree. It has been a tremendous experience for me while doing the internship program as well as completing the report with practical contents.

The internal content of this report is based on the overall training and development process at LankaBangla Finance Limited which is coordinated by the Human Resource Department. I want to show my gratitude to you for your encouragement, effective guidelines and support. Lastly, it is a matter of great joy for me to present this report to you.

Thank you for your proper guidance and endless supports while getting through the challenges.

Sincerely Yours,

Mohammad Abid Reza

ID: 12104046

BRAC Business School

Acknowledgement

First of all I want to thank Almighty Allah for everything. With the help of Almighty and parents' blessings finally I have successfully completed my three months long internship at LankaBangla Finance Limited (LBFL). And now the final report of the internship has been prepared as a part of BUS400 course.

I must remember to express my gratitude to the honorable faculty member Mr. Arif Ghani, lecturer, BRAC Business School for his endless support, inspiration and guidance during this internship. This report has been prepared and presented to him for the assessment and final evaluation of this course.

I must not forget to mention my appreciation to Mr. Ahmed Kamrul Hasan, head of recruitment and Learning, LankaBangla Finance Limited under whose supervision I went through my internship. Moreover, my thanks go to Mr. Ashequl Arefin and Mr. Arif Hossain for their kind support and most importantly for providing the learning opportunity to me during the internship tenure. At the same time my thanks go to the other colleagues of LBFL who provided me infinite hold up and helped me to learn the situation of the real business world.

Last but not the least, I am grateful to BRAC University which is the reason I am standing here at the edge of earning my bachelor degree successfully.

Executive Summary

This report has been prepared with view to express the general picture of real life corporations dealing with their training and development programs for their employees and to discuss it in line with our theoretical study and finding the similarities and differences, also the problems of the process of training and development programs at LBFL. Among the non-banking financial companies of Bangladesh LankaBangla Finance Limited is one of the leading companies in terms of their service line as well as annual turnover. A detail history of LBFL with its various concerns has been comprised in the report along with some discussion of the LankaBangla Finance Limited. LankaBangla Finance Limited has its Head Office at 20, Kemal Ataturk Avenue - Banani, Dhaka. It's the only office from where all the HR operations are made. I got an opportunity to work in the Human Resource Department of LankaBangla Finance Limited as an intern for three months. My core responsibility was to assist the recruitment and learning team in the HR department for one and a half months and the remaining one and a half months I worked under HR operations to assist them. As a consequence I got the opportunity to pay a close look at the processes. As a part of the internship I am assigned to prepare a report on the overall training and development process of the company. In the second chapter of the report I have included the job responsibilities that I had done during the three months long internship at LBFL. Therefore, to collect information I interviewed some of the employees to get a clear idea about the effectiveness of the process run by the company. The report as a whole gives a clear idea about the training and development process of the company. Despite having the challenges I finally noted some problems that can be terminated in order to develop the process which are available in the findings section of the report. Later on some recommendations have been included based on the critical findings with some scope of improvements.

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Chapter 1: The Organization

1.1 Introduction:

In present days, the business world is no longer standing only on its primary concerns rather it goes beyond with various new subsidiaries. It not only helps to spread its business in different sectors but also it is great source to employ big number of people along with the maximization of profit. There are examples of such businesses in international arena however in Bangladesh there are glaring examples as well. LankaBangla Finance Limited (LBFL) is one of those examples which started with a tiny center but now standing as one of the pioneers in the country.

LankaBangla Finance Limited is one of the leading non-banking private financial organizations. It currently employs more than 2000 employees all over the country. To ensure the proper management of this huge manpower it requires a sound HR policy and most importantly the best manpower in the HR department as well. LankaBangla Finance Limited has got a very effective HR team which is always active in ensuring a friendly working environment, successful recruitment, job satisfaction etc. This report focuses on the overall training and development process at LankaBangla Finance Limited.

The internship opportunity at the HR department of LankaBangla Finance Limited provides great learning opportunity for a BBA student. Being a HRM major an internship program at this company takes a student to the top of a learning curve which one can carry towards his challenging journey to the corporate world. This report includes the best learning output during the internship program along some critical observations and recommendations as well.

The report additionally includes the company history along with their product/service offerings. Moreover, the company's future vision and other aspects as a whole are comprised in the body of the report. Combining with the project part this report also includes some additional HR policies such as the training and development, HR operations and some glimpse of their HR policies. The report gives an overall idea regarding the training and development process along with some sight about their HR operations as well. The project ends with some its problem identifications, challenges and recommendations on the scopes of improvement.

1.2 Objective of the Project:

This report is based on the job responsibilities that I performed during my three months long internship at LankaBangla Finance Limited. Certainly this internship was a must need every BRAC University student to put a flourishing end to their BBA program. This report shows the reflection of the works that an intern does at LBFL as a part of the internship program.

The primary objective of the report:

- To identify the overall training and development process of LankaBangla Finance Limited and also discovering the problems of the process.
- Presenting recommendations to the findings and critical observations.

There are few secondary objectives that come similarly to the core objective. The secondary objectives of the report are:

- Relate the theoretical knowledge with the real workplace
- Explore the actual business world
- Successful completion of the Internship course to earn the BBA degree.

1.3 Methodology:

The report is prepared as a part of BUS400, Internship course in order to successfully complete the course as well as my bachelor degree. This is a qualitative report containing qualitative data regarding the overall training and development process of LankaBangla Finance Limited. All the information gathered are characteristics and descriptive based hence the result is descriptive as well.

▪ Selection of the topic:

The topic is based on the work I had done at LBFL during my three months long internship program in their HR department. My internship advisor Mr. Arif Ghani has assigned me to work on the given topic after repeated discussion with me regarding the topic selection. The given topic goes properly with my job responsibilities hence it can be considered as a perfect selection.

▪ **Sources of data:**

Data for the project have been collected both from primary sources as well as secondary sources. But mostly from primary sources and my firsthand experiences and direct involvements into the process

The primary sources include:

- Face to face discussion with employees of LankaBangla Finance Limited.
- My own observations regarding the training and development process.

The secondary sources comprise:

- Internet
- Text book

All the above mentioned sources have been used to furnish different parts of the report. Combining all the comprehensive report has been established.

▪ **Collection of data:**

Primary data have been collected with face to face discussions with the employees of HR, department.

I collected secondary data from company website and text books. Company history of the services they provide, other company related information are collected from their website. Again, some newspaper articles helped to learn about their history and their involvement in other sectors. Lastly, text books helped me to relate various HR topics with my job responsibilities.

All the data sources have been shown in the reference part of the report, additionally the appendix part includes supporting data that help to interpret the data.

▪ **Interpretations of data:**

Since it is a qualitative report all the received data has been shown in a descriptive manner. Some tables and diagrams have been inserted in order to present and interpret them. Additionally, the appendix part shows the supporting data that help to interpret the included data.

- **Findings of the study:**

The findings of the study have been presented as descriptive form in the later part of the report. The findings are followed by some recommendations of my own.

1.4 Limitations:

The internship program itself was quite challenging to accomplish in these three months. Similarly, gathering proper information for this report purpose was another big challenge. Getting all the required information by overcoming all the challenges was a good learning experience for me as well. As a whole the limitations of this report can be detailed as follows:

- Some employees were too reluctant and discussions have been casual rather than formal interview.
- Confidentiality of much information was a big limitation of this report. Since HR deals with so much personal data, records and information about each and every employee regardless of their position, usually they are inaccessible for an intern and highly confidential from any other unauthorized personnel.
- Time constraint was a limitation too. In the three months I got the opportunity to get involve in few training processes only as I had to assist in other subdivisions of HR Processes. A longer period could have helped me gain information from various recruitments.

Overcoming all these challenges and at the end preparing this report was a new learning experience for me. The report may contain some unintentional minor mistakes however I always tried my level best to put the finest outcome in it.

1.5 Organization Description



LankaBangla Finance Limited (LBFL) is one of the largest private financial institutes in Bangladesh. LankaBangla Finance Limited offers the entire spectrum of financial services to customer segments covering corporate financial services, SME financial services, and Personal Financial Services and Deposit schemes.

LankaBangla practices participatory management and adheres to industry best practices in all endeavors and serves with wide operational periphery covering major business hubs of the country. LankaBangla operates in a centralized administrative framework through cutting edge technological environment.

LankaBangla is the market leader in the capital market services and giving all-out effort to develop an efficient, vibrant and transparent capital market in Bangladesh. Through our subsidiary, LankaBangla Securities Limited we are providing top notch broking services and leading the industry with cutting edge trading, top rate research and customer service. Another subsidiary, LankaBangla Investments Limited is a premier investment bank in the country providing corporate advisory, issue management and portfolio management services. The other subsidiary, LankaBangla Asset Management Company Limited is providing professional wealth management services.

1.6 History of LankaBangla

LankaBangla Finance Limited started its journey long back in 1997 as a joint-venture financial institution with multinational collaboration having license from Bangladesh Bank under Financial Institution Act-1993. Now LankaBangla is the country's leading provider of integrated financial services including Corporate Financial Services, Personal Financial Services, SME Financial Services, Stock Broking, Corporate Advisory and Wealth Management Services.

We recently have gone through a business's process reengineering to build capacity to our clients' superior experience than any time ever. The company now operates in centralized administrative framework through cutting edge technological environment. LankaBangla is surviving a wide operational periphery covering major businesses hubs of the country.

Under the broadest umbrella of products and service offerings, we are the lone financial institution to operate credit card (MasterCard and VISA) and also provide third party card processing services to different banks in Bangladesh.

LankaBangla is the market leader in the capital market services and has been giving all-out effort to develop an efficient, vibrant and transparent capital market in Bangladesh. Through our subsidiary, LankaBangla Securities Limited we are providing top notch broking services and leading the industry with cutting edge trading, top rated research and customer service. Another subsidiary, LankaBangla Investments Limited is a premier investment bank in the country providing corporate advisory, issue management and portfolio management services. The other subsidiary, LankaBangla Asset Management Company Limited is providing professional wealth management services.

In quest of sustainable business, LankaBangla is positioning itself to provide enduring value to the people, customers, shareholders and the communities. There are some other key divisions involved for setting up the strategic priorities by managing balance sheet prudently, by helping to provide various decisions, by creating, operating and maintaining IT infrastructure, by nurturing human resources to deliver the best and uphold the livelihood of our community.

LankaBangla is the recipient of National Award for Best Published Accounts and Reports for the past few years declared by the Institute of Chartered Accountants of Bangladesh (ICAB). They also received “Category Winner – Financial Service Sector” and “Overall Winner” for the “Best Presented Annual Report and SAARC Anniversary Award for Corporate Governance Disclosure 2014” from South Asian Federation of Accountants (SAFA) (An Apex body of SAARC). This is undoubtedly an igniting accomplishment and it is a reflection of ethical practices, true compliance and a great team work.

“We, at LankaBangla, believe in teamwork. We have been striving to bring in diversity to our team through knowledge sharing, skills Development tends expertise. Believe in gain the power of qualified, dedicated and result oriented talent pool, we have embedded the essence of team spirit and thereby grownup as team LankaBangla.”

- *Mohammad Nasir Uddin Chowdhury,
Managing Director.*

1.7 Organogram of LankaBangla Finance Limited:

LankaBangla Finance Limited has a simple yet effective hierarchy of organizational positions. There is a nice corporate culture where everyone strictly abides by the corporate hierarchy as in who reports to whom. Nevertheless at the same time they also enjoy well mannered, friendly and fearless atmosphere at workplace.

