
Internship Report (BUS-699)



Assessment of Employee Satisfaction of Training & Development: A Study On Employee of Prime Bank Limited

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Letter of Transmittal

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Subject: Submission of internship report on **“Assessment of Employee Satisfaction level of training & development of Prime Bank Limited”**.

Dear Sir

I am highly delighted to submit the internship report of my three months long internship program in Prime Bank Limited at Banasree Branch. The title of the report is “Assessment of Employee Satisfaction level of training & development in Prime Bank Limited”. This report has been prepared to fulfill the requirement of the internship program in Prime Bank Limited. It has been an interesting and very enlightening experience for me to work in Prime Bank Limited- Banasree Branch. I have tried my level best to reflect my three months long work experience in this report and also tried to make this report a successful one. I would like to express my sincere gratitude to you for your kind guidance & suggestions in preparing the report. It would be a great pleasure for me if you find my report informative and useful to have an idea of recent state of Prime Bank Limited.

Sincerely yours

Rumana Parveena

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Acknowledgement

First of all I would like to express my gratitude to omnipotent and almighty Allah, whose invisible guidance helped me to complete this report. Although, time was very limited for getting the sufficient knowledge but the short experience that I gathered as an intern, in Prime Bank Limited, Banasree Branch an asset for all the time to come in my life.

I take the opportunity to express my deep sense of gratitude of my reverend supervisor, Dr. Khan MD Raziuddin Taufique (Associate Professor, Business School of BRAC University, Bangladesh) for his invaluable suggestions and guidance during the study period that has greatly inspired me in preparing this report successfully.

I would like to also express my gratitude to Md. Farid Ahmad (Branch Manager), Mrs. Hamida Khanom (Manager Operation) Prime Bank LTD, Banasree Branch for giving me the opportunity and appointment and lastly certifying the internship program that I have completed. I am highly thankful to all of the employees of Prime Bank Limited, Banasree Branch for their support that helped me to prepare this report.

Finally, I want to express my deep gratitude to my parents and other family members and remember my friends whose enormous helps assist me to complete my report.

Executive Summary

Human Resource activities are one of the major activities in an organization. Prime Bank Human Resource division is an ideal place for learning HR related activities thoroughly. An excellent team of management of HR division conducts all the HR related issues. Their dedicated work makes them possible to get suitable people for suitable positions. As private commercial bank work pressure is very high in Prime Bank, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to evaluate performance of the employee.

Training and development is one of the most significant areas that every bank emphasizes on to develop their manpower to serve their customer best and to survive in the market. The HR of Prime Bank Ltd maintains a structured and organized training structure to train their employees by better trainers. The ultimate objective of the training is nothing but ensuring the overall development of the employees and achieving competitive advantages through skilled employees.

This report mainly deals with the satisfaction level of Training and Development in Prime Bank Ltd. Based on my practical knowledge and experience I have made this report. I have surveyed questionnaire among 50 employees of Prime Bank Ltd. I have prepared my report based on the information and data that I have got from the Branch office and from the head office. I have also tried to collect information regarding the topic.

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CHAPTER 1

Introduction

1.1 Organizational Overview

Prime Bank is one of the new Bangladeshi private banks, which was incorporated on 17th April 1995 with Tk. 1000 million of authorized capital & Tk. 100 million of paid up capital by a group of successful entrepreneurs. It is not only a conventional Bank. It's a modern, dynamic private commercial bank & plays a constructive role in the economic development of the country. Prime bank is the first private bank to introduce lease finance, Hire purchase & customer credit schemes along with Islamic banking services in the banking sector in order to bring about qualitative changes in the lives of people of Bangladesh. PBL through its steady progress & continuous success has, by now, earned the reputation of being one of the leading private sector Banks of the country.

Prime Bank is listed with 'promoter shareholders' collectively holding a 46% stake in the bank. One of the main reasons for the bank's good financial condition is that the bank's promoters, who have other business interests as well, have refrained from using the bank for insider lending. This is a huge issue for Bangladeshi private banks, and together with somewhat lax supervision, is the single biggest factor for the poor financial condition of most private banks. While Prime Bank has so far benefited from its promoter shareholders' approach of maintaining an arms-length relationship between the bank and their other businesses, whether this would continue to be the case in future, particularly when the second-generation promoters become directors of the bank, remains to be seen. As a fully licensed commercial bank, Prime Bank 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 has already made significant progress within a very short period of its existence. [1] The bank has been graded as a top class bank in the country through internationally accepted CAMELS rating. The bank has already occupied an enviable position among its competitors after achieving success in all areas of business operation. Prime Bank 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 state to software.

1.2 Company vision

Every Company has their own vision. By fixing vision, they can set their future growth. Prime Bank Ltd. has its own vision to be leader in the banking industry. To be the best Private Commercial Bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity.

1.3 Company mission

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

1.4 Corporate philosophy

- a) **For Customers:** To provide the most courteous and efficient service in every aspect of its business. To be innovative in the development of new banking products and services.
- b) **For Employees:** By promoting their well-being through attractive remuneration and fringe benefits. By promoting good staff morale through proper staff training and development, and provision of opportunities for career development.
- c) **For Shareholders:** By forging ahead and consolidating its position as a stable and progressive financial institution. By generating profits and fair return on their investment.
- d) **For Community** By assuming our role as a socially responsible corporate citizen in a tangible manner by adhering closely to national policies and objectives thereby contributing towards the progress of the nation. By upholding ethical values and best practices. Constantly seeking to improve performance by aligning our goals with stakeholder's expectations because we value them.

1.5 Organogram of Prime Bank Limited:

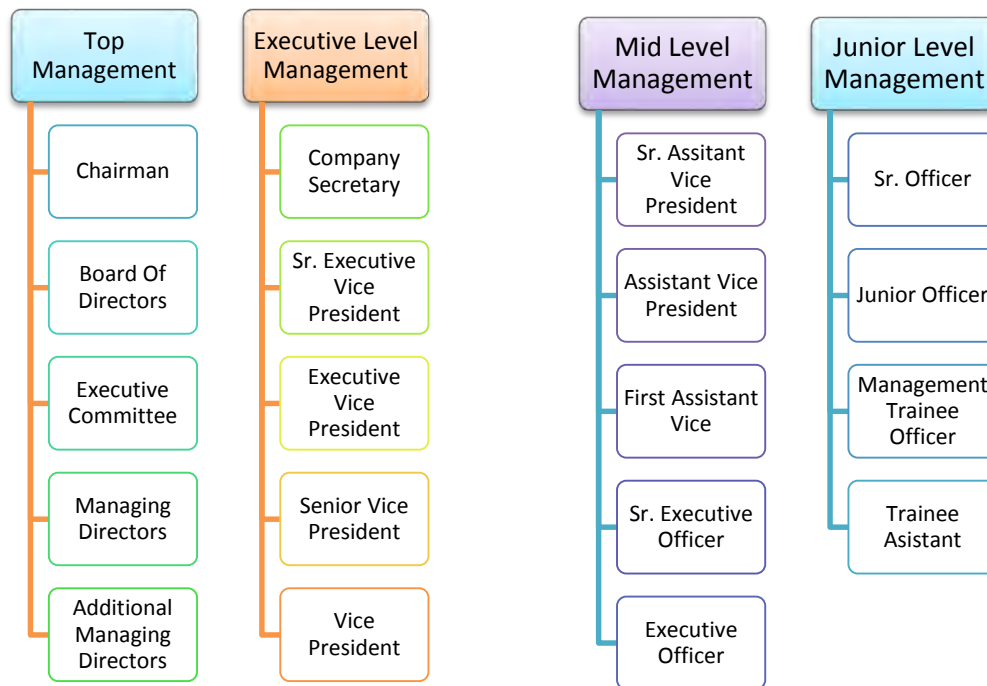


Figure 1.1: Organogram of Prime Bank Limited.

1.6 Performance of Prime Bank Limited

Prime Bank has been profitable since the first year of its operations. Profits were low in 1998 as the bank incurred losses on its stock market operations. Management described this as a ‘learning experience’ and has since refrained from stock trading activities. Indeed the bank’s profitability has been exceptional compared with its Bangladeshi counterparts, and it reported an average ROE of 41% (ROE at end-2002 was 30%) between 1999 and 2002.

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 internationally accepted CAMEL rating. The bank has already occupied an enviable position among its competitors after achieving success in all areas of business operation.[9]

The bank has consistently turned over good returns on Assets and Capital. During the year 2004, the bank has posted an operating profit of Tk. 1146.14 million and its capital funds stood at Tk 2476.06 million. Out of this, Tk. 1000 million consists of paid up capital by shareholders and Tk. 1476.06 million represents reserves and retained earnings. The bank's current capital adequacy ratio of 10.74% is in the market and much above the stipulated line of 9%. In spite of complex business environment and default culture, quantum of classified loan in the bank is very insignificant and stood at less than 1.52%.

1.7 Comparative Position

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 state to software.

Prime Bank Ltd., since its beginning has attached more importance in technology integration. In order to retain competitive edge, investment in technology is always a top agenda and under constant focus. Keeping the network within a reasonable limit, bank's strategy is to serve the customers through capacity building across multi delivery channels. [5]

Bank's past performance gives an indication of their strength. The bank is better placed and poised to take its customers through fast changing times and enable them compete more effectively in the market they operate. There are 52 banks operating in our country. Among all these banks PBL has established itself as one of the most influential local bank. Prime Bank's position can be figured out from the following table:

PBL's Comparative Position, (Figure in crore Tk.)

<i>Sl No</i>	<i>Banks</i>	<i>Operating Profit</i>	<i>ROA</i>	<i>EPS</i>	<i>Deposit</i>	<i>Advance</i>	<i>Paid-Up Capital</i>
1	<i>Prime Bank</i>	101.58	6.57	155	2109.24	1649.22	100
2	<i>Dhaka Bank</i>	54.00	4.19	101.69	1685.10	1288.70	53.10
3	<i>Dutch-Bangla bank</i>	45.30	3.96	280	1713.40	1143.20	20.20
4	<i>Southeast</i>	70.30	4.52	120.64	2011.90	1554.80	56.40
5	<i>Social Investment Bank</i>	50.10	4.98	192	1970.90	1005.80	26.00
6	<i>NCC Bank</i>	62.50	4.86	113	1515.40	1285.0	22.20
7	<i>Al-Arafah Bank</i>	30.70	4.05	60.6	864.30	757.20	50.60

Source: Prime Bank Training Institute

[13]

Table 1.1: PBL's Position.