The highest position in LBFL is the chairman who has to be elected by the board of directors. Only chairman has authority over the managing Director. Apart from that in organizational practice MD is the figurehead for every day to day decision making process. All the employees reports to their supervisors as in chronology the department heads reports to MD or to DMD in absence of MD. Deputy Managing Director again reports to the Managing Director. And finally Managing Director reports to the Chairman of LankaBangla Finance Limited.

In the next page the organogram of LBFL has been presented in chart.

Organogram LBFL:

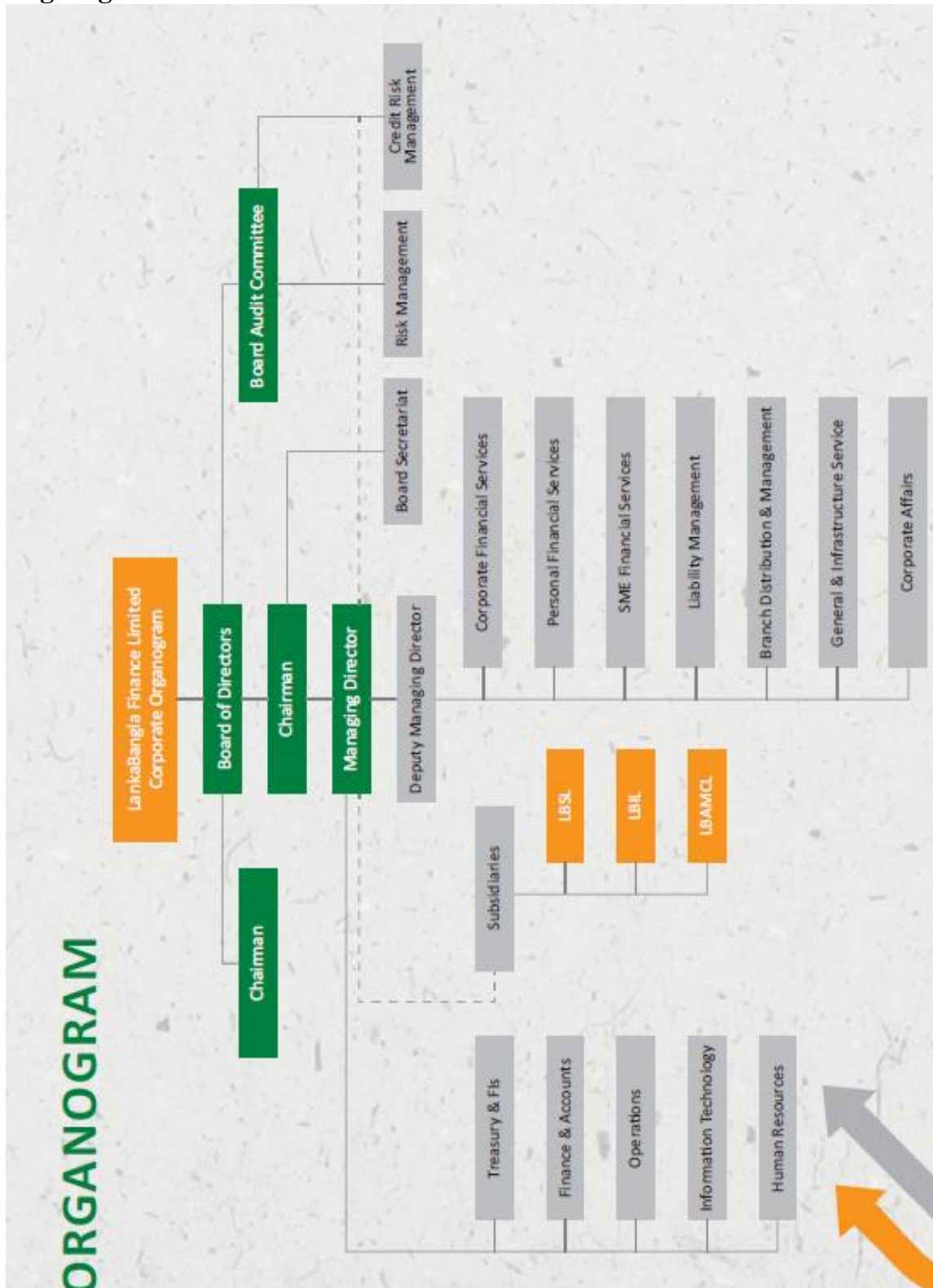


Exhibit 1: Organogram LBFL

1.8 Strategic Focus

VISION

To be the most preferred financial service provider in creating, nurturing and maximizing value to the stakeholders, thereby, “GROWING TOGETHER”.

MISSION

- Be a growth partner for our customers, ensuring financing and superior experience
- Maintain a culture of meritocracy in the DNA of the company
- Be sustainable and ensure quality returns to our valued shareholders
- Uphold efforts to develop our community

CORE VALUES

We have strong values that are well embedded in our culture. We believe that the following values will help us deliver our strategy.

- Cherish a sense of ownership
- Be customer centric
- Grow as a team
- Act with integrity and professionalism
- Deal with respect

1.8.1 Our Strategy

We revisited our strategic direction based on broad-head priorities and to execute the strategies we plan to start big and build momentum in 2016:

Diversify portfolio prudently for value with increased focus on core product portfolio

- Build a strong core product portfolio with high focus on corporate financial services
- Drive consumer finance to excel through a differentiated strategy
- Build momentum in SME financial services
- Grow our leading position in capital markets
- Expand geographical reach in the major cities/township of the country
- Collaborate with large corporate houses for mutual beneficial relationship
- Manage enterprise risk effectively
- Maintain good asset quality and strive to keep incremental infection zero

Prudent Balance Sheet Management

- Strengthen our capital base and improve our funding positions
- Diversify our funding sources
- Optimize the deployment of fund and capital across core business and the subsidiaries

Simplify processes and reduce cost

- Continually improve key areas of customer service
- Simplify processes and ensure disciplined expense management
- Upgrade our technology that will make us more efficient and competitive

Create a sustainable brand

- Invest in brand and promote our services to chosen markets
- Ensure good governance and transparency
- Increase contribution to the national exchequer through increasing profitability
- Increase support to under privileged population in health and education through LB Foundation
- Assume environmental stewardship and responsibility in changing lives of the ordinary

Nurture our people through leadership and skill development

- Nurture high skilled talent pool
- Create congenial work environment to deliver the best
- Ensure are active benefit packages
- Promote high ethical standards

1.9 Divisions of LBFL:

LankaBangla Finance maintains all of their activity by the use of all separate divisions. Under these divisions there are some subdivisions or departments. Business divisions are mainly focused on the business activities that are offered by LankaBangla Finance, the other divisions are devoted to the operating activities of the organization.

Business divisions

- Corporate Financial Services
- SME Financial Services
- Personal Financial Services
- Liability Management

Other divisions

- Treasury and FI
- Operations Division
- Finance And Accounts Division
- It Division
- Human Resources Division
- General and Infrastructure Services
- Credit Risk Management
- Risk Management
- Board Secretariat

Chapter 2: Description Of The Study

An organization is only as good as its employees are. Human are the most important component of any business and human assets are the resources when it create the value of their activities that are used to meet the goal of the organization.

Human Resource Management is processing the activities of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labor and with trade unions, maintaining employee's safety, welfare and health by complying with labor laws of concern state or country.

Human resource management is the procedure of proper utilization and maximizing the benefits of available limited skilled workforce. The core motive of the human resource management is to make efficient use of existing human resources in the organization.

Human Resource Activities:

Typical human resource activities involve things such as record keeping, recruitment, selection, training, employee relation and compensations. All these programs involve multiple activities and these activities can be classified into two separate categories depending on the approach towards the responsibilities:

- **Transactional / Traditional**
- **Transformational**

Human resources activities at LBFL is the traditional HR which has the operational focus and can be explained as administrative expert and employee champion but neither strategic partner nor change agent but regardless of whatever might the approach be towards responsibilities, either transactional or transformational, they gets their jobs done and process runs uninterrupted so far.

2.1 Human Resource Division of LankaBangla

Human Resources Division of LankaBangla Finance Limited is established to not only manage employment life-cycle of the employees starting from strategic human resources planning to separation from the Company but also to engage themselves with the Company, which gives an opportunity to interact with each other, growing bonding among them towards achieving Company's long-term goals.

HR Division stands to ensure right fit for the right position, to take human resource development initiatives according to the needs assessment and also to devise retention strategy and most importantly to create performance driven culture across the Company. In 2015, Human Resource Division was focused on employee engagement activities, developing HR Policies, updating standard operating procedures, developing employees through in-house and abroad trainings, signing service level agreements with other Divisions, introducing Reward and Recognition program in Town Hall Meeting, HR automation, introducing e-Learning etc.

Currently, HR Division consists of three separate departments namely Recruitment and Learning, Employee Relations and HR Operations. These departments have several units to perform their job in an effective and efficient manner.

Recruitment and Learning has two units such as Recruitment which focuses on organizational structure and employee mapping, HR budgeting and organogram updating, job profiling, job advertisement, creating CV bank, monitoring staff requisitions as well as recruitment and selection of suitable and deserving incumbent, etc. The other one is Learning unit which focuses on orientation and foundation training, functional and soft skill training, managerial and leadership training, executive coaching with 360 degree assessment, abroad training and e-Learning.

Employee Relations Department emphasizes on vision, mission and values of the Company, monitoring employee code of conduct, managing cultural shift, upgradation of HR policies, HR related survey, organizing different events for employees and their families, managing disciplinary actions, complaint management, arranging reward and recognition program, signing MOU with different companies for employee discount facilities, issuing monthly HR magazine to let all employee know what is happening around the Company etc.

HR Operations has two units such as HR Services that covers HR archive management, data entry, providing service like employee separation and transition activities, leave and attendance administration, HR reporting and insurance management, updating, monitoring and maintaining HRIS. Compensation and Benefits unit focuses on preparing headcount budget and planning, preparing service level agreements and standard operating procedures with all divisions of the Company, facilitate the performance evaluations process, payroll processing, commission/incentive processing, managing staff promotion, performance and festival bonus

processing, industry survey, staff cost analysis, staff amenities, preparing management reports, HR automation etc.

2.1.1 Organogram of Human Resources Division of LBFL

Human resources Division at LBFL has its own internal structure and hierarchy. At present the HR division is comprised of nine employees, including me as an intern we were ten personnel working under the HR division. The head of HR, Mr. Shariful Islam Mridha is the figurehead who leads the entire HR team very effective and efficiently. Then there is head of recruitment and learning Mr. Ahmed Kamrul hassan who reports to the Head of HR. in recruitment and learning there again 3 personnel who reports to Mr. Ahmed, they are Mr. Ashequl Arefin, Yasser Ahmed and Tanzina Sultana. Mr. Asheq is the only officer under recruitment and learning who is a full time employee (FTE) reports to head of Recruitment and Learning. Remaining two personnel works under the guidance of Mr. Asheq to assist in Recruitment and learning activities with a designation of Business Support Officer (BSO) which is a contractual post.

Then there is HR Manager who reports to Head of HR, Assistant Manager reports to HR Manager both of whom works for employee relation and HR operations. To serve the basic operational activity Mr. Arif Hossain holds the designation of an officer. Mr. Rubel Hossain another officer in the division who deals with all the procedures of new employee joining.