Graphical Representation

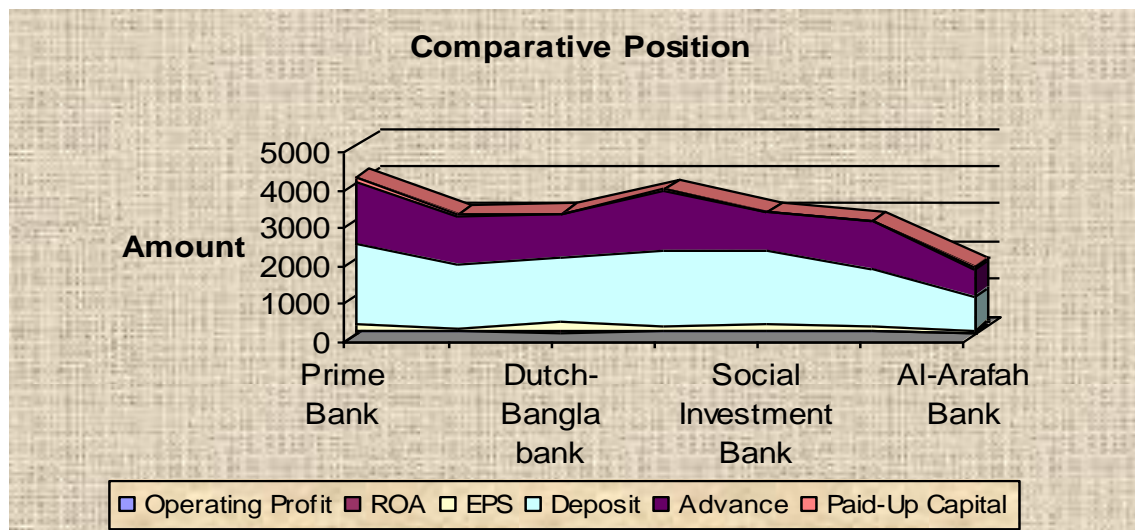


Figure 1.2: Comparative Position.

So, Prime Bank Limited is a fast growing and modern private commercial bank. It is making its marks in the country's socio-economic condition by channelizing the much-needed fund to the entrepreneurs. And by doing this consistently and efficiently it is also satisfying the shareholders.

1.8 HR Organogram of Prime Bank Limited

In order to achieve the objectives of an organization, the HRM section or department must carry out a number of functions. The key functions of HRM can be summarized as the acquisition, maintenance, development and termination of employees. Acquisition: This is the 'getting' phase of HRM. It includes estimating both the future demand and supply for human resources and integrating these resources into a total human resource strategy. In other words, the objectives and future directions of the organization must be known before any reliable forecasts of people needs can be made. The acquiring process includes recruiting, selection and the socialization or induction of new employees. Maintenance This is the 'keeping' function and involves providing benefits, services and working conditions that are needed if individuals are to remain committed to the workplace.[3]

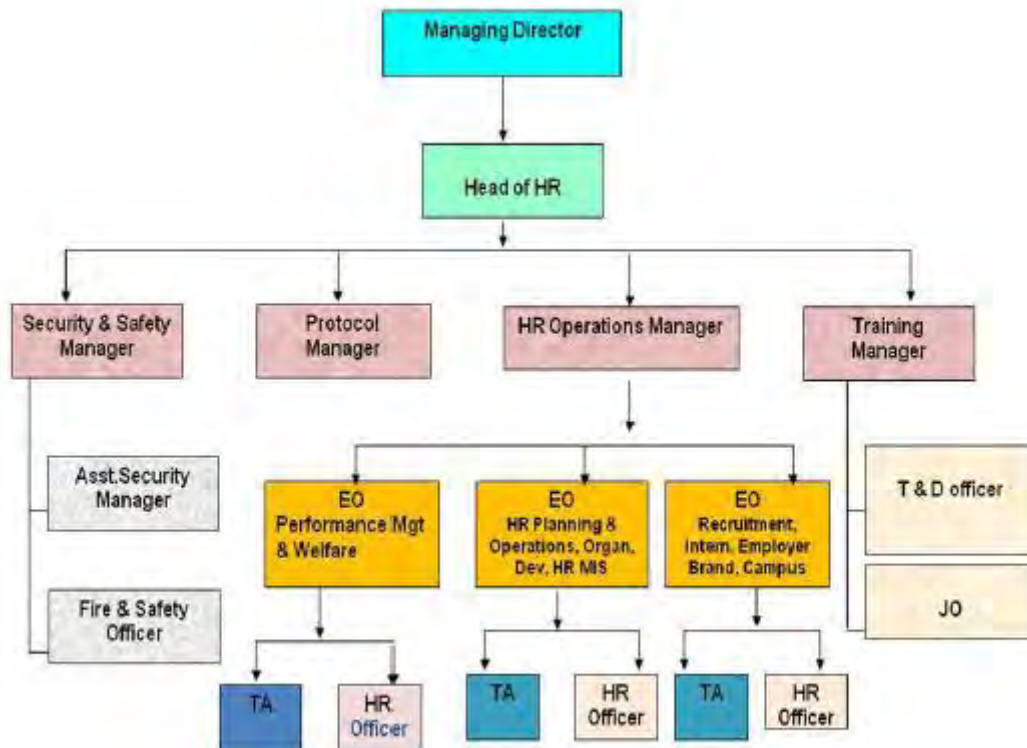


Figure 1.3: HR Organogram of Prime Bank Limited.

1.9 Field of Operations

PBL, being one of the best financial intermediaries in the country, blended its operations in conventional banking, Islamic banking and investment banking. The blending has been done with the objective of diversifying the operations for catering to the needs of the customers of the different strata of the society from one viewpoint and for having sustainable growth in profitability and business with the least possible risk.[11] The bank's operations were diversified into the following areas of activities as a dynamic financial intermediary.

- ✓ Conventional Banking Operation
- ✓ Islamic Banking Operation
- ✓ Lease Finance Operation
- ✓ Merchant Banking
- ✓ Retail Banking

In order to carry out the above operations PBL has set up the following divisions, departments and units in its Head Office:

1. Credit Operation & Management Unit
 - a. Corporate/Relationship Operation Department
 - b. Credit Risk Management Department
 - c. Credit Administration department
 - d. Credit Monitoring and Recovery Department
 - e. Export Finance Division
 - f. Small & Medium Enterprise (SME) Credit Cell
 - g. Structured Financing Unit
2. International Division
3. Treasury Division
4. Leasing Unit
5. Card Division
6. Retail Credit Division
7. Corporate Affairs Division
8. Islamic Banking Division
9. Merchant Banking & Investment Division

For facilitating operations by the above mentioned divisions the bank has established the following divisions to provide support and internal services:

- ✓ Human Resource Division
- ✓ Information Technology Division
- ✓ Public Relations Division
- ✓ Financial Administration Division
- ✓ General Services Division
- ✓ Marketing Division
- ✓ Prime Bank Training Institute
- ✓ Branches Control Division

For ensuring internal and statutory compliance there are following three cells namely,

- Board Audit Cell
- Audit and Inspection Division
- Central Compliance Department

Besides, there is a Board Secretariat to look after the company matters and to for arrange for Board/Executive Meetings and record the proceeding of the board/EC.

1.10 Organizational Hierarchy of an Ideal Branch

The term organizing for Bank indicates the way through which the day to day activities of the bank are carried out for smooth operation. Prime Banks follows two approaches for organizing its business, one the Branch Based Approach and the other is the Department Based Approach. In the Branched Based Approach, each individual branch is treated as the separate identity and is 13 head by a branch manager. [8] The branch manager is liable to the top management for the performance of that particular branch. Before the starting of a facial year and from than onward, it is the duty of the branch manager to see that targets are being met. Given below is an organ gram of an individual branch for better understanding.

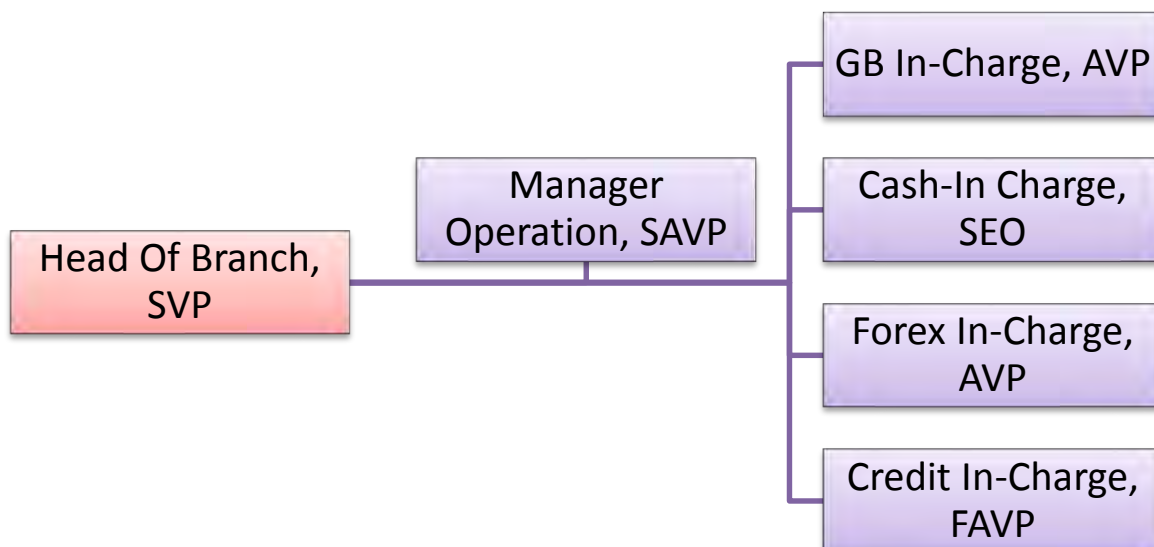


Figure 1.4: Organizational Hierarchy of an Ideal Branch.

1.11 Departments of Prime Bank Limited

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.[4] Examples of few other departments at Prime Bank Ltd are given below:

- Human Resources Division (HRD)
- Financial and Administration Division (FAD)
 - General banking department
 - Accounts opening section
 - Cash section
 - Remittance section
 - Bills and clearing section
 - Accounts section
- Foreign exchange department
 - Import section
 - Export section
 - 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
- Monarach (Premium banking division)

1.12 Product/service offering

Prime Bank Limited is a diversified bank in Bangladesh. Their number of products and services are increasing day by day. From time to time they have introduced all the banking facilities to the customer. Their products and services as follows

1.12.1 Retail Banking

Retail Banking is the banking of general people. Mostly middle class people depend on retail banking. Though the amount of revenue is quite low, but the number of customer is really high. Retail Banking Division of PBL has passed another successful year both in terms of assets and liability business procurement. This has been possible because PBL is different from the competitors and customers can easily differentiate bank's products from others. The agility in terms of expanding the delivery channels, augmenting value added products, creating new avenues of services, inventing new alternative delivery channels for expanding bank's customer base in distant urban and rural areas were the contributing factors for satisfactory performances.[7] Prime Bank offers many retail products to customer to increase deposit amount. These products are-

Deposits	Loans	Debit & Credit	Other Facilities
Savings A/C	Home loan	Prime bank master debit card	Internet banking
Current A/C	Car loan	Prime ATM card	Phone banking
Double benefits scheme	Any purpose loan	Master card gold credit card	Locker service
Monthly benefits scheme	Education loan	Visa classic credit card	SMS banking
House building scheme	Marriage loan	Visa gold credit card	Mobile banking
Lakhopoti deposit scheme	Hospitalization loan	International credit card	Utility pay service
Prime Millionaire Scheme	Travel loan	Platinum credit card	

Table 1.2: Retail Banking.