Apart from the current structure LBFL has a structured chart for HR Organogram which is broadly design to adapt future change and extension of department. The organogram chart has been presented in the next page:

Organogram of HR department of LBFL

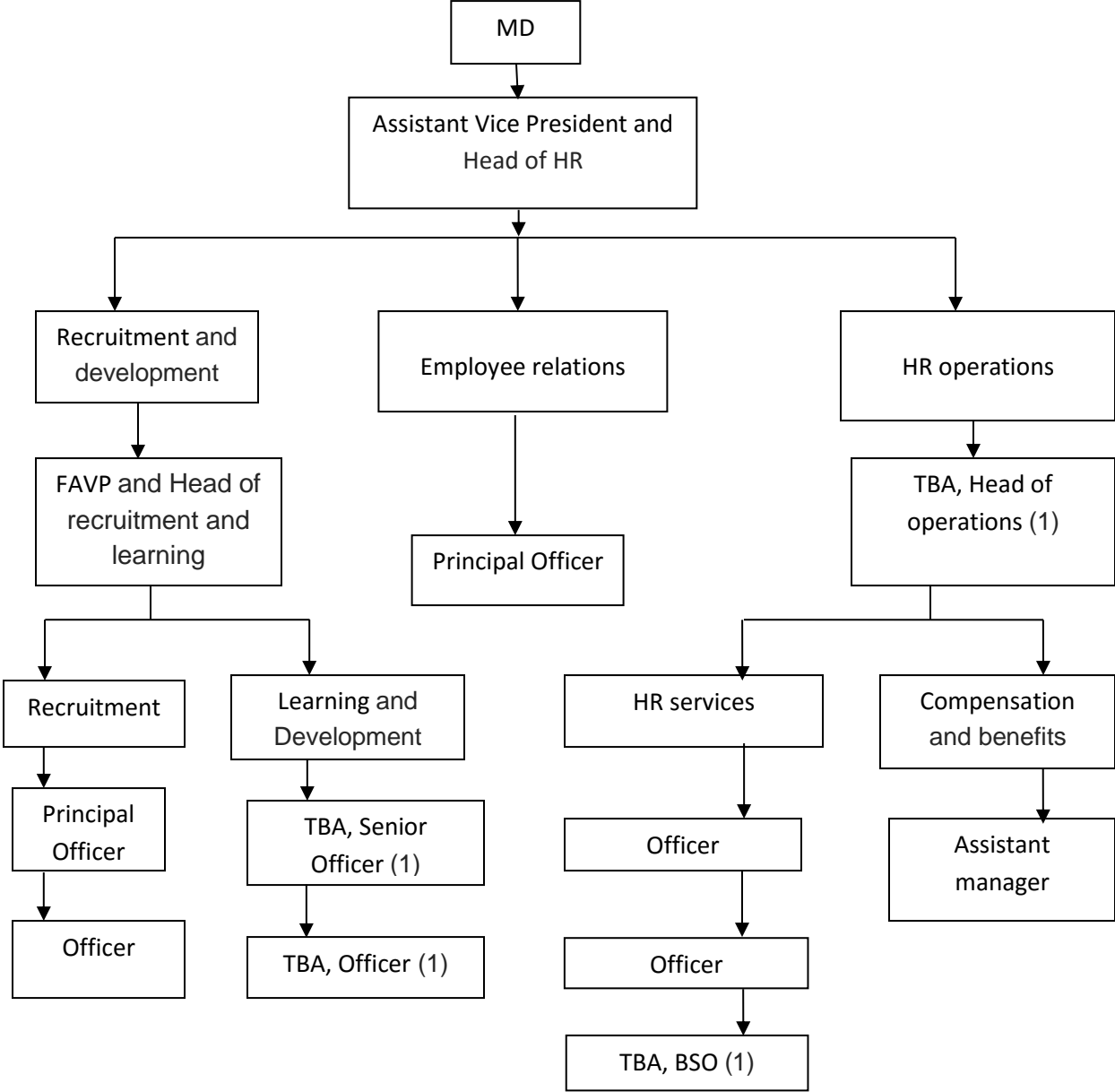


Exhibit 02: Organogram of HR department of LBFL

2.1.2 Functions of HRM:

1. Planning for Organization, Jobs and People

- Strategic Human Resources
- Human Resources Planning
- Job Analysis

2. Acquiring Human Resources

- EEO (Equal Employment Opportunity)
- Recruiting
- Selection

3. Building performance

- Human Resources Development
- Human Resources Approaches to improving Competitiveness

4. Rewarding employees

- Performance Appraisal
- Compensation and Benefits

5. Maintaining Human Resources

- Safety and Health
- Labor Relation
- Employment Transitions

2.1.3 Importance of HRM:

Since success in organizational achievements depends on its human resources no less than its other physical resources, professionals in the human resources division are important elements in the success of any organization. Their jobs require a new level of sophistication that is unprecedented in human resources management. Their state in the organization has also been elevated. Even in modern days the term “personal and human resources management” are frequently used interchangeably, it is important to note that the two implies quite different aspects. Once HR operations were at hand of single individual heading the personal function, excluded from business plan meetings, whereas these days the head of human resources division may be a vice president sitting on executive boards, and participating in the development of the overall organizational strategy.

2.1.4 Recruitment and Selection:

The first and foremost responsibility of HR Can be defined as a systematic and ongoing activity, which ensures an organization has the right number and kind of people in the right jobs, at the right time, so that the organization can achieve its ultimate goal. It leaves a lot of importance on the recruitment and selection process which is discussed below

Internal recruitment:

Most companies fill vacancies internally whenever possible. A number of internal recruitment methods are used for different level of jobs. Lower-level jobs such as manual and clerical jobs are often called nonexempt jobs because their incumbents are not exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. These people typically are paid an hourly wage. In contrast, higher-level administrative, managerial, and professional employees are paid on a salary basis and are exempt from the overtime provisions of the Fair standard Labor Act.

External recruitment:

In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. Through the recruiting process, the hiring manager should stay in close touch with the recruiter. The hiring manager should examine resumes or application that have passed initial screening by the recruiter and should also review some of the application that the recruiter rejected during the first steps. Such involvement on the part of the hiring manager allows feedback as to whether or not the recruiter's decisions are consistent with the hiring manager's preferences.

External recruitment methods are often grouped into two classes:

1. Informal and
2. Formal.

1. Informal Method:

Informal recruiting methods tap a narrower labor market than formal method. Informal method includes rehiring former employees or former cooperative intern students, hiring people referred by present employees, and hiring from among those who have applied without being solicited (such applicants are called walk-ins or gate hires).

Employee's referral, also known as **word-of-mouth advertising**, is quick, effective, and usually inexpensive. Because employees who refer their friends and acquaintance as candidates have their own credibility on the line, they tend to refer people who are well qualified and well-motivated and then to mentor these individuals once they are hired.

2. Formal Methods:

Formal method of external recruiting entails searching the labor market for candidates who have no previous connection to the firm. These methods traditionally have included newspaper advertising, use of employment agencies and executive search firms, and campus recruiting. Posting jobs ads on the Internet, either on the company's own site or a commercial job board, has also become extremely popular in the last few years. Historically, newspaper advertising has been the most commonly used method of recruiting.

Formal method includes:

- Recruitment Advertising
- Internet Recruiting
- Employment Agencies
- Public Job Service Agencies
- Private, For-profit Agencies
- Unions
- Additional Recruiting Methods
- Campus Recruiting
- Executive Search Firms etc.

• Selection:

Selection the right employees are important for an organization. First own performance always depends in part on subordinates. Employees with the right skills and attributes will do a better job for the company. Employees without these skills won't perform effectively and as a result the firm will suffer.

○ Process of selection:

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

1. Initial screening interview
2. Completing the application form
3. Employment test
4. Comprehensive interview
5. Background investigation
6. A Conditional job offer
7. Medical or physical examination
8. The permanent job offer.

- **Initial Screening:**

As a culmination of our recruiting efforts, organization should be prepared to initiate a preliminary review of potential acceptable candidates. This initial screening is, in effect, a two steps procedure: (1) the screening of inquiries and (2) the provision of screening interviews.

- **Completion of the Application Form:**

Once the in initial screening has been complicated, applicants are asked to complete the organization's application form. The amount of information required may be only the applicant's name, address, telephone number and other information.

- **Employment tests:**

Organization historically relied to a considerable extent on intelligence, aptitude, ability and interest tests to provide major input to the selection process.

- **The comprehensive interview:**

The applicant may be interviewed by HRM interviewers, senior manager within the organization, a potential supervisor, potential colleagues or some or all of these.

- **Background investigation:**

The next steps in the process are to undertake a background investigation of those applicants who appear to offer potential as employees. This can include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance, contacting other job-related and personal references, verifying the educational accomplishments shown on the application, checking credit reference and criminal records, and even using third party investigation, to do the background check.

- **Conditional job offer:**

If a job applicant "passed" each steps of the selection process so far, it is typically customary for a conditional job offer to be made. Conditional job offers usually are made by an HRM representative. In essence, what the conditional job offer implies is that if everything checks out okay, passing a certain medical, physical or substance abuse test, the conditional nature of the job offer will be removed and the offer will be permanent.

- **Physical/ Medical Examination:**

Physical exams can only be used as a selection device to screen out those individuals who are unable to physically comply with the requirements of a job.

- **Job offer:**

Those individual who perform successfully in the preceding steps are now considered to be eligible to receive the employment offer.

2.2 Organizational practice:

LBFL recruit employees in both formal and informal ways. Formal recruitment usually done through newspaper advertisement, where entry-level employees has been recruited. In the advertisement, criteria are mentioned specially for recruitment. But sometimes they also recruited experienced people in med level and top level. The formal method now includes the online job portal advertisement it mainly conduct whenever the batch or recruitment are large or more than one batch are required.

Informal method is also true for this organization. In this case they consider the educational level for entry level i.e. PMO, Business Executive, and Contact Center Officer etc. They also recruit mid-level people those who are experienced and good track record. Top level people recruitment also been done on permanent basis.

The both method are used in this organization for recruitment process there are also selection process are mainly the internal process where the management committed are mainly included though there are the facility of both the verbal and written procedure for selection.

For more information please have a look at the appendix.

2.3 Job Description at LankaBangla Finance Limited:

I had the opportunity to work as an intern under Human Resources Division of LankaBangla Finance Limited from the beginning of January till the end of March 2016. Having a major in Human Resource Management I cherished the desire to work under relevant field to gain the practical knowledge that I have learned theoretically. So this has been a tremendous opportunity for me. Currently, HR Division consists of three separate departments namely Recruitment and Learning, Employee Relations and HR Operations. These departments have several units to perform their job in an effective and efficient manner.

2.1 Job Responsibilities:

In HR division at LankaBangla Finance Limited my responsibilities were periodic. For like a month and a half I have assisted in recruitment and learning department of HR division and for the remaining period of my internship duration I have assisted HR operations.

Job descriptions under Recruitment and Learning department:

While assisting in recruitment and selection I worked under direct supervision of Mr. Ashequl Arefin who is designated as officer – recruitment and learning, HR division. My responsibility was to assist the recruitment and learning team, getting involved in every steps of the recruitment to make the process easier and effective. Some of my regular activities were: collecting and sorting out the CV, contacting with shortlisted applicants, coordinating interviews, preparing scoresheets, updating database, updating PMO memo, assisting and coordinating the job-fairs, maintaining regular papers and hard files, maintaining training logistics, informing and instructing employees about e-learning and upcoming training events, maintaining liaison and managing authorization from the department heads on various issues and so on.