1.12.2 Corporate Banking

Corporate banking is the center of all corporate lending operation of PBL. Major part of the bank's asset portfolio falls under this segment of credit. Several strategic business units (SBUs) are working under the umbrella of corporate Banking division. They are-

- General Credit Unit
- Export Finance Unit
- Lease Finance Unit
- Structured Finance Department

During the year 2011, the bank continued playing a major role in supplying business capital, arranging and raising finance while maintaining a high standard of diligence prosper and build social and physical infrastructure of the country. A closer look at sectorial allocation of corporate portfolio reveals that it is well diversified in various sectors of our economy which ensures diversification of risk associated with loans/investment. Business strategy for the year 2012 is to give preferences to the customer giving higher yield earning from multiple sources. CBD planned to increase portfolio in the ship building, jute, power & renewable energy and environment friendly projects. Regular review of the loan pricing considering market situation and recovery of NPL is one of the major tasks for CBD to maintain and improve the asset quality. Corporate banking is a banking of Business class people. The deposit rate is high so as interest rated. [6] The main revenue of a bank comes from corporate banking. Corporate customers are given high priority in Prime Bank Limited. The customers are mostly industrialist like Beximco, Square, RFL, MGH etc. group of companies. Prime Bank customizes their corporate product in a different way to attract more corporate customer. These products are-

General Credit Unit	Structural Finance Unit	Export Finance Unit
Short term finance	Project finance	Project loan
Long term finance	Acquisition finance	Working capital
Trade finance	Securitization	Back to back L/C
Real estate finance	Advisory	Cash credit
Construction finance	Investment	SOD

Figure 1.3: Corporate Banking.

1.12.3 SME Banking

PBL has been increasingly focusing on SME financing. Despite growing focus about small and medium enterprise in Bangladesh and consequent policy efforts in these directions, limited access to financing still forms the crux of the problem of this sector. The overriding vision of PBL is to offer congenial lending products and services so that SMEs can aspire to opportunities of growth and wealth creation. Keeping this in view, formulated a comprehensive policy on SME financing and made significant progress in financing this sector. To inspire SME entrepreneurship for financial literacy PBL distributed tally book on the eve of Pahela Boishakh. With the use of this tally book, business owners would be able to keep their business record in a more organized way. In order to focus on push marketing the bank has implemented Direct Sales Team. This has been helped PBL to penetrate the market further and make available finance to the doors steps of small and medium enterprises.

1.12.4 Islamic Banking

Islamic banking operation of PBL started in the very year of its establishment in December 1995 through the opening of Islamic banking branch at Dilkusha, Dhaka. PBL is the pioneer in such a kind of blending of conventional and Islamic banking in the country which is followed by many other banks. With the passage of time, the bank now carries on its Islamic banking operations through five Islamic Branches. Operations of Islamic banking branches are coordinated by Islamic Banking division at Head Office and supervised by Prime bank Shari'ah Supervisory Committee. [13]

Launching of Islamic Banking operation by PBL by introducing different innovative products and services based on Islamic Shari'ah got tremendous response from a considerable portion of its clientele who are eager to accept Shari'ah compliant modern

and innovative banking products and services. PBL is also offering Islamic Banking products and services through Islamic banking service desks set up at its conventional banking branches.

Prime Bank introduces Islamic Banking in year 2008 by adopting a standard name of ‘Hasanah’. It is the brand name of Islamic product of Prime Bank Ltd. Different types of Islamic products are as follows-

Hasanah Deposit Product	Hasanah Investment Product	Hasanah Trade	Foreign
Al Wadeeah current deposit	Hasanah home investment	Import business	Export business
Mudaraba saving deposit	Hasanah auto investment	Wakalah	Pre-shipment finance
Mudaraba double benefit	Hasanah household Durable investment	Murabaha	Post-shipment finance
Mudaraba education deposit scheme	Hasanah medical investment	Musharakaha	
Mudarabahazi deposit scheme			

Figure 1.4: Islamic Banking.

1.12.5 Customer Service

Prime Bank Limited is a leading Bank in Bangladesh. At the end of 2005 fiscal year, it stood the first position among the native conventional Private Banks in case of profit. It is also in a very good position in the Bangladesh Bank introduced CAMEL rating. As it is topped among the other financial institutions, it is also very much caring to its customers. So, customer service is always a very vital issue for Prime Bank Limited. There is a common dialogue in Prime Bank which says “Customers are our KING”. So it likes to treat its customers with a very outstanding manner. As the hospitality is very necessary, the Bank always try to give its clients the best service. All the efforts and works in the Branch Banking environment focus on customer satisfaction. There are several departments in a Bank which is more or less directly linked with the customers.

These are front desk, Computer section, Cash department, CCS department and foreign exchange department.

Front desk play a very vital role in a Bank's customer service. This happen gradually that a prospective client approach to a Bank at first to know something. To know the facilities which the Bank could provide him. Clients want to know various matters to a Bank. There are varieties of clients. Someone may be a teacher, someone is a doctor, and someone is businessman and may be some are students. To a Bank all the prospective customers are equally valuable. When a client enters a Bank, he at first meet to the Front Desk. So the officers who serve here play a very important role. It is a very common rule that "First impression should be the best impression". Prime Bank is very prompt in their front desk activities. Here customers find their guideline and all necessary information. They can open their account, open different deposit scheme, deposit cheques for clearing, can do Pay Order and could get all support to do so from the experienced officers.

Computer is a very necessary part of Branch Banking activities. At present Prime Bank is using PC BANK software for their all daily transaction. Officers help customers in this section to post their cheques, provide them bank statement, and give them different types of certificates as the customers demand. They also provide them bank balance directly or over phone. Here officers help their clients to get a track of all transactions as if they feel comfort.

At present Prime Bank provide online banking to some selected customers. To get this facility an account holder need to apply first. Then the bank decides whether the account will be benefited with online Banking. If an account holder gets online banking facility, then he is able to make transaction in any Branch of Prime Bank Limited. So, we can see that customer service means to provide customers with good services to earn profit along with customer satisfaction. Successful customer service companies focus their attention on both their customers and their employees. They understand the service profit chain, which links service firm profits with employee and customer satisfaction. This chain consists of five links:

- **Internal service quality:** Superior employee selection and training, a quality work environment, and strong support for those dealing with customers.

- **Satisfied and productive service employees:** More satisfied, loyal and hardworking employees.
- **Greater Service Value:** More effective and efficient customer value creation and service delivery.
- **Satisfied and loyal customers:** Satisfied customers who remain loyal, repeat purchase and refer other customers.
- **Healthy service profits and growth:** Superior service firm performance.

From the above discussion it can be said that well managed customer service companies share a number of common virtues regarding customer service. Successful service companies are “Customer Obsessed”, and set high service quality standards.

1.12.6 Managing Service Quality

A service firm may win by delivering consistently higher quality service than competitors and exceeding customer’s expectations. These expectations are formed by their past experiences, word of mouth and advertising. After receiving the service, customers compare the perceived service with the expected service. If the perceived service meets or exceeds their expectations, they are apt to use the provider again. Researchers formulated a service quality model that highlights the main requirements for delivering high service quality. The model, shown in the figure below, identifies five gaps that cause unsuccessful delivery.[13]

- **Gap between consumer expectation and management perception:** Management doesn’t always perceive correctly what customers want. A Bank authority may think that clients want prompt service but clients may be more concerned with more responsiveness.
- **Gap between management perception and service quality specification:** Management might correctly perceive the customers wants but not set a specified performance standard. A Bank may tell the Officers to give fast service without specifying it quantitatively.
- **Gap between service quality specifications and service delivery:** The personnel might be poorly trained, or incapable or unwilling to meet the standard or they may be held to conflicting standards, such as taking time to listen to customers and serving them fast.

- **Gap between Service delivery and external communications:** Customer expectations are affected by statements made by company representatives and advertisements.
- **Gap between perceived service and expected service:** This gap occurs when the consumer misperceives the service quality. The Banker may keep visiting the valued clients but the client may interpret this as an indication that something really is wrong.

CHAPTER 2

Internship Outcome

2.1 Nature of my job

I have done my internship in Prime Bank Limited. It was a great experience for me because I have achieved lot of practical and professional knowledge. During the period of internship at Prime Bank, the interne was cooperatively guided by all the staffs for gaining in-depth banking knowledge. The major lessons that are learned during internship can be listed as under;

2.1.1 Outward Cheque receive

“Outward clearing Cheque” means collection of Prime Bank’s own customers’ cheques from other bank’s customer’s account. The whole clearing process is done through Prime Bank’s own clearing software named “Automated Cheque Clearing Solution”-software. Before doing the clearing tasks through the software there are also some manual tasks to do. First of all I usually received cheque for respective client after making sure that the cheque has all documents such as-depositors sign, Account Number, Account Name, Account holders contact number etc. Then I used to give crossing over the cheque and a sign to the depositors copy. It is also necessary to identify the nature of the cheque. For example, whether it is high value cheque or not normally Tk 5, 00,000 cheque is considered as high value cheque. High value cheque which received before 11 am on a particular day is considered as same day cheque. All other cheques are not same day cheque. All other clearing procedures are done by clearing in charge. Bangladesh Bank’s cheques are manually sent to the Bangladesh Bank Motijhil branch by branch messenger. I also had to keep the register updated. This register contains all the data of a particular day cheque receipts. I had to write the name of the bank, cheque number and amount of the cheque.

2.1.2 Give returns cheque to the clients

The clients of Prime Bank Limited Baridhara branch place their cheques in the clearing department. It is the responsibility of Prime Bank to collect the money for their clients. Sometimes it is not possible because of some problems. Like- Payers may have insufficient fund in the account, in the cheque the amount is mismatched with the amount, if the signature of the drawer of the cheque is mismatched and so on. If any of these situations mentioned above is then the cheque is rejected by the clearing house. In that case like others Prime Bank Limited (Baridhara Branch) returns those “Rejected” or “Return” cheque to the payees. During my internship period, I was responsible to return cheque to the respective clients. To give a return

cheque I had to keep some records. In a registered book, I had to write the reason of dishonor, time and receipts sign.

Other things about account related

- ✓ I got to know the account opening procedure.
- ✓ Assist customer to fill out the account opening form correctly and also obtain all necessary document.
- ✓ Dealing with customer.
- ✓ Issue of cheque book
- ✓ Bank statement issuance.
- ✓ I learned how keep all the data in the register especially for Pay Order, fixed deposit scheme, cheque book there is a specific register book which I had to maintain.
- ✓ Handling incoming calls.
- ✓ ATM card issuance.
- ✓ Filing pay order form
- ✓ Providing information about different banking product and services
- ✓ Using various office equipment's like photo copy machine, cheque writer.
- ✓ I was also responsible to update daily voucher. I had to count debit and credit voucher of different account such As-Current Account, Savings Account, FDR/STD Account, SOD Account, Income and Expenditure Account, Bills payable, sundry deposit, Foreign Exchange Account and others. I had count the debited and credited voucher of these following accounts.

2.1.3 Critical observation and problems identified

There are some problems of Prime Bank Ltd. faced by clients. These are given below:

- ✓ Most of the clients also face to fill up the A/C opening form.
- ✓ When the clients come to close an account they get their money after two or three days. Now a day's it should not be for a commercial bank.
- ✓ To write Voucher for every transaction is so difficult, and it consumes time.
- ✓ The number of employee is poor.

2.1.4 Suggestions for overcoming problems:

- ❖ Prime Bank Limited performs most of its activities systematically in their own server name “Temonus” T24 rather than manually which has linked all branches with the head office. Due to this software task become more, smooth and stress-free but the fact is that 21some of the time it does not work properly or work very slow that’s why the officers could not deliver the projected service to their valued customers. This may harm the reputation of the bank. Authority should take a necessary step to remove this problem.
- ❖ Often customers complain that all customers are not treated equally. They have to wait long time to have a service. According to them valued and loyal customers always get extra facility and customized services from officers where normal customer do not. Limited number of manpower is one of the reasons of lower customer service. If PBL recruits more employees and each and every employee are dedicated to their work than the quality of the service will of course increase. All the customers should treat in same manner.
- ❖ Bank should use job rotation to remove job monotony among the officers which will increase their efficiency as well.
- ❖ Prime Bank Ltd. should focus on their promotional activities on its marketable products.
- ❖ They should also focus on the marketing aspects by informing the customers about its products and offering services charges.

CHAPTER 3

Training & Development of Prime Bank Limited

3.1 Training & Development Policies of Prime Bank Limited

Prime Bank Limited believes that a proper form of training contributes to the development of human resources & human resources can be developed by way of upgrading the job understanding & proficiency. Training is fundamentally a designed constant learning process & attempt by management to improve employee's competency levels & thus to develop the individual ability to perform on the job. In-fact, the more information & education the bank will give to employees, the better prepared they will be to advance within the bank. Training policies of Prime Bank Limited are given below:

- A training index identifying the training needs of all the employees, it is seen from the employees point of view as well as from the respective department's point of view.
- Training & development is a designed activity. Human Resource Department of PBL sets the training planning & budgets for all the departments based need & assessment & gets it verified & permitted by the respective department heads at the beginning of every year. In PBL, a training agenda prepared for each employee. This training agenda contains the number of days of training for each of the employees in the various areas on which training would be imparted.
- The training session would be conducted either by internally or by externally.
- The respective department heads are the liable for the training programs or a specific department.
- Once an employee has been selected for a training program he/she is bound to attend the program, any exception should have permitted by the respective designed personnel.
- Training feedback would be generated from the participants & their respective superiors. Based on the rating received, decision shall be taken to continue the program in future.
- Prime Bank Limited also promotes internal trainers as well external. Senior employees with expertise in a particular area & having the desire & aptitude to train would be motivated to hold such programs at regular intervals.[2]

The need assessment of training and development programs are completed through a three-phase process which are:

Personal analysis: Personal is a process for determining whether employees need training & whether employees are ready for training. The bank identifies about the knowledge, skills, abilities do trainees already have in order to participate in the training.

Organizational analysis: It involves determining the business appropriateness of training, given the bank's business strategy.

Analysis of job requirement: In job analysis, the bank job analyzes job requirement for training by finding the job responsibilities, the skills & knowledge are needed for successful performance.

3.2 The Training Cycle Includes:

- Establishing the skill requirements and the subsequent training needs of the workforce.
- The design of the most suitable events and most effective training methods for your organization
- Delivery of the training with additional support for any open learning aspects.
- Evaluation and validation of the training event to ensure that you achieve identifiable and cost effective business improvements from the development of your staff.



Figure 3.1: Training Cycle.

Training and development training for individuals: Some training is designed only for the individuals, for those the employees are individually responsible for their own development.

Training for teams: Trainings served for teams, when team performance is necessary.

Training for organizations: Organizational training that may contain creating fair and productive organizational environment, developing knowledge sharing culture inside the organization.[3]

3.3 Training Methods of Prime Bank Limited

3.3.1 On the Job Training Methods

On the job training is normally given by a senior employee or manager on the job sites of the bank. The employee is shown how to perform the job & is allowed to do it under trainer's supervision. The various forms of on the job training include the following:

Job Instruction Training: On the job training is normally given by a senior employee or manager on the job sites of the bank. The employee is shown how to perform the job & is allowed to do it under trainer's supervision.

Job Rotation: Job rotation is also called cross-training method. This method requires an individual to learn different jobs in a work unit or department & perform each for a specified time period. For example, in PBL the officers are rotated from the Investment Department to General Banking Department.

Apprenticeship Training: Apprenticeship training is a system in which an employee is given instruction by more experienced employee or employees in all the practical & theoretical aspects of the work required in a skilled occupation.

3.3.2 Off the Job Training Methods

Generally, off the job training is provided at the Prime Bank Limited Institute. The common forms of off the job trainings are as follows:

3.3.2.1 Class Room Training: Prime Bank Training Institute usually provides the off the job training & also determines where the training would take place classroom training is the most familiar off the job training method.

- 3.3.2.2 Video Presentation:** At the end of training held video presentation where a trainee represents their presentation.
- 3.3.2.3 Conferences & Seminars:** Under this method, group discussions, exchange of ideas & opinions take place which help the participants develop leadership qualities. Two way communications in this method proves that to be effective.
- 3.3.2.4 Lecture Method:** In this method trainer represents the oral presentation of information by a subject matter expert to a group of listeners. It is an efficient way of transmitting factual information to a large audience in a relatively short amount of time.[1]

3.4 Training Offered by PBL to Employees

- ❖ Foundation course
- ❖ General Banking
- ❖ Foreign trade payment & Finance.
- ❖ Credit Management
- ❖ SME Financing
- ❖ Islamic Banking and Finance
- ❖ Banking Laws and Regulations
- ❖ Anti-money laundering policies and implementation
- ❖ BASEL-II Implementation
- ❖ IT Securities and Information System in Bank
- ❖ Customer service Intelligence
- ❖ CIB reporting
- ❖ SBS I, II & III
- ❖ Credit Risk Grading
- ❖ Cash Management
- ❖ SWIFT
- ❖ Retail Banking
- ❖ Treasury operation
- ❖ Housekeeping
- ❖ Disposal of forged & mutilated notes
- ❖ Foreign exchange risk management
- ❖ Foreign exchange regulatory Act1947
- ❖ Basic Accounting Concept for Bankers

3.5 Employee Influencing Factors by Training & Development

There are some important characteristics or factors that an employee must have to survive in an organization. Those factors are highly related to training and development. How they are linked to training and development are discussed below:

3.5.1 Job Satisfaction

Job satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that job satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations. Process Training Needs Analysis Determine & Design Delivery &Support Evaluation &validation.

3.5.2 The Linkage between Training & Development and Job Satisfaction

Opportunities for training and development are major factors in decisions regarding peoples' careers. They are factors evaluated in the job-hunting process by prospective employees, are cited in surveys as to why workers accept jobs with certain employers, and are noted as reasons why employees stay with an employer and why they leave one employer for another. Despite the importance of training, many research studies on job satisfaction do not address satisfaction with training as an element of overall job satisfaction, and many job satisfaction survey instruments do not include a "satisfaction with training" component. They include Wood's (1986) Job Satisfaction measure, which examines satisfaction with information, variety and freedom, the ability to complete tasks, and pay and security.

From an employee standpoint, that training received is related to a significant portion of the satisfaction experienced on the job. It means that employees value training, and deem it a necessary part of the job. Examined on another level, those employed in customer contact positions are often motivated by the ability to please their customers. Satisfaction with training

may allow them to be better able to do exactly that, which ties into job satisfaction. From an organizational standpoint, this strong relationship clearly demonstrates the value that customer contact employee's place on job training, and the importance of the powerful tool that is job training. Organizations can take advantage of this tool, and the results will be better trained, more satisfied employees, as well as employees who are more valuable to the organization. Job training ultimately benefits both the employee and the organization.

3.5.3 Employee absenteeism

It means voluntary non-attendance at work, without valid reason. Absenteeism means either habitual evasion of work, or willful absence as in a strike action. It does not include involuntary or occasional absence due to valid causes, or reasons beyond one's control, such as accidents or sickness. Absenteeism is one of the major threats for an organization. We can improve our gross national product without any investment. Absenteeism not only causes production loss but also causes reduction of gross national income, when the gross income of workmen reduces naturally his buying capacity also reduces if he could not manage the primary and secondary needs of timely and properly. He has to face problems like poor family harmony poor health more mental and physical tiredness which will again lead to absenting from work. Absenteeism as commonly understood refers to the failure of an operative to report to work when work is available to him as used in the study overall absenteeism is made up of three components.

- Leave sanctioned by management referred to in this report as authorized absence
- Absence without any prior information to and permission from management referred to as unauthorized absence.
- Certified sickness most widely known as ESI leave. This does not include maternity leave absence of workers during strike due to lay off those earned leave and women workers on maternity leave not have been considered as absentees.

3.5.4 The Linkage between Training & Development and Employee Absenteeism

Training increases personnel efficiency, professional growth, reduced lateness and absenteeism, smooth and more effective organization's operations. After having successful training employees can increase productivity improve the quality of work and raise morale, develop new skills, knowledge, understanding and attitudes. Use correctly new tools, machines, processes, methods or modifications thereof. Reduce waste, accidents, turnover,

lateness, absenteeism, and other overhead costs, implement new or changed policies or regulations, Fight obsolescence in skills, technologies, methods, products, markets, capital management, bring incumbents to that level of performance which meets the standard of performance for the job, develop replacements, prepare people for advancement, improve manpower deployment and ensure continuity of leadership, Ensure the survival and growth of the organization. Moreover, training enhances the employee's ability to use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products, capital management etc. It brings incumbents to that level of performance which needs the performance for the job.