- Collecting and sorting CV
- Contacting with shortlisted applicants
- Preparing summarized candidate information and scoresheets
- Coordinating interviews
- Updating database
- Assisting in the training programs
- Assisting and coordinating the job-fairs
- Employee file management
- Preparing Job confirmation letters
- Employee engagements

All the above mentioned responsibilities were the areas of my participation during the first half of my internship period under recruitment and learning department. Initially the all these works seemed to be quite challenging and stressful which ultimately turned out to be enjoyable the ending part of my internship program. All these responsibilities are very important, requires too

much articulation and sophistication. Some of my major job responsibilities have been described in the next page:

- **Collecting and sorting CV:**

After publishing vacancy announcements/ job advertisements via the newspaper/online portal, CV bank of the company gets flooded with CV which reaches through both in email as well hard copies since the company keeps both options open for the applicants. Collecting them properly and keeping them with care was a prime responsibility of an intern at LBFL.

After collecting all the CVs they are to be sorted depending on the position applied for and also certain other criterions like education, job experience, relevant working field etc. are the basis of sorting the open ended CV depending on specific positions as in Trainee Business Executive (TBE), JBE, BE, SBE, Deputy Team Leader (DTL), TL etc.

- **Contacting with shortlisted applicants:**

Calling the shortlisted candidates and letting them know about their interview schedule was another job responsibility. That simple task too requires patience and extreme uniformity because to the person at other end I am representing LBFL to some extent besides it is not always easy to communicate with a person via phone call. Often they may not be available which requires patience of repeating the action. Sometimes CVs may come from the internal CV database of LBFL through employee referrals. These cases require extra sophistication. Besides, the attendance percentage of the interviews mostly to a minor extent also depends on the result of the effectiveness of phone calls made by intern. Nevertheless, it helps to develop the communication skill of a person.

- **Summarized candidate information and Scoresheet:**

For the interview board there are some required paper-works to be served before the interviewers. Summarized candidate information and scoresheets are two priority based requirements among them. Scoresheets are prepared in one MS excel file for every candidate, it's an applicant evaluation form where interviewers evaluate applicants according to established organizational scale. Summarized candidate information is prepared so that the interviewers can know the key information by looking at the summary at a glance. From the CV the information are collected and put them in a particular format which is a very crucial task since this information directly goes to the top hierarchical level employee who conducts the interview.

- **Coordinating interviews:**

After completion of all prior arrangements of the documents for the interviews I also coordinated the interviews where are some routine tasks like looking after the candidates' attendance during the interviews. Constantly checking on interview board as it proceeds,

sending next applicant in, maintaining interviewees serial, managing the tension in times of schedule disruptions are the incidents to be attended.

- **Assisting in the training programs:**

Almost in every month there are multiple than one training programs for the employees all over the country. Informing nominated employees about upcoming training schedule ahead of time, communicating with outsourced third party and reserving place, managing logistics, ordering food for the trainees and trainers etc. again once the training is over there are MCQ tests which I had to evaluate and update the scores.

- **Employee file management:**

Managing the hard files of the existing employees is done by the intern at the HR department of LBFL. Making sure that all the required documents are in the personal file of the employee and report to my supervisor if anything is missing was a job which needs extra concentration.

- **Other Responsibilities:**

Other responsibilities includes updating database, updating PMO memo, assisting and coordinating the job-fairs, maintaining regular papers and hard files, maintaining training logistics, informing and instructing employees about e-learning and upcoming training events, maintaining liaison and managing authorization from the department heads on various issues and so on.

Job description under HR Operations department:

While working under the HR operations department of human resources division for my last one and a half months I had to execute some other different responsibilities under direct supervision of MR. Arif Hossain, officer, HR operations. The basic responsibilities are:

- Updating attendance at ERP
- Overtime calculation
- Resigned employees file clearance
- Making Introduction of new joiners
- Renewal Procedure of Contractual Employees
- Weekly HR Report

These are some of basic responsibilities I had executed on regular basis, some of these are described for better understanding.

- **Updating Employee Attendance:** I updated attendance of employees on ERP who could not attend office or reach office in time due to any valid & official reason.

- **Updating Information of New Joiners:** I updated all information of a permanent new joiner in ERP system including their personal, educational, family information.
- **Making Introduction of new joiners:** I created the introduction of new joiners in post card format through adobe illustrator. My supervisor guided me all the through creating new joiner's introduction and emailing to 'lbfl.all' to let every existing employees know about the new joiners.
- **Renewal Procedure of Contractual Employees:** I assisted in completing the renewal procedure of contractual employee by making their contract renewal letter, updating it in employee database, calling them for their concern & receiving the letter. After they had received the letter, I kept the duplicate copy of the letter in their personal file.
- **Weekly HR Report:** I created weekly HR Reports which includes the number of employees in each division, department & branch of LBFL.
- **Other Responsibilities:** Other responsibilities included updating existing employees' database, taking the files & documents to division heads & department heads for their signature, scanning and printing of necessary documents, keeping documents in employee files etc.

Chapter 3: Training and Development

3.1 Training:

The process of teaching new employees the basic skills they need to perform their jobs. Training refers to the methods used to give existing or newly recruited employees the skills they need to perform their jobs, or enhancing their existing skills. Training might thus mean showing a machinist how to operate his or her new machine, a new salesperson how to sell his or her firm's product, or a new supervisor how to interview and appraise employees. Trainings are basically provided to the entry-level employees.

On the job training: It means learning by doing. This helps the employees to train themselves at their desk while they work. It is basically a practical situation oriented training program. Employees direct supervisor or experienced peer helps them as they are yet to learn the process.

Off the job training: Off the job training refers to the trainings that are provided to the employees out of the organization premises, in a separate training institute for a particular period of time. During this time the employee does not have to go to office.

Online training: Usually refers to customized software designed to deliver specific guidelines, online tests, video conference and seminars for geographically dispersed situation. In LankaBangla Finance Limited E-learning is there where employees are assigned with specific tests followed by automated results and evaluation.

3.1.1 General steps of trainings at LBFL (*in line with Gagne' Briggs Theory*)

Different types in training methods help different types of people. Not necessarily all learners will be beneficial from a single pattern of training session equally, it depends on the persons learning styles. Someone learns through reading whereas someone can recall things better if there are videos on it. However in present corporate arena when we have to train a lot of people within a short time in a same platform to cope with the cost benefit analysis, it's not always possible to customize the training program to match with each individual's learning style. Nevertheless there are some generalized steps in a training program where we can cast the maximum possible benefits out of the session.

In LankaBangla Finance Limited the trainings are called on periodical basis. Trainings are mostly outsourced to a third party professionals and are off the job trainings. Fin Excel, Hotel Six Seasons and BIBM are the places where trainings usually take place. The procedures in general are as follows:

Training routines are set ahead of time. Recruitment and learning is a single unit under the Human Resources division. Head of recruitment and learning Mr. Ahmed Kamrul Hasan is in charge of the training responsibilities which he again executes through the contractual Business Support Officer (BSO). At first when the periodic shift gets near to date, HR informs all the

spokespersons/division heads of every department so that they updates the employee list who have been nominated for that specific types of training needs. They are selected through the direct observation of their supervisor.

After that HR team gets DMD's approval to execute the specific training. Getting the proposal approved is followed by managing the required logistics which are usually attendance sheet, note books, pens, instruction manuals etc.

On the day of training, HR representatives go to the spot too and conduct introduction of the entire training, its necessity, impact and linkage with the work they do, and it's also done to make them more motivated into the session.

There are two tests, pre training and post training tests of around 15-20 marks multiple choice questions which assists the evaluation phase later on an. Its usually same set of questions they have to go through twice. So the difference of their performance at pre and post training tests even reflects the effectiveness of training.

And nevertheless there are trainees' evaluation form which also retracts their feedback regarding the trainings given.

The process has been presented in chart later on this report under "organization Practice"

Now, the Gagne' Briggs theory stipulates that there are several different types or levels of learning. The significance of these classifications is that each different type requires different types of instruction. Gagne identifies five major categories of learning: verbal information, intellectual skills, cognitive strategies, motor skills and attitudes. Different internal and external conditions are necessary for each type of learning. For example, for cognitive strategies to be learned, there must be a chance to practice developing new solutions to problems; to learn attitudes, the learner must be exposed to a credible role model or persuasive arguments.

Gagne suggests that learning tasks for intellectual skills can be organized in a hierarchy according to complexity: stimulus recognition, response generation, procedure following, use of terminology, discriminations, concept formation, rule application, and problem solving. The primary significance of the hierarchy is to identify prerequisites that should be completed to facilitate learning at each level. Prerequisites are identified by doing a task analysis of a learning/training task. Learning hierarchies provide a basis for the sequencing of instruction in addition; the theory outlines nine instructional events and corresponding cognitive processes. These events should satisfy or provide the necessary conditions for learning and serve as the basis for designing instruction and selecting appropriate media (Gagne, Briggs and Wager, 1992).

1. Gaining attention (reception)

This is the first step and here the objective is to gain the attention of the trainees. When attention is gained, learning is much easier. Otherwise, they have to force attention (learning becomes tedious, painful)

2. Announce objectives (expectancy)

After everyone's attention has been obtained, we can then proceed to the learning objectives, i.e. the goal of the training. The goals and objectives are then explained to the trainees

3. Stimulate recall of past knowledge (retrieval)

Here the instructor tries to recall trainee's knowledge of past material because when they remember parts of it or have some basic foundation in the topic, learning is faster and better

4. Present the material/stimulus (selective perception)

This is the delivery of the training material and content which teaches them what is to be learned, how to learn it and how to apply it in real life

5. Providing learning guidance (semantic encoding)

Here the instructor gives advice to the trainees on how to learn the topic better and what ways will speed up the effectiveness and efficiency of learning the training material

6. Elicit / bring out performance (responding)

This involves giving trainees an opportunity to demonstrate what they have learned, through performance.

7. Giving feedback (reinforcement)

This involves showing the trainees what went right and what went wrong, giving tips and pointers, showing and demonstrating the right way to do the job

8. Assessing performance (retrieval)

Here, the trainer compares the performance of the training program with the original objectives to see whether learning has been successful (outcome evaluation)

9. Facilitate/ enhancing retention and transfer (generalization)

This involves putting the trainees in a different, creative situation where they can use the skills and abilities learned in the training program to solve a real-world case (or something different in nature)

3.1.2 Training Needs Analysis:

Training needs analysis is a systematic method for determining what caused employee performance to be less than expected or required. It is done to find out the reasons for poor performance, and hence, the need for training. Before conducting a training session, it is very important to analyze training needs because it can pinpoint the causes of poor performance and hence, determine if training is actually required. Sometimes, the causes of poor performance are insufficient KSA's and therefore training is required. But other times, the causes can be environmental or personality-related, and training will not solve them (non-training solution required). As a result of training needs analysis, only those who need training will attend the training program. moreover, Compare this with a situation where training needs analysis was not done, and the manager sends everyone to the training program. Training is a strategic tool. TNA finds out what KSA's employees currently have (or lacking), and training gives them these KSA's. All of this has the objective of achieving the firm's long term plans (in a certain industry or market etc.)