3.5.5 Employee productivity

Every firm is putting its best efforts to perform the work better and before other. This is the only way in present situation for survival, grow, stabilize and excel in the business. Efforts are put to increase the quality, quantity, decrease the time taken and cost involved. This improves the efficiency. To know whether their efficiency is high or low, it is measure. The productivity is the measure of efficiency. Efficiency is the ability to perform the tasks with available resources i. e. manpower, machine, money and materials. With the help of productivity measurement the remedial and improvement actions can be planned by the management so that their working ability stay in tune with the need of the time to fulfill the objectives. That is why the productivity is measured. Employee productivity can be measured in physical terms in numbers. The measurement can be carried out as per the requirement of the organization. But, for this there is no hard and fast rule for measuring unit. The output varies as per the industry. In some the output is easily measured but in some cases the output cannot be measured. The quantitative dimensions can be measured easily but where the qualitative dimensions are there the measurement is not possible. Where we go for different or heterogeneous labor it is more difficult to measure the productivity. Measurement of productivity involves the problem of expressing the related factors numerically to arrive at the mathematical expression of productivity. The main objective behind productivity measurement is to provide management with a concise and accurate base for comparison of actual result with expected levels of productivity. It shows the relative worth of employee to the organization. The productivity is affected by multiple factors. Sometime one or more factors play their role to increase or decrease the labor productivity. The factors those affect the performance or productivity are

the same. Because when the productivity of individual is increased automatically his performance is also increased.

3.5.6 The Linkage between Training & Development and Employee Productivity

Employee productivity is the log of net sales over total employees- an economic measure of output per unit of input. Employee productivity measures may be examined collectively (across the whole economy) or viewed industry by industry. The successful and prosperous future of an organization is dependent on its skilled, knowledgeable and well experienced workforce. That is why training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives. Training not only improves them resourcefully, but also gives them a chance to learn their job virtually and perform it more competently hence increasing firms' productivity. Training has been an important variable in increasing organizational productivity. Identification of training needs, design and implementation of training programs, transfer of training, and evaluation of programmer benefits are key activities. In addition to studying general training variables such as types of training, selection of trainees, selection criteria, evaluation instruments etc. In conclusion training, together with other activities positively affects results and is associated with productivity increase and a staff turnover will decrease.

3.5.7 Organizational performance

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. The years 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose. Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the

contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization.

3.5.8 The Linkage between Organizational Performance and Training & Development

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So, organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. It is very difficult for an employee to perform well at the job place without any pre-training. Trained employees perform well as compared to untrained employees. So, it is very necessary for any organization to give its employees training to get overall goals of the organization in a better way. Training and development increase the overall performance of the organization. Although it is costly to give training to the employees but in the long run it gives back more than it took. Every organization should develop its employees according to the need of that time so that they could compete with their competitors. The objective of training and development, as asserted by is to develop the skills and competences of employees to improve their performance; to help people grow within the organization in order for the organization to meet its future HR needs. Moreover, training involves the use of formal and informal processes to impart knowledge and help people acquire the skills necessary for them to perform their jobs satisfactorily, while development prepares employees for other positions in the organization and increases their ability to move into jobs that may not yet exist. Development therefore is about preparing for change in the form of new jobs, new responsibilities, or new requirements. Therefore, training and development is a necessary effort of a company to improve quality and to meet the challenges of global competition and social change. Effective training would not only equip employee with most of the knowledge and skills needed to accomplish jobs, it would also help to achieve overall organization objectives by contributing to the satisfaction and productivity of employees. [6]

CHAPTER 4

Project Part

4.1 Introduction

Bank is the most important financial institution in the economy. It plays vital role in the economy by providing means of payment and in mobilizing resources. The economic development of a country depends on the development of banking sector to a great extent. The dependence of banking sector in modern economy is increasing day by day because this sector ultimately contributes to run the wheel of development in a more dynamic way. Today's modern banks are not only providing traditional banking, rather banks are expanding the menu of financial services, and banks are making the untouchable service touch able for their customers. The changing and expanding role of banking has made the banking business more complex and competitive. For survival and growth of this business demands creativity, specialization and knowledge and adoption of new technology are used. As private commercial bank work pressure is very high in Prime Bank Limited, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to evaluate performance of the employee and provide them proper training for the fulfillment of their responsibilities.

This research paper includes the training and development system of PBL. It is a descriptive research and I have tried my level best to find out the basic outcomes of that report. I have used close ended questionnaire method to find out the solutions. My sample size was thirty and all the respondents were from Prime Bank Ltd. Theoretical knowledge is not enough for a student. There is difference between theoretical knowledge and practical field. So, those two should be synchronized. My report is launched mainly for this purpose. Another purpose may be is to know about the rules, regulations and environment that organization usually have before getting a job. To get some experience which help a student to get a good job, may be another purpose of the study. [1]

4.2 Problem statement

The modern business organizations are dealing with the rapidly changing environment, which requires radical changes for the organizations to adapt those changes for the purpose of having a survival. For that the organizations, should have an ability of achieving the excellence with competitive advantage. In this process the organizations can use resources such as technology, equipment, human resources and capital. Out of all, the human resource is vital and it is a strategic resource, which gives a competitive advantage. The performance of the organization

is mostly depending on the performance of the human resource. A person's performance is basically depends on the skills, attitudes, motivation and all these things come from proper training and development. To understand the training and development process, this study is to investigate or measure the satisfaction level of Prime Bank's employees from various aspects and the effectiveness of it on the basis of employee perspectives.

4.3 Objective of the study

The objectives of the study are as follows-

Broad objective-

The broad objective of study is to measure the effectiveness and employee satisfaction level of training and development of Prime Bank Limited.

Specific objective

- ✓ To identify the training method of Prime Bank Limited.
- ✓ To know the objective of the training & development of Prime Bank Limited.
- ✓ To know the opinion of the employee regarding the training & development program of Prime Bank Limited.
- ✓ To identify the process of need assessment of training and development program of Prime Bank Limited.
- ✓ To recommend suggestions for further development.

4.4 Limitations of the Report

Training and development program assessment requires in depth theoretical knowledge about the topic. This is a major limitation of this study. The other limitations are:

- Major limitation of this report is time constraints.
- While collecting data, they did not disclose much information due to the confidentiality of the organization.
- Every organization has some secrecy, which cannot be and should not be disclosed to the outsider. So, I had the limitation to enter into the affairs of the organization in depth.

4.5 Materials and Methods

4.5.1 Primary Data

- Data was collected through questionnaire which contains relevant questions that were only close ended. Primary data of this study was collected by utilizing the questionnaire and interview methods.

4.5.2 Secondary Data

- These data are collected from published sources such as Magazines, banking related books.
- Website: (www.primebank.com.bd)
- Annual report of Prime Bank Limited (year: 2011-2016)

4.5.3 Sampling Technique and Sample Size

I consider non-probability convenience sampling method in the survey. I have done this survey by talking to the employees and executives and asking different questions to them about their opinion about their training sector. The sample element of the survey is employee and executives of different branches of Prime Bank Ltd. I took the interview of 50 employees of some branch office of Prime Bank. But all their comments are not considered. I took some relevant question ire with my topic. And from there I focus on 30 questions and put it on my data analysis part. So, the sample size was 50 employees.

4.5.4 Data Collection:

Basically, main data were collected through surveying the bank employees. The questions were designed by studying several case studies and also from the help of several bank related reports. Moreover, employees from Human Resource Department were interviewed for more specification. In a word, all data were collected through survey, analyzing interview and practical experience.

4.5.5 Data Analysis

Collected data are analyzed through statistical analysis. In statistical analysis there are several method;

- ✓ Mean.
- ✓ Median.
- ✓ Mode.
- ✓ Factor analysis.
- ✓ Percentage.

Here data has been analyzed in percentage method. As maximum of the data were collected through survey and interview, so it is easy to analyze the questionnaire data in percentage method. As we can easily declare PRIME BANK LIMITED has a strong & effective feedback system regarding training & development programs 80% employees were agreed & 10% employees were strongly agreed & 10% employees were in neutral position with this statement. So percentage method is better to analyze the data.

Moreover, based to this data using Microsoft Excel pie chart has been created. Which gives a clear understanding of the percentage data output.

4.6 Results & Discussion

According to the data some major findings are identified regarding training & development programs of the Prime Bank Limited.

Due to the short span of time & difficulty in procedure the Prime Bank Training Institute sometime conducts training programs without proper need assessment but it happens very seldom. To direct & develop the employees through training & development programs PBL follow the decent policy which is capable to meet up contemporary demand. PBL follow punctuality in scheduling & arranging training program strictly. Almost all the employees of PBL are satisfied with the resource personnel for conducting the training program of PBL. Also, training materials are not rich, available & understandable to all the employees equally. The learning purposes of training programs are met at the end of the training program. PBL's training environment is relatively conducive in nature, most of the employees are satisfied with their existing environment but some employees are confused & some others hold negative perceptions about the training environment. Maximum numbers of employees recognize the

importance of training program to deal with challenges. PBL believes regular training program is essential for developing employee's performance level & skill. Training helps to bring change in quality of performance to recognize by all the employees of PBL. PBL has strong & effective feedback system. The performance appraisal system of training program in PBL is up to the mark to measure the performance of employees. The overall training & development procedure of PBL is not wholly dynamic to meet all the employees need & demand positively & equally through training & development programs.

We can be acquainted with the statement that the performance appraisal system of training program in PRIME BANK LIMITED is effective to measure the performance of employees. Also, we can easily declare PRIME BANK LIMITED has a strong & effective feedback system regarding training & development programs 80% employees were agreed & 10% employees were strongly agreed & 10% employees were in neutral position with this statement. The training environment of PRIME BANK LIMITED is neither highly satisfactory nor worst. Some employee is satisfied with the training environment but some employee is confused and some other hold negative perceptions about the training environment of PRIME BANK LIMITED as 27% disagreed to it. Furthermore, the PRIME BANK LIMITED training and development process will meet the current and future job requirement respectively as that training helps to improve employee's performance, skill, changing behavior and attitude is 60% employees being agreed & 40% employees were strongly agreed that training helps to bring change in quality of performance. Based on the routine activity of an organization training and development program should be organized.

We can also found that PRIME BANK LIMITED has a strong & effective feedback system regarding training & development program and regular training program is essential for developing employee's performance level & skill. Moreover, PRIME BANK LIMITED's training environment is relatively conducive in nature as most of the employees are satisfied with their training environment but some employees are confused & some others hold negative perceptions about the training environment of PRIME BANK LIMITED. Also, learning objectives of training programs of PRIME BANK LIMITED are met at the end of the training program. Sufficient training materials were also provided during training. And the resource personnel are specialists in conducting the training program of PRIME BANK LIMITED. Training policies of PRIME BANK LIMITED are employees friendly & help employees to flourish their capability & achieve the organizational goal.

Below all the response are given according to the survey questions.