TNA Model:

Analysis Phase (TNA)

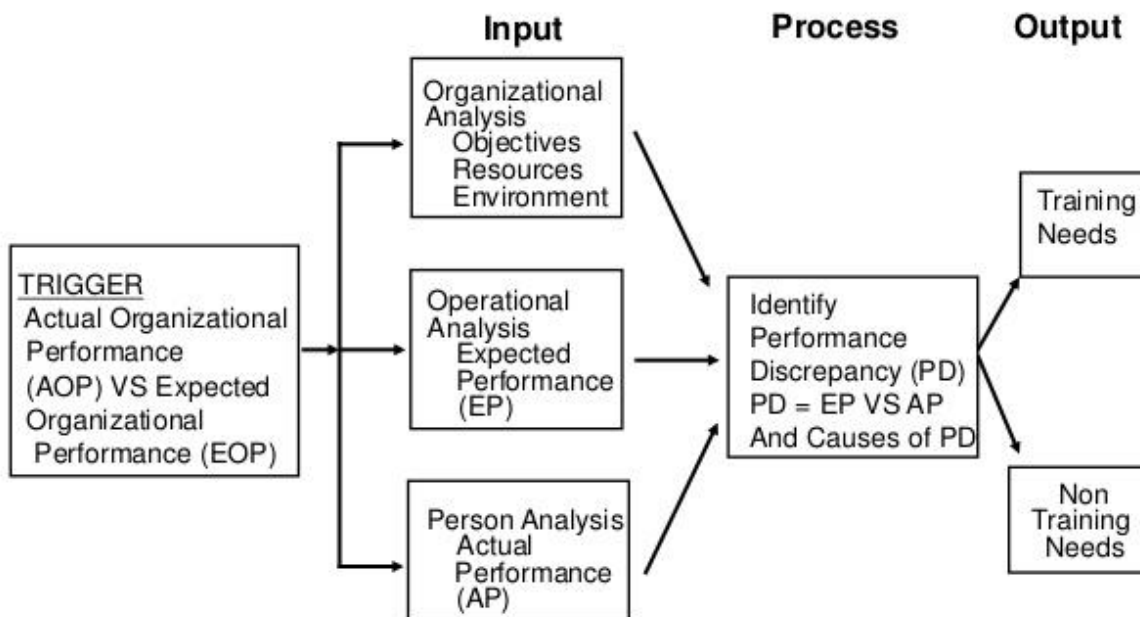


Exhibit 3: TNA Model

1. The Trigger

The training needs analysis (TNA) begins with a trigger, an event that indicates that Actual Organizational Performance (AOP) < Expected Organizational Performance (EOP). Usually this trigger is reported by a high authority, or a top management figure.

2. The Input Phase

The next step in the TNA model is the input phase, which consists of an organizational analysis, an operational analysis and a person analysis

- a. Organizational Analysis
- b. Operational Analysis
- c. Person Analysis

2(a) Organizational Analysis

An organizational analysis is a scanning of the organizations environment, such as its corporate culture, its mission and vision and the training and other systems currently in place to see how they are affecting employee performance. Blockages or other resistances are then discovered

2(b) Operational Analysis

An operational analysis is an analysis of the organization's jobs, i.e. what are the specific duties and responsibilities of the jobs and what KSA's are required to do them. So, in other words, it is like a job description. Remember that a job description also gives the performance standards of the job and the conditions in which they are carried out.

2(c) Person Analysis

A person analysis gives information about employees, i.e. what kind of person is required to do the job and what KSA's and other abilities they should have. So, in other words, it is like a job specification. Expected Performance (EP) is the level of performance required in a particular job. Actual Performance (AP) is the level of performance that actually occurs in the job.

3. The Process Phase

In the process phase, the expected performance level is compared to the actual performance level to see whether there is a performance gap.

- Performance Gap (PG) = Expected Performance (EP) – Actual Performance (AP)

As mentioned earlier, there can be a performance gap right now, or there can be an anticipated performance gap, i.e. a performance gap in the coming future. These require different TNA approaches:

4. The Output Phase

Here, the outcomes of the process phase are analyzed, i.e. how much performance gap there is, what TNA approach is required, and whether the solution is training or something other than training.

- Reactive TNA- Focuses on current performance problems, i.e. the performance gap exists right now
- Proactive TNA- Focuses on performance problems that will happen in the future, i.e. there will be a future performance gap (AOP will be < EOP)

Also, in the output phase, we have to decide whether training or a non-training solution is required. Because a performance gap can happen for a number of reasons, (lack of KSA's is only one of the reasons). So, if the reason for the performance gap is non-KSA related, then training is not the solution and some other method has to be applied.

Approaches to TNA:

Two Approaches to Analysis:

1. Proactive TNA – focuses on anticipated performance problem
2. Reactive TNA – focuses on a perceived performance problem (discrepancy)

Components of Instructional Strategy

- Content: Learning Points
- Materials and Equipment
- Trainee's Manual
- Trainer's Manual
- Facilities
- Training Room

1. Content: Learning Points

A learning point is an important piece of information or skill that a trainee must master in order to accomplish the learning objective. The learning points for achieving this learning objective would be (among others):

1. Get a solid understanding of training needs analysis (TNA), the various ways it is done, and its importance and significance to a firm
2. Understand the various methods of delivering training, their strengths and weaknesses, so as to know which one to apply in a particular situation

Basically, a learning point is a concept that needs to be understood to achieve the learning objective

2. Materials and Equipment

Included here would be the materials and equipment needed to deliver the training such as slides, transparencies, wallcharts, diagrams, posters, markers, pens, microphones, speakers (if needed) etc.

3. Trainee's Manual

This is the training manual given to the trainees at the start of the training. It contains all the topics that will be covered, their explanations, exercises to do, and the required reading list for the course. This is useful because if the trainees are given the handouts at the start of the training they can focus more on the training itself rather than get distracted trying to write notes by themselves

4. Trainer's Manual

The trainer's manual contains everything included in the trainee's manual + instructions on how to conduct the training. For example, the lecture slides might be on the right side of the manual while on the left side there might be instructions and tips to follow when presenting that slide.

5. Seating Arrangement

Different seating arrangements can be used for different training programs. The various types of seating arrangements include:

1. The Classroom or Theater Style
2. The Full Circle
3. The Semi-Circle
4. The U-Shape

5. Multiple Semi-Circles
6. Multiple Rectangles

All these arrangements have their strengths and weaknesses. These are categorized according to their effect on 3 factors:

1. Focus of Attention
2. Level of Interaction among trainees
3. Class Size

Outsourced trainings mostly follows the classroom/ theatre styles for normal training sessions but for development program seminars for the mid/higher level management employees cemi circles are usually followed.

3.1.3 Meeting Training Needs

We have learned about identifying training needs in three different levels; organizational level, task level and individual level. Organizational level assessment focuses on relativeness to organizational objectives, impact on whirlwind – the day to day dynamics and cost benefit analysis. Whereas task level assessment looks at specific duties, responsibilities, relevant skills and knowledge associated to task, implication of mistakes, feedback etc. And individual level assessment is centralized upon each different personnel as in, their retained skills and competencies, which training patterns are suited to their learning style, what are their special needs to be addressed, personality and all. In LankaBangla Finance Limited employees direct supervise determines whether an employee requires training for his improvement. Their supervisor can closely observe and continuously monitor whether their contribution is up-to the mark. By doing so, they maintain the personnel list to enroll them when a training session is arranged relevant for specific categories of employees. The company provides periodical trainings which are pre structured and provided through third party so less likely to be customized for each individual yet the needs are considered and checked against training pattern to ensure maximum match to serve the purpose as a whole. So we can say that the training needs assessments are basically at the task level assessment and partially at individual level. Stablished intranet HRIS system also helps employers manage training needs, allowing them to complete mandated and optional training. For example, in the HRIS, an employee might go into a description of available training courses and request courses for her personal learning. When that training becomes available, the HRIS notifies her so she can register and complete the training. In this kind of model, the HRIS helps the organization to automatically manage the fulfillment of many training needs. Also, when employees are ready to apply for a promotion, they may already have much of the training they need because they have taken it in anticipation of promotion.

3.2 Development:

Development programs are basically provided for the mid/higher level managerial employees. Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. The ultimate aim of such development programs is, of course, to enhance the future performance of the organization itself. For this reason, the general management development process consists:

- (1) Assessing the company's needs (for instance, to fill future executive openings, or to boost competitiveness)
- (2) Appraising the managers performance, and
- (3) Developing the managers (and future managers) themselves.

Methods of Training and Development:

There are some training and development methods which are given in a chart as below:

Training	Development
<ul style="list-style-type: none">• On the job Training	<ul style="list-style-type: none">• Managerial on the job training
<ul style="list-style-type: none">• Apprenticeship Training	<ul style="list-style-type: none">• Job Rotation
<ul style="list-style-type: none">• Informal Learning	<ul style="list-style-type: none">• Role Playing
<ul style="list-style-type: none">• Job Instruction Training	<ul style="list-style-type: none">• Behavior Modeling
<ul style="list-style-type: none">• Lecture	<ul style="list-style-type: none">• In House Development Center
<ul style="list-style-type: none">• Program Learning	
<ul style="list-style-type: none">• Vestibule or Simulated Training	
<ul style="list-style-type: none">• Computer Base Training	

Table 1: Training and Development Process

3.3 ORIENTATION

Orientation program is a part and parcel of training program. It is an initial introduction with the employee and the entire organization as a whole. A good orientation program has many upsides. Orientation is often considered as the very first step of employee training and development program.

Meaning of orientation:

Employee orientation provides new employees with basic background information they need to perform their jobs satisfactorily, such as information about organizational rules and familiarizing with organization culture.

Process of orientation:

Orientation is actually a part of the employer's new-employee socialization process. Socialization is the ongoing process of instilling in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization and its departments.

Orientation programs range from brief, informal introductions to lengthy, formal programs. In either case, new employees usually get a handbook or printed material that covers things like working hours, performance reviews, getting on the payroll, and vacations, as well as a tour of the facilities. Other handbook information typically includes employee benefits, personnel policies, the employee's daily routing, company organization and operation, and safety measures and regulations.

The HR specialist, who explains such matters as working hours and vacations, usually performs the first parts of the orientation. The employee is then introduced to his or her new supervisor. The supervisor continues the orientation by explaining the exact nature of the job, introducing the person to his or her new colleagues, familiarizing the new employee with the workplace, and hopefully helping to reduce the new person's first-day anxieties.

Importance of orientation:

Orientation is helping the new employees, who join the organization. By orientation the employee will be able to understand the rules and regulations of the organization and also know about the working hours, working conditions, organizational profile etc.

3.4 Orientation at LBFL:

LankaBangla Finance Ltd. arranges the orientation program in a formal way. They introduce their selected employees with their senior level manager or board of directors arranging a meeting session. LBFL also provides handbooks that contain the details about the orientation program.

Employee handbook:

This thing is developed for the employee keeping the both side of employee relation in mind that employee can get maximum answer of their quarry. It emphasizes the contribution of the employee.

LankaBangla recognizes all their employees as their family member.