Question No	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	8	8	4	0	0
2	2	16	2	0	0
3	1	7	10	8	4
4	6	12	8	2	2
5	3	10	15	1	1
6	10	15	5	0	0
7	8	12	0	0	0
8	8	12	2	7	1
9	11	13	4	2	0
10	12	15	3	0	0
11	18	9	0	3	0
12	10	13	6	0	1
13	5	15	5	3	2
14	10	10	0	6	4
15	2	5	8	10	5
16	5	6	3	8	8
17	5	8	7	5	5
18	0	9	4	10	7
19	0	4	6	8	12
20	2	5	10	6	7
21	2	16	2	0	0
22	2	12	4	2	0
23	10	10	0	0	0
24	4	6	8	2	0
25	6	8	6	0	0
26	0	10	6	4	0
27	8	12	0	0	0
28	8	12	0	0	0
29	6	14	0	0	0
30	0	10	6	4	0

4.7 Conclusion

As we all know Mahatma Gandhi said “In a Gentle way you can shake the world”. No organization can achieve its goals or can be good, until or unless it satisfies employees. Banks play important role in the modern economy. Human Resource Management issues play an important role in every organization & in the banks. Lot of new commercial bank has been established in last few years and these banks have made this sector very competitive. Prime Bank Limited set new standards in the banking sector in the time of turbulent economic

conditions. Human Resource or organizational members play the role of the crew who convert goals into the reality. In the banking sector, highly educated & strategic personnel are required to create a competitive position & to retain it for the long time. Training, the principle of equality, job satisfaction & career development are important in the bank. The job satisfaction of the employees is more than moderate.

PBL has comfortable work environment, good interpersonal relationship and other benefits of the employees are also satisfactory. In this report my objective was to measure the employee satisfaction level and effectiveness of training and development of PBL. After doing the survey through questionnaire I came to know about the training method as well as their objective of training and development. I also came to know about the efficiency or need of T&D for their employees. Moreover, i find out the opinion of their employees regarding T&D of PBL. After analyzing the 30 questionnaire based on different aspects of T&D of them I find it out that the overall opinion of their employees regarding T&D is satisfactory. They also include that PBL human resource policies are better; it has been able to satisfy the employee. At last we can say that training is only effective if each every component of training has been taken care. Each stage of training from planning to effectiveness has its own significance & challenges which cannot be ignored at any cost.

4.8 Recommendation

According to the data we analyzed we can easily say that Prime Bank Limited are almost in the right track. But thy need some adjustments to do if they want to compete in the long run. As training is the only way to make the employee more efficient so Training need assessment should be conducted more strictly & if possible make it mandatory. The accomplishment of both organizational & individual objectives can be directed by training programs. Training & development make it possible through optimizing the optimum utilization of human resources that will inspire the employees to attain the organizational goals as well as their individual goals. By studying & analyzing the current position of Prime Bank Limited's training & development program, some pitfalls are identified for which the following recommendations can be suggested-

- Training need assessment should be conducted more strictly & if possible make it mandatory.

- The training environment need to be much more comfortable for both female and male employees.
- They can increase their existing training budget can to meet up the training need of their employees.
- Resourceful, updated & clearly understandable training materials should make available to all the employees those who are selected for training program.
- Initiatives should be taken to make the training environment more conducive to all the employees.
- The training & development program should be organized & maintained as a routine activity because employee's efficiency in the workplace largely depends on it & they also be able to review the training as a routine based work.
- The authority of PBL should make an effective reward system which will encourage employees for attending the training program.
- Introduction of more training programs will be effective for sustaining professional growth & development of employees.

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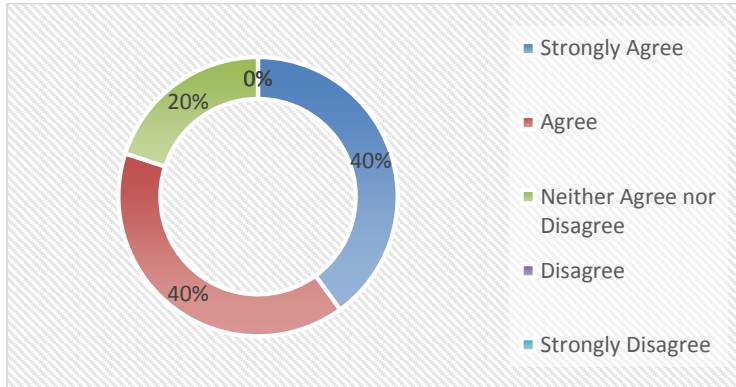
4.10 Appendix A

1. Do you think that performance appraisal system of the training program is effective?
2. Do you think that availability of feedback system is found in the Prime Bank Limited?
3. The Training environment is much satisfactory.
4. Training & Development should meet current and future job requirement respectively?
5. The existing training budget is adequate to meet up the training need?
6. Training and development program is the attempts to improve the performance, skills, changing attitude and behavior.
7. Do you think that training can bring change in quality of performance?
8. Employees are regarded as valuable, long term resources worthy of receiving training throughout their career.
9. Training and development program should be based on the routine activity of an organization.
10. Domestic reason is the main cause of employees absent.
11. I am clear about my job responsibilities.
12. I respond quickly and courteously to fulfill customers' needs.
13. The overall quality of service that I provide is satisfactory.
14. Going beyond what is expected of me to make customers happy.
15. Employees feel very committed to the organization.
16. We deal with customer complaints faster than our competitors.
17. I am satisfied with the promotion & career progression opportunities.
18. I am satisfied with the supervision & co-workers.
19. The company has a positive image to my friends and family.
20. I am rewarded for the quality of my efforts.
21. Do you think that availability of feedback system is found in the Prime Bank Limited?
22. Training & development program is a routine activity to develop employees- Do you agree with the statement?
23. Do you think that the training environment is important to deal with challenges?
24. Do you believe that the training environment is conducive for the learner?

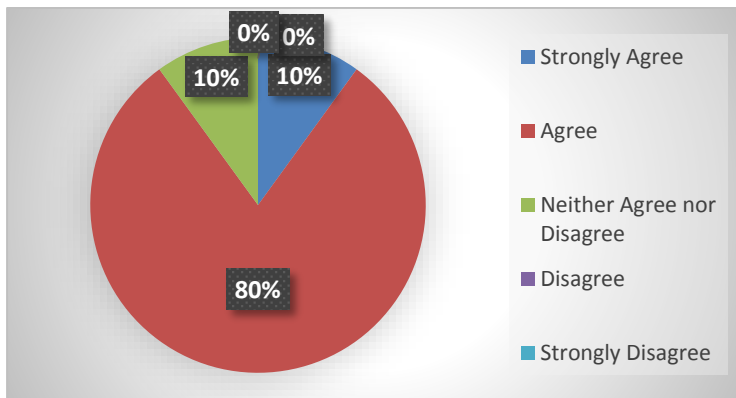
25. Do you think that learning objectives of training are meet at the end of the training program?
26. Do you believe that sufficient materials are provided at the training program of Prime Bank Limited?
27. Do you think that the resource personnel are qualified for conducting the training program of Prime Bank Limited?
28. Do you think that the training programs are arranged within the scheduled time?
29. Are you satisfied with the training policies of your organization?
30. Do you think that training needs assessment is properly done to provide the training facility?