It includes

- ✚ Mission, vision of the organization- as same as the organizational mission and vision
- ✚ Terms and condition
- ✚ Rules
- ✚ Compensation benefits and other facilities

Core values:

- ✓ Cherish a sense of ownership
- ✓ Be customer centric
- ✓ Grow as a team
- ✓ Deal with respect
- ✓ Act with indignity and professionalism

Additional core values:

- ✓ Create ethical role model and serve the org. with honesty, sincerity and utmost dedication
- ✓ Create factual and truthful statement about the org product and services
- ✓ Treat the other both senior junior with respect and dignity
- ✓ Only use the asset of the org for only org purpose

Terms and condition:

- Equal employment opportunity
- free access
- Harassment free environment
- Drug and alcohol free environment
- Use of information technology

Rules:

- Job title and job description
- Dress code
- Office time
- Identity card

- Leave- Earned leave-20 days including 10 working day mandatory
- Leave:

Casual leave	-10 days
Sick / medical leave	-14 days
Maternity leave	-180 days
Special leave	- management decision
- Place of work and mobility
- Expenses
- Performance: performance appraisal is applicable for that entire employee who have finished their probationary period and joined as confirmed employee in the company.
 - **Performance review period:** January 01 to December 31 or as per the management discretion
 - **Performance management:** performance are monitored and supervised by the line manager, poor or non- performance shall be subject to disciplinary action.
 - **Disciplinary action-** starts with the issuing the warning / advice letter and end with issuing letter of dismissal.
 - Willful insubordination or disobedience, whether alone or in combination with others to any lawful order
 - Theft fraud dishonesty in connection with the LBFL's
 - Taking or giving bribes or any illegal gratification in connection with his/her employment or any other employees' employment under the company
 - Habitual absence
 - Habitual late attendance
 - Habitual negligence
- Riotous or disorderly behavior
 - Employee records
 - Employee grievance – an aggrieved employee may lodge grievance in writing within 07 days of the occurrence if such grievance to the supervisor / Division head or HR division for resolution.

3.5 Organizational practice:

Skilled human resource is the nucleolus of any service-oriented organization. By elevating the entire HR function process alongside business strategies human resources division are getting prior concerns and becoming more effective than before. In LBFL training and development procedure are conduct with high priorities. LBFL believes that through the training process the overall performance levels of the employees can be changed and will have an impact on the organizational performance. Training and development has direct impact on employee performance. In past days which was viewed as requirement of motivational activities are identified as needs of training these days. For human resources development and making them credible and increase their candidacy LankaBangla finance Limited provides training to its employees throughout the year. Recruitment and learning team arranges various training sessions in some nearest outsourced venue of LBFL corporate head office, Banani. LBFL hires some renowned trainer for specialized field for training the employees from all over the branch in Bangladesh.



Exhibit 4: Training cycle

Training Process of LBFL:












	<p>Step1</p> <ul style="list-style-type: none"> • Division head: deliver mail to select employee for upcoming trainee nominee
	<p>Step2:</p> <ul style="list-style-type: none"> • Selection of the Employee
	<p>Step3:</p> <ul style="list-style-type: none"> • List the number of the nominee max 30 to 40 employee in 1
	<p>Step4:</p> <ul style="list-style-type: none"> • Memo creation To: MD/DMD inclusion of Date and place
	<p>Step5:</p> <ul style="list-style-type: none"> • Granting permission
	<p>Step 6:</p> <ul style="list-style-type: none"> • Fixing the date and place
	<p>Step7:</p> <ul style="list-style-type: none"> • Contact with the trainer
	<p>Step8:</p> <ul style="list-style-type: none"> • Preparing the materials
	<p>Step9:</p> <ul style="list-style-type: none"> • Pre assessment test • Training session continues • Post assessment test
	<p>Step10:</p> <ul style="list-style-type: none"> • Closing session include the DMDs' speech
	<p>Step11:</p> <ul style="list-style-type: none"> • Evaluating script • Creation of evaluation report including the information in the performance appraisal chart • Sending the info through the mail to the respective trainee

Table: 2 Training Process of LankaBangla Finance Limited

3.6 E-learning process in LBFL:

With the advancement of technology formerly highly expensive and unreachable distant learning has been transformed as both effective and efficient medium of learning. E-learning is the learning procedure through the use of electronic technologies to access educational curriculum outside of the traditional class room. Maximum time it refers to a course program or degree completely delivered through online.

The market for corporate interactive distance learning is now known as '*e-learning*,' has boomed along with the growth in the Internet and corporate intranets. This is the definition of E-learning from business point of view

LBFL is preparing to introduce a new session of their training called E-learning this is also included as the HRIS learning procedure. It is a separate learning procedure here all reading materials are related with the LBFL details their operations, business history, about their division, the recent information about the organization, the financial condition, new level of business etc. For this preparation only backward foundation like the questioner is under processing. The developments of this reading portal depend on every year's updated independent information about LBFL.

E-learning communication topology

Synchronous	<ul style="list-style-type: none">• Virtual learning environments
	<ul style="list-style-type: none">• Insert messaging service
	<ul style="list-style-type: none">• Audio and Video conferencing
	<ul style="list-style-type: none">• Digital Chat Rooms
	<ul style="list-style-type: none">• Shared white board applications
	<ul style="list-style-type: none">• Application sharing
Asynchronous	<ul style="list-style-type: none">• E-mail
	<ul style="list-style-type: none">• Discussion forums
	<ul style="list-style-type: none">• Threaded discussion
	<ul style="list-style-type: none">• Self- paced learning

Table 3: E-learning Procedure

3.7 Training Evaluation

Here at LBFL, the training program is evaluated to see whether it has actually helped the organization achieve its improvement objectives. Two kinds of evaluation are there:

1. Process Evaluation- evaluation of the training process itself, i.e. whether the training followed the curriculum originally set out.

2. Outcome Evaluation- Whether the training resulted in any real benefits or improvements for the firm. Here, the results of training are compared with the original objectives of the training program to see whether there are any improvements in performance. If yes, the training program is a success. If no, then it is not worth it. Also, organizational constraints affect training. Even if a training program is successful, it might not be feasible if it involves a lot of time, is very expensive, or requires extreme involvement from the employees. All these might not be possible in a tight, competitive business environment.

Outcome evaluation can be done through Kirkpatrick's Model of evaluation. Though they do not use the term directly according to my observation the process falls into the model by default. This model recommends that assessment can occur on four levels maintaining an order. In the model the lower level are the requirements for more elevated amounts. The four levels are response, learning, conduct, and results. The initial two levels are the estimation of the accomplishment of preparing and advancement venture. Levels three and four will measure the accomplishment of point by point objectives and goal.

Kirkpatrick's four levels of training evaluation

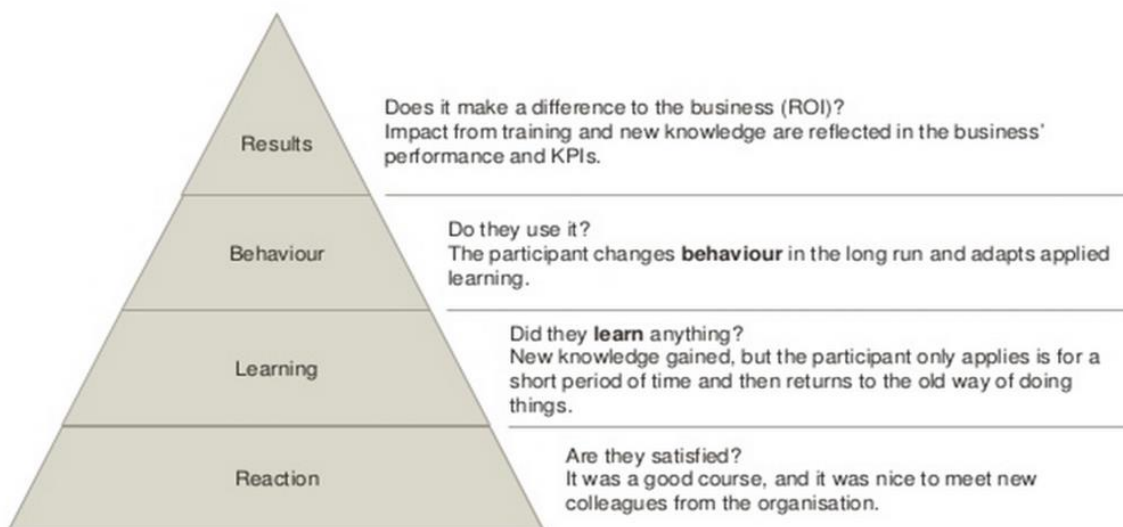


Exhibit 5: Kirkpatrick's evaluation Model

Reaction:

How trainees felt about the training program, i.e. did trainees like the program or dislike it, did they find it boring or interesting, did they have positive or negative attitude throughout the training etc. Low reaction scores mean training was boring, high reaction scores mean training was engaging and interesting. To obtain these data trainee evaluation form is served to all the trainees.

Learning Outcomes:

How well the trainees have understood and learnt the training content, the topics, and the subject matter etc. survey also contains field to get employee feedback regarding their learnings.

Behavior:

This step will reflect the behavior of each trainee at the practical working environment whether they are utilizing the abilities and information they learned in trainings or not. Behavioral effect is normally measured through execution examination. All things considered bosses or administrators can assume an imperative part. Post training close monitoring of direct supervisors of the employees and their report on that serves this purpose.

Results:

Assessment of results indicates the effectiveness of overall training session and the contribution of the training program has had on profitability, effectiveness, quality, customer service, expense, benefits, turnover, and other different method to measure the commitment and execution of employees towards the goal. It can be evaluated by budget, and cost reports, sales figure, generation, production, client, reviews or whatever other implies that compare to the coordinator execution measure. Completion of assigned tasks, quality of post training service etc. are observational data which comes after certain period of project works.

Chapter 4: Performance Appraisal

4.1 Performance appraisal:

Performance appraisal can be defined as evaluating an employee's current or past performance against organizations performance standard. It can also be evaluating employee's current performance in contrast with his/her past performance. The appraisal process therefore involves:

1. Setting work standards.
2. Assessing the employee's actual performance relative to these standards.
3. Providing feedback to the employee with the aim of motivating the person to eliminate performance deficiencies or to continue to perform above per.

Importance:

Performance appraisal does not only provide a valuation for rewarding best performance and discouraging performances which are below the organizational standard, it also establishes ethical base for distinguishing pay differences within same/similar ranks. It also indicates the present psychological condition of the employee. This is the rating system of the employee's performance according to the organizations strategy that are dependent of the schedule or goal setting system. There are four reasons for appraising performance.

1. Appraisals provide information upon which promotion and salary decisions can be made.
2. Provide opportunity for supervisor and subordinate to review the subordinate's work-related behavior.
3. Appraisal is part of the firm's career planning process, because it provides an opportunity to review the person's career plans in light of his or her exhibited strengths and weakness.
4. Finally, it helps the Manager or the supervisor to better manage and improve organization's performance.

4.2 Steps in Appraising Performance:

The performance appraising process contains some steps in evaluation and delivery of the reports. They are:

➤ Preparation:

This mainly emphasizes the strategic roadmap of the organization what the organization wants to achieve in future and the assignation of the workforce toward that strategic achievement are declared here.

➤ Assessments:

The main performance appraisal activities are dependent over this assessment system this is the manager's critical responsibility in performance appraisal system it also include the timely feedback of the employee from the manager.

➤ **Reviewing documents:**

Before sitting down with the employee, review all documentation from the year. Take a look again at the objectives that authority and the employee agreed to *and* documented at the beginning of the year. Examining previous appraisals for any recommendations that employer may have received about the employee during the year.