4.11 Appendix B

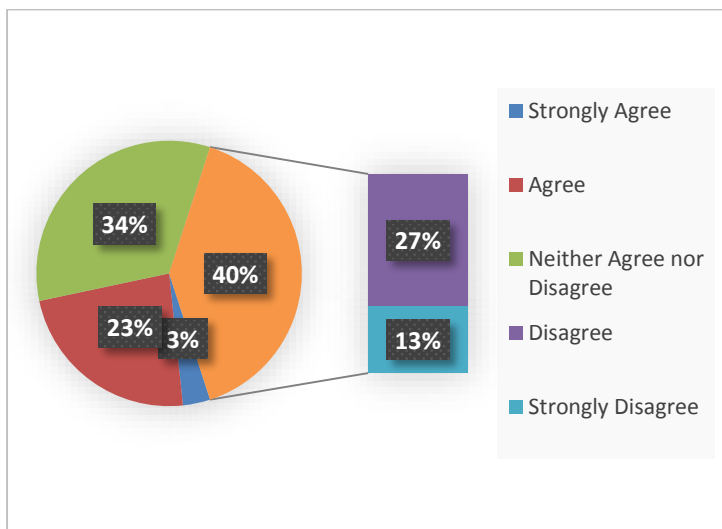
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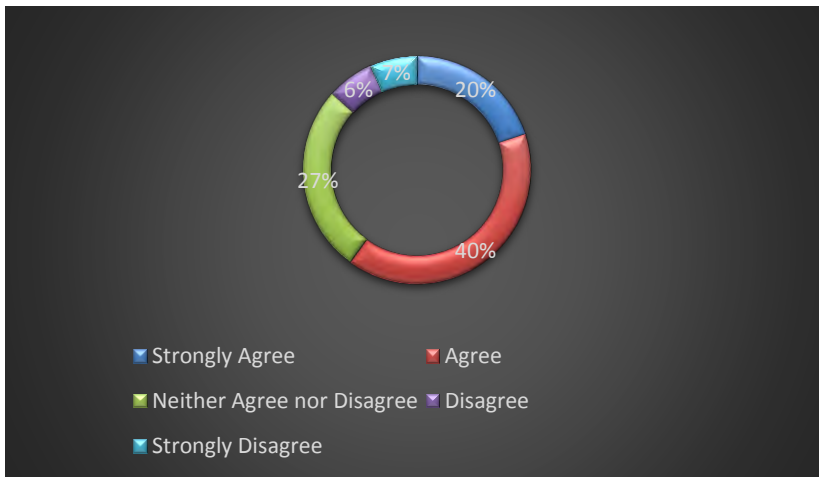
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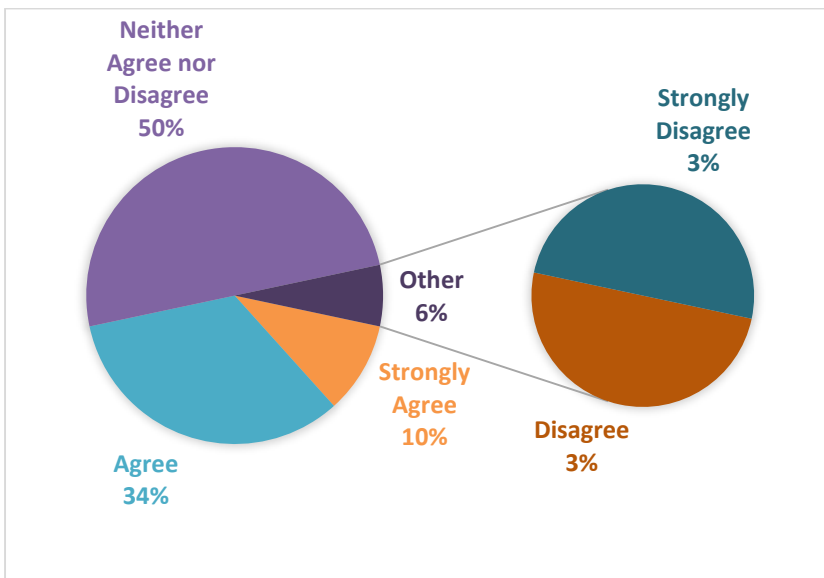
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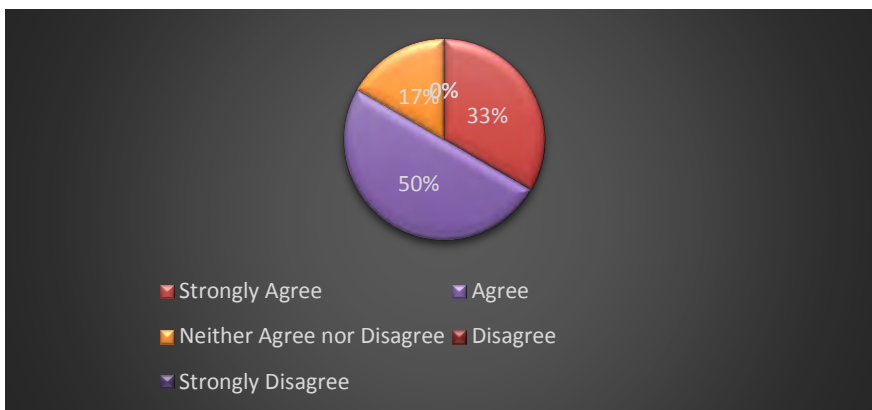
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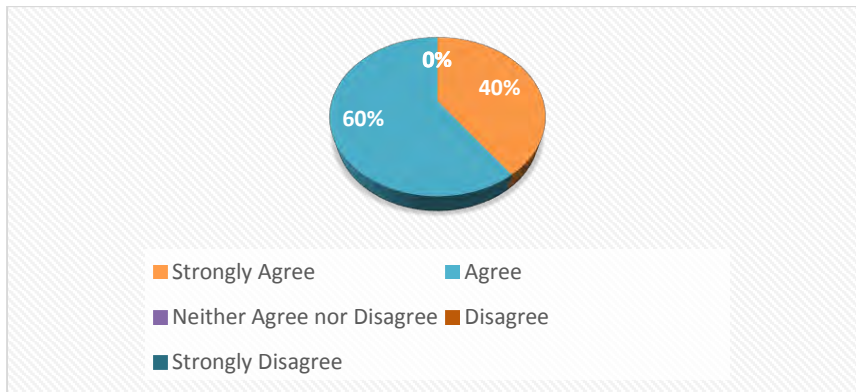
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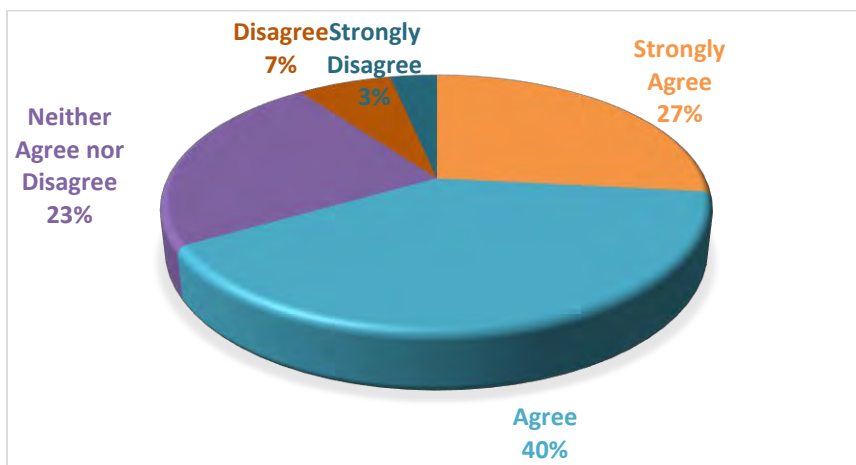
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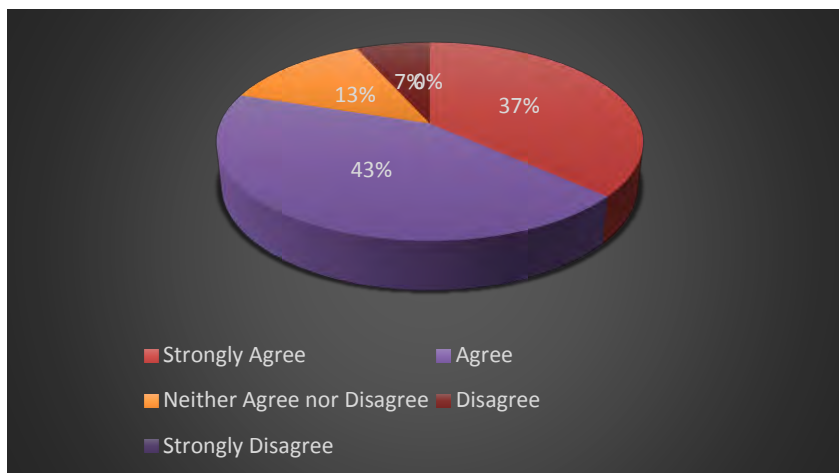
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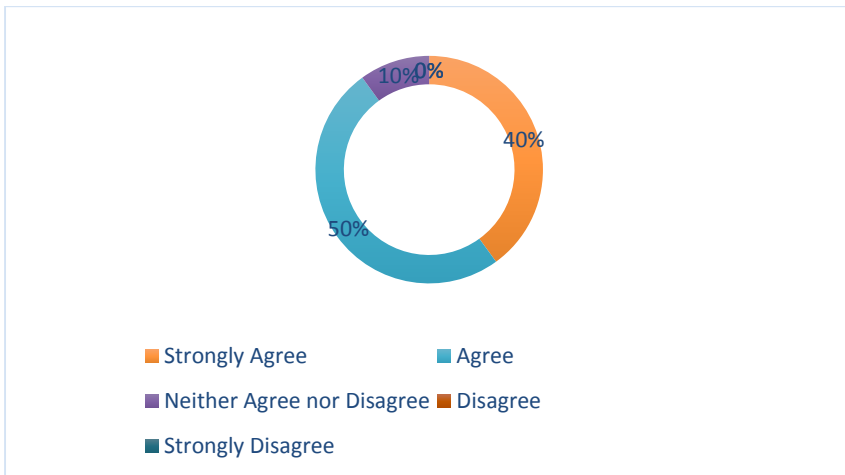
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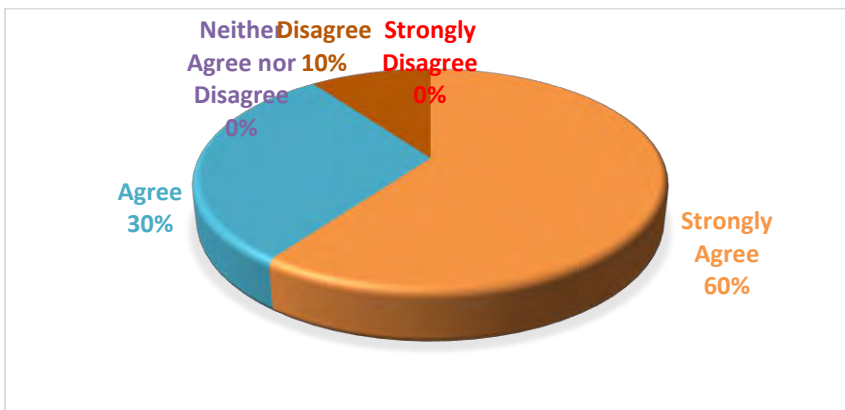
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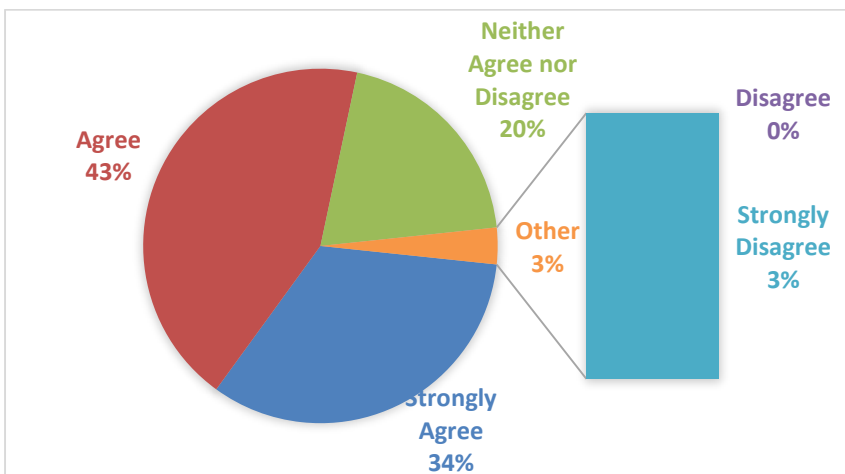