➤ **Appropriate setting:**

Appropriate setting indicates the field of criteria on which the appraisal will be calculated.

➤ **Deliver it clearly:**

Deliver the appraisal in simple language. If there the existent of any good or bad news deliver it clearly or otherwise it could make some difference in employee's performance.

➤ **Encouragement:**

Presenting the appraisal in a way that encourages employees to do more of what they do well and to improve where they can. It helps to make them feel valued.

4.3 Appraisal Methods:

The appraisal itself is generally conducted using predetermine and formal methods. Often in organizations, more than one of the methods mentioned below are used in the appraisal process.

1. Graphic Rating Scale
2. Alternation Ranking Method
3. Checklists
4. Behaviorally anchored rating scales
5. Work standards
6. Essays and
7. Management by objectives.

Graphic Rating Scale:

Graphic rating scale is a scale that lists a number of traits and a range of performance. With rating scales, employees are evaluated according to a set of predetermined factors such as quantity of work, quality of work, absenteeism, etc. Each evaluation factor is ranked from the lowest level of performance to the highest into as many as fifteen categories. Many rating scales use five categories. In some instances, definitions of the evaluation factors are printed on the evaluation form itself; in other instances, only the name of the factor is shown. The employee is then rated by identifying the scale that best describes his or her level of performance.

Sample of a graphic rating Scale has been added to the appendix.

4.4 Organizational practice:

LBFL follows the continuous performance appraisal for the confirmed FTE or Contractual employee. For appraising LBFL use the Graphic Rating Scale method. Here each individual have the performance appraisal scale with which they are appraised. This appraisal form contains the employee detail and their performance detail along with their rating that is directly influenced by their functional and behavioral performance. LBFL focuses both on the part of the performance because LBFL believes that performance is not related with the functional duty only it also co relate with the behavior also. In LBFL every employer has their direct supervisors' under whose close monitoring they work and to whom they reports to. So the practice of graphic rating scale method is easy here because their supervisors are well informed about their performance which makes the process reliable enough. Here the permanent employee and the contractual employee performance appraisal systems are different from one another. From the entry level to the assistant manager there are written and behavioral both are applicable. The marks are given by the responsible department head or by the authorized supervisor. These information are later updated on employee ERP profile. For further use these information are also reviewed in the periodical management meeting of the organization.

Performance appraisal process at LankaBangla Finance Limited has been shown in a Flowchart in the Appendix.

Chapter 5: Findings

5.1 Critical Observations

During my internship at LankaBangla Finance Limited I had some observations which according to my perspective leave some room for improvement to the process. As one of the core objectives of this report is to identify the problems of the processes of LankaBangla Finance Limited I am presenting my findings in this chapter. I have come up with the following findings after three months of my internship period:

- ✚ Some of the positions in HR division contains interesting job description where as some other remains quite monotonous and kills productivity. As a result amount of motivation doesn't run equally among the team
- ✚ The training and development process in LBFL is not prerogative.
- ✚ Organization culture doesn't encourage leaving office sharp on time, causes working overtime which is injurious to Work – life balance.
- ✚ HR practice in LBFL is less strategic. It's the transactional HR practice rather than the transformational one.
- ✚ The condition of employees hard file maintenance is poor. Unworthy store management.
- ✚ The difficulty level of the post training MCQ test is too low, drops the standard to serve its objective.
- ✚ The importance of background checking of the new employees is under estimated.
- ✚ Absence of enhanced exit interviews causes failure to minimize employee turnovers.
- ✚ Trainings are mostly outsourced and off the job which engages lot of employees on a working day thus interrupts processes.
- ✚ Requirements of training initiatives are top down approach, less information obtained regarding what employees think they need.
- ✚ Employees are not motivated enough to receive the trainings.

Despite some of these critical observations of mine the HR at LBFL is doing a great job and the process are smooth in their transitional way. However I tried to give my own recommendations based on these findings in the next chapter.

Chapter 6: Recommendations and Conclusion

6.1 Recommendations:

From the theoretical study and practical observation over the activities of the human resource of LBFL, some recommendations are required. As I have presented my critical observations in the previous chapter I have some recommendable suggestions which might fill up the rooms for the scope of development. They are:

- ✚ Initiating job-rotation is necessary to reduce monotony and develop multitasking skills.
- ✚ Should give more concentration on training and development of employees.
- ✚ In an eight hour working day organization should encourage timeliness both for attending and leaving office in time so that employees can maintain a healthy work-life balance.
- ✚ Should try and move over transformational HR and adopt new ideas.
- ✚ Should improve the store where all the hard files are archived.
- ✚ The recruitment and learning team under HR division is running the periodic initiatives but the department should give more concentration on their training and development program as in to realize the necessity on making it qualitative rather than looking after the activities mere obligatory periodic routines.
- ✚ Though the organization has the customized software interface for employees to sign up for specific training participation it needs some more close observation for trainee nomination through direct supervisors.
- ✚ Maintain the employee motivational activity often through department meetings rather than relying on that - employees should be self-motivated.
- ✚ Should also go for some negative reinforcement rather than depending only on positive ones.
- ✚ Should develop the question paper of the post training test by raising its difficulty level.
- ✚ Developing in house training programs are also necessary.

From the study it is being also observed that the job security, compensation and motivation have moderate relationship with employee's job satisfaction and promotion is also strongly correlated with job satisfaction. Here the employee job satisfaction are in moderate level so the higher authority should take an initiative to develop HR policies like reviewing yearly increment policy, salary structure, performance appraisals by conducting employee surveys.

6.2 Conclusion:

In perfection this is important to plan the right human resource policy which would match the organizational goal, the entire training and development of all the employees under LBFL all over the country is dependent on the organizational HR policy. Therefore making right choices will reduce the cost of human resource management along with enhancing credibility in the organization. It will be necessary to customize training and development programs to the unique needs of an employees as well as organization so the system will remain flexible and relevant throughout the life of the company or enterprise.

It was very pleasant to work in LnakaBangla one of the renown non-banking financial organization in Bangladesh. LankaBangla finance providing the best service for their client and customer along with their employee that is conducted by HR division. By working in HR division the knowledge was learnt would be helpful enough to sustain with the real world situation.

An effective training and development process increases credibility and develops candidacy among employees and enhances organizations performing ability as a whole. On just about anything the company needs to track and analyze about employees competency, former employees performance level, current performance scale all are associated with this single process. Company will need to select a candid training and development process under Human Resources System and customize it to meet needs.

With an opposite training and development programs that are mainly customized for that specific organization, Human Resources staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated. Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees.

Chapter 7: Appendix

(A) Recruitment Process Flowchart:

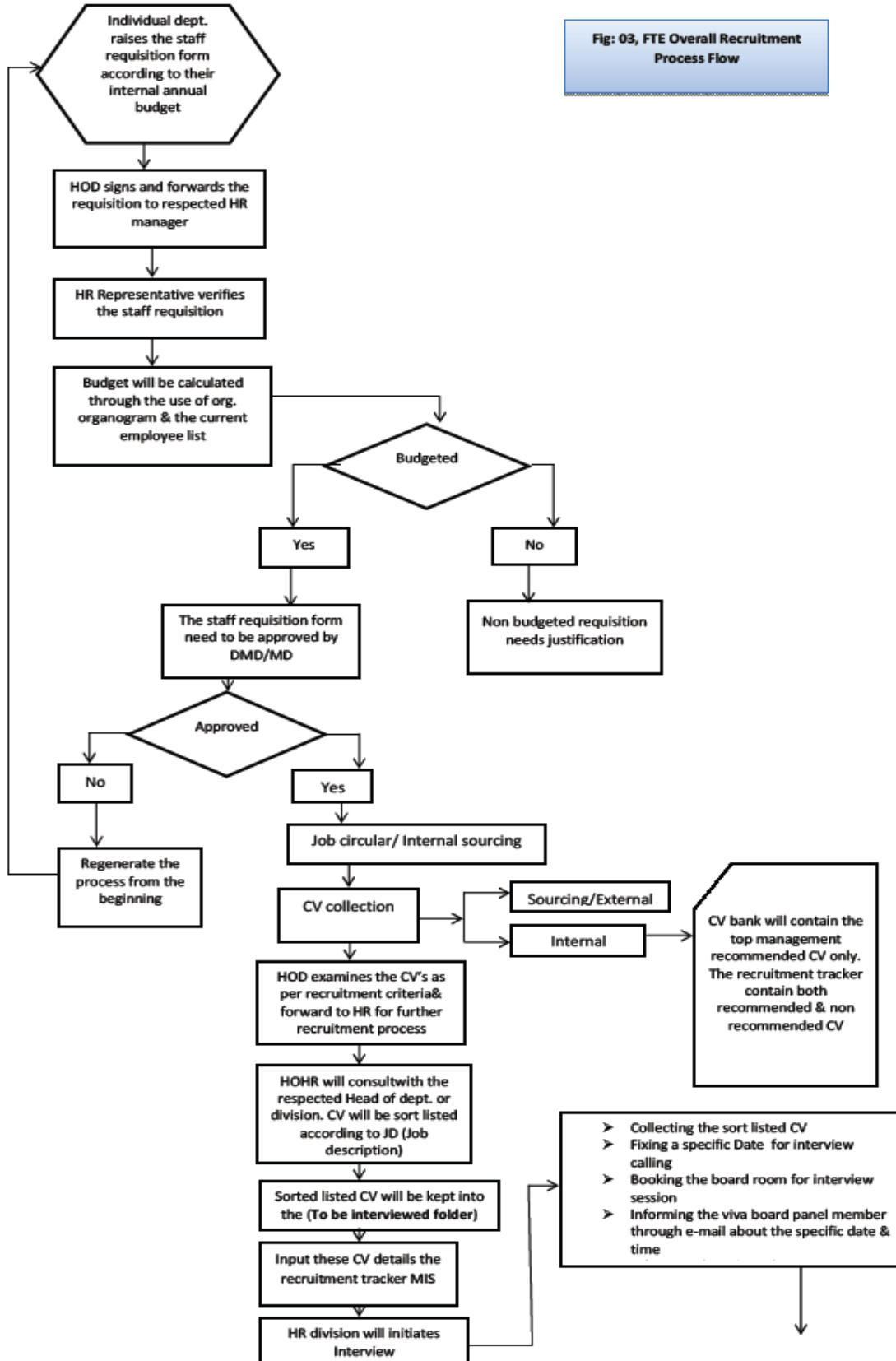
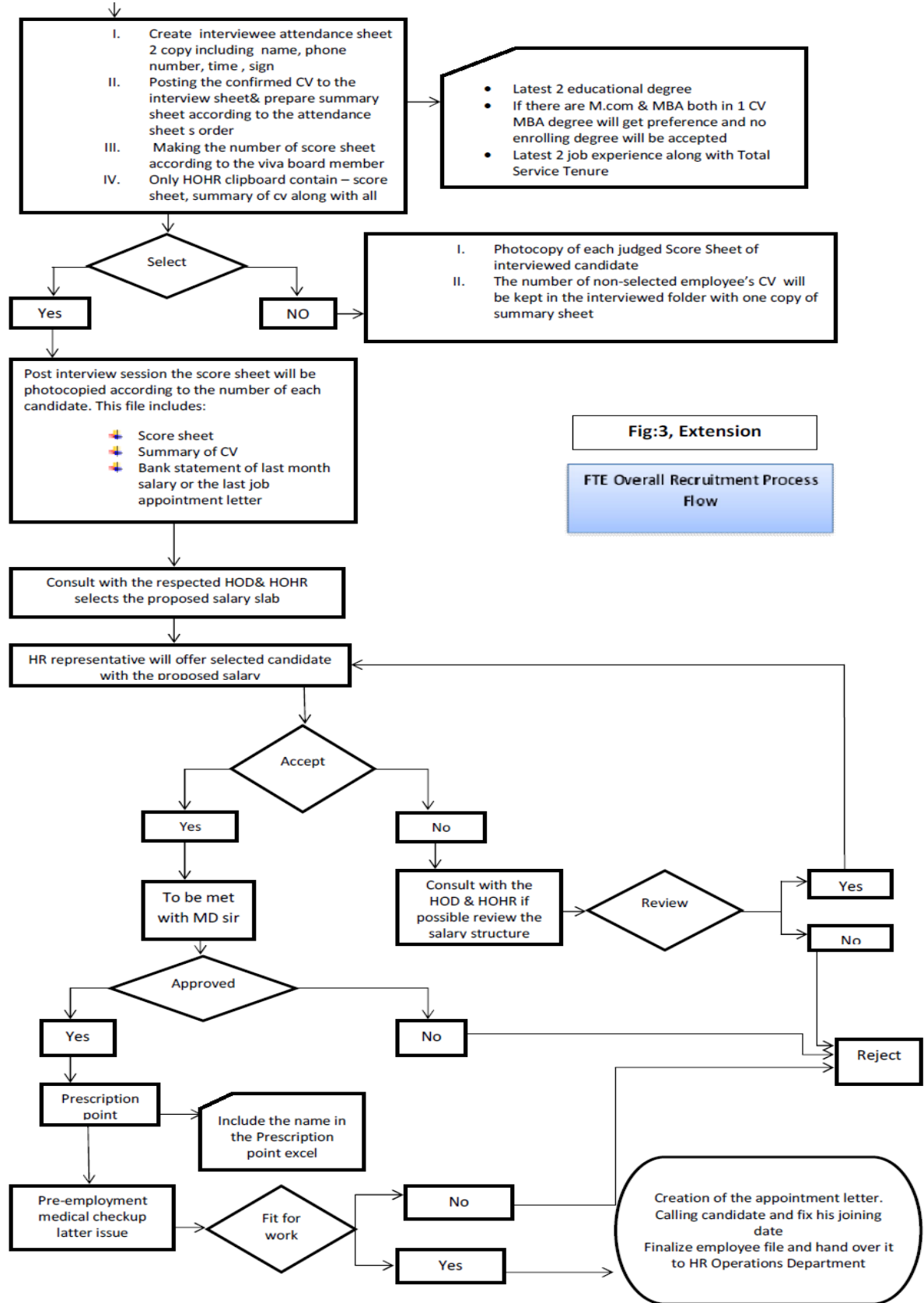


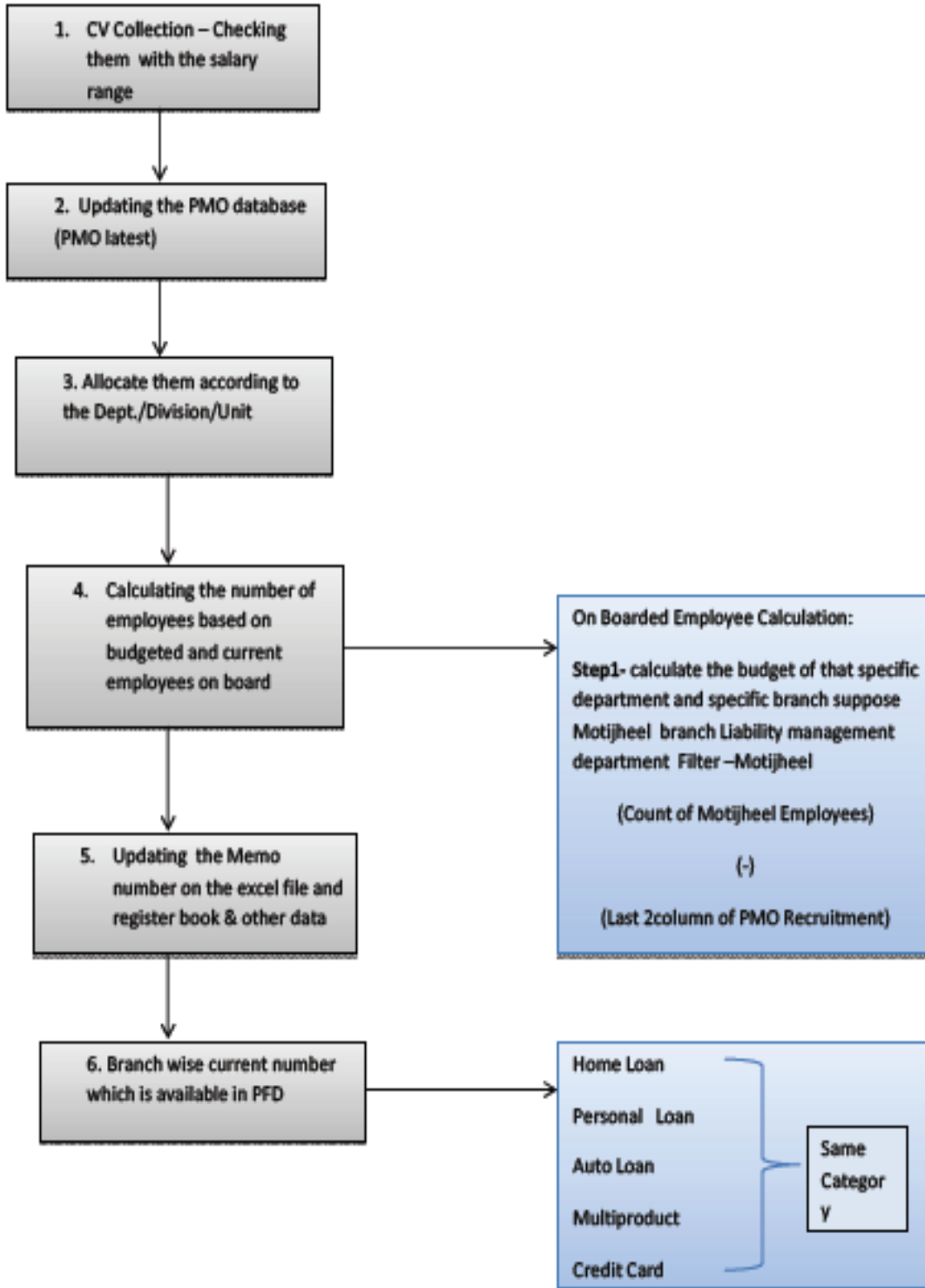
Fig: 03, FTE Overall Recruitment Process Flow

Continues... (Extension)



(B) Project Management Officer (PMO) Recruitment Process Flowchart:

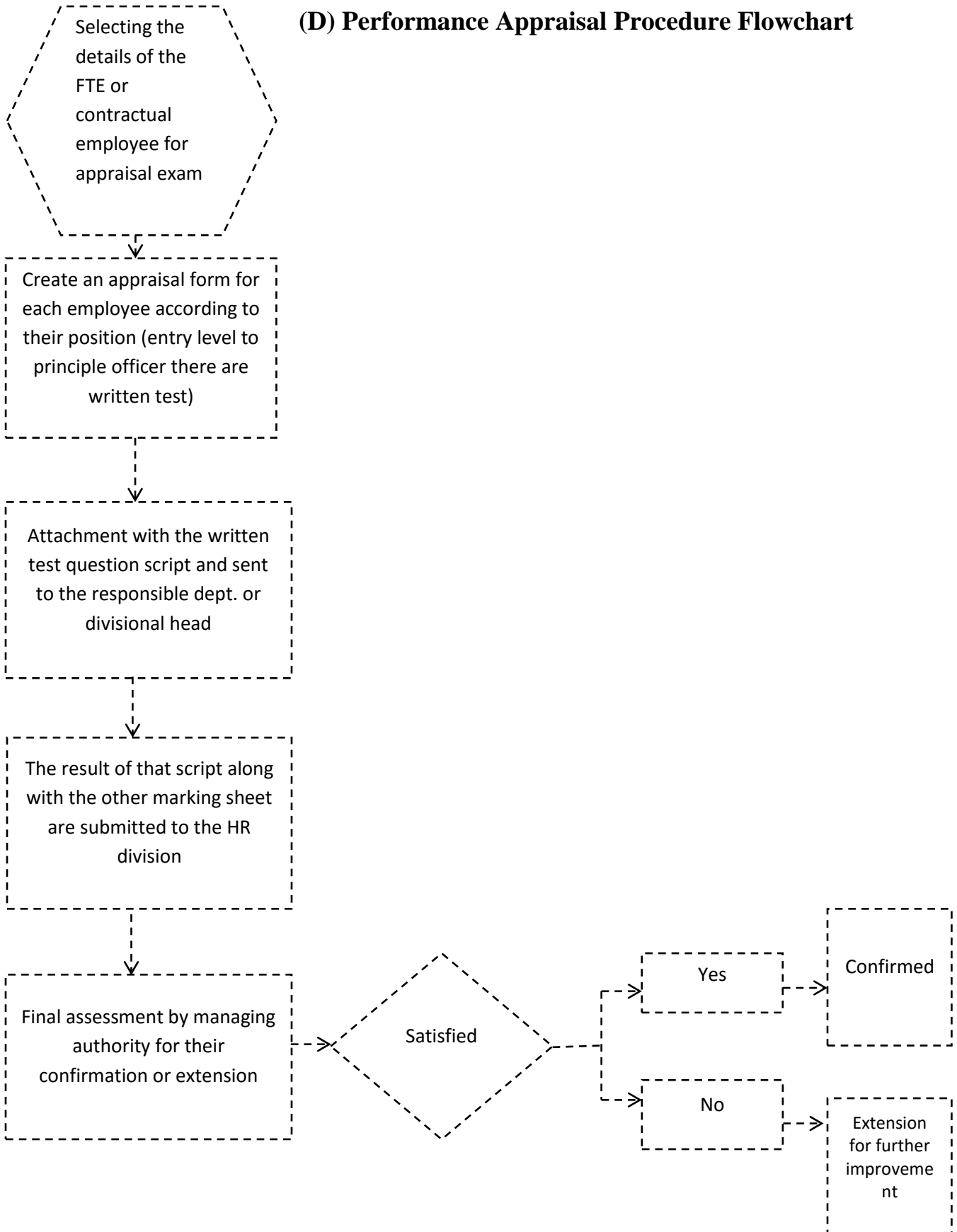
Fig: 4, PMO Recruitment Process



(C) Performance Appraisal Method: Graphic Rating Scale

PERFORMANCE FACTORS	Below Minimum (unacceptable)	Below Expectations (marginal)	Meets Expectations (normal)	Exceeds Expectations	Clearly Outstanding
JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CREATIVENESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROBLEM SOLVING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
THOROUGHNESS & ACCURACY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
QUANTITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JOB KNOWLEDGE/SKILL IMPROVEMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORKING WITH OTHERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEADERSHIP ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ADVANCEMENT POTENTIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ADAPTABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSENTEEISM/PUNCTUALITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTITUDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(D) Performance Appraisal Procedure Flowchart



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