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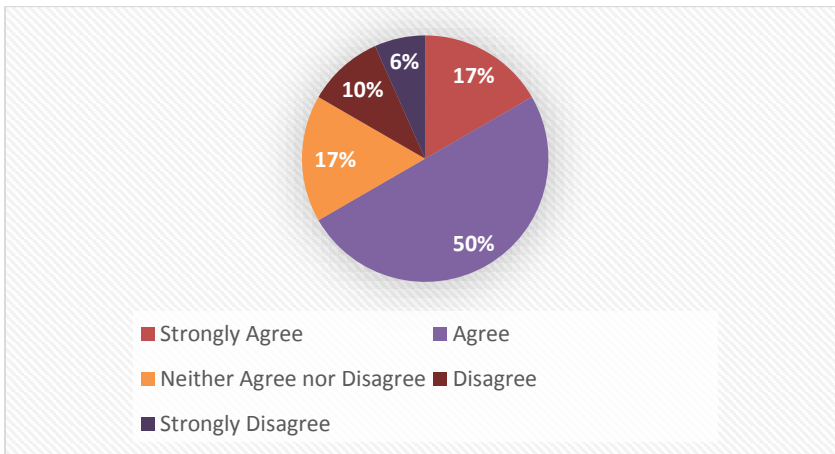
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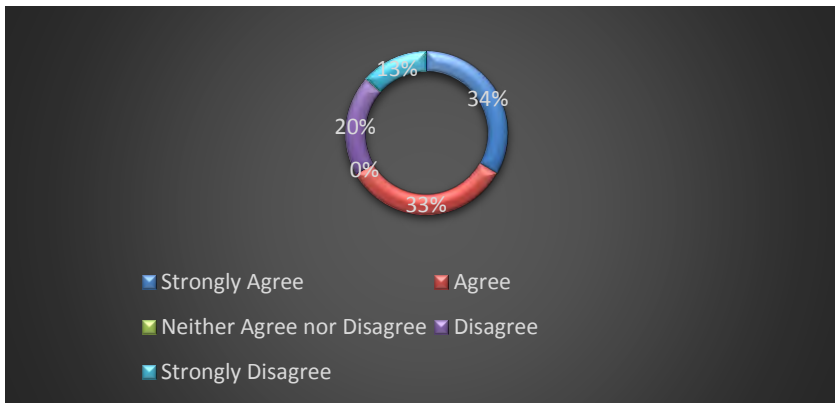
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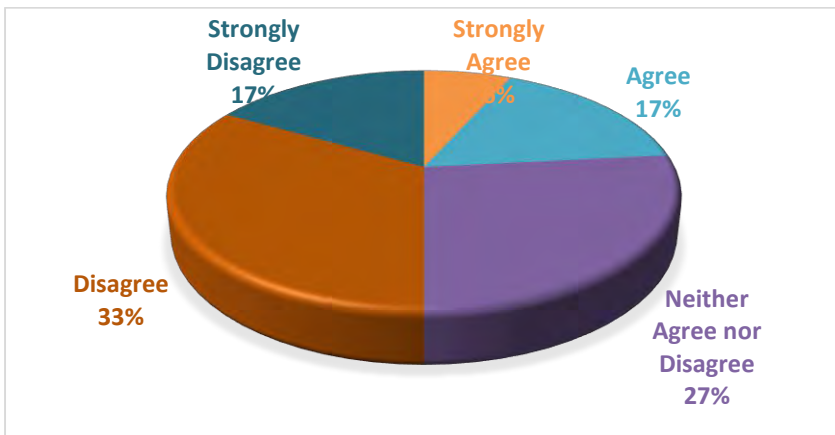
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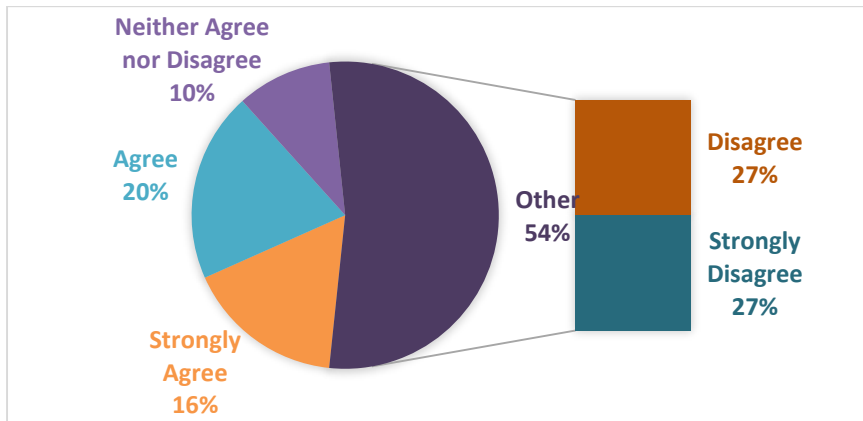
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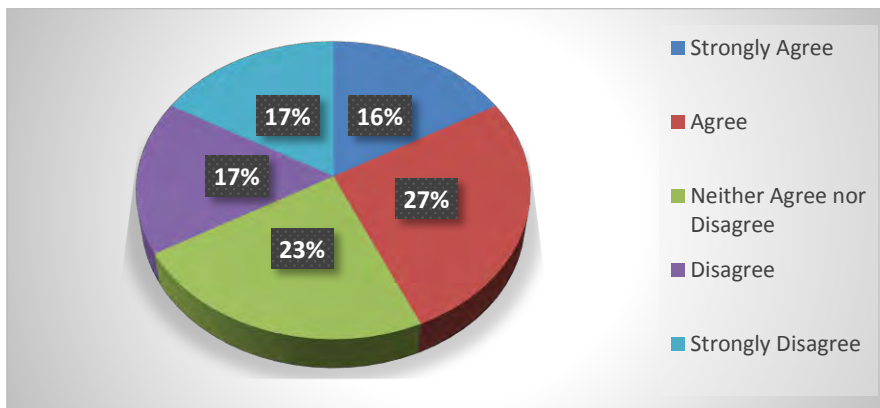
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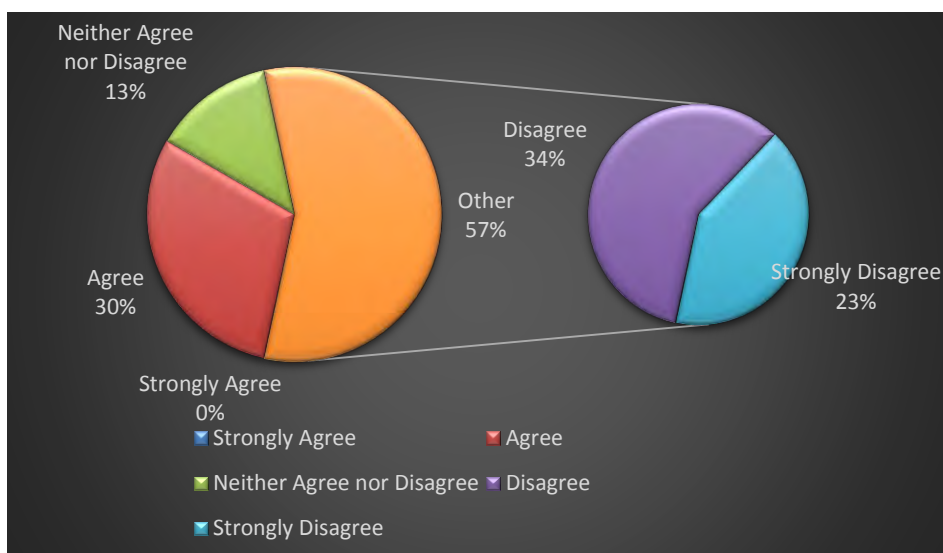
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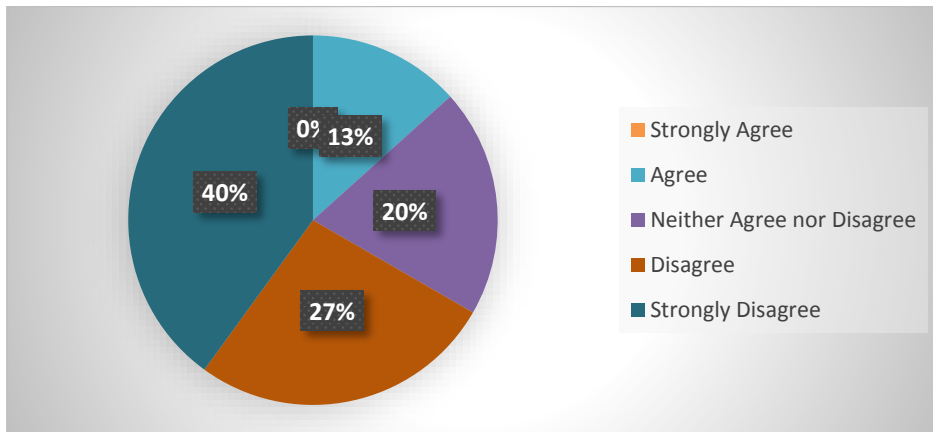
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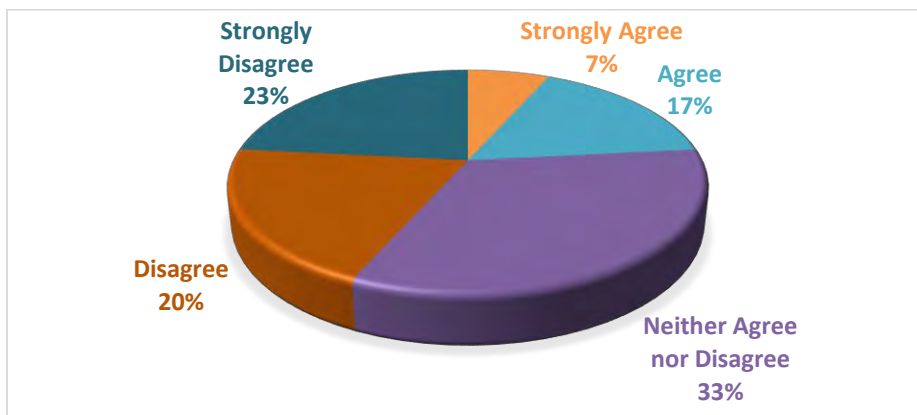
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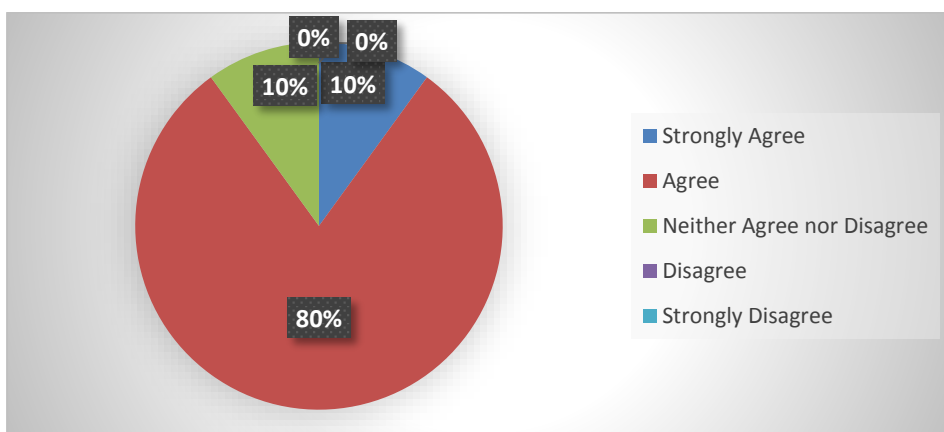
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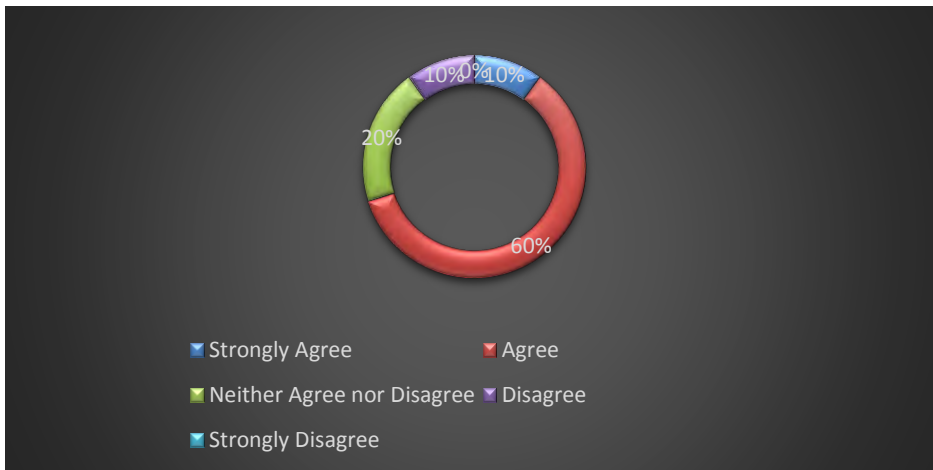
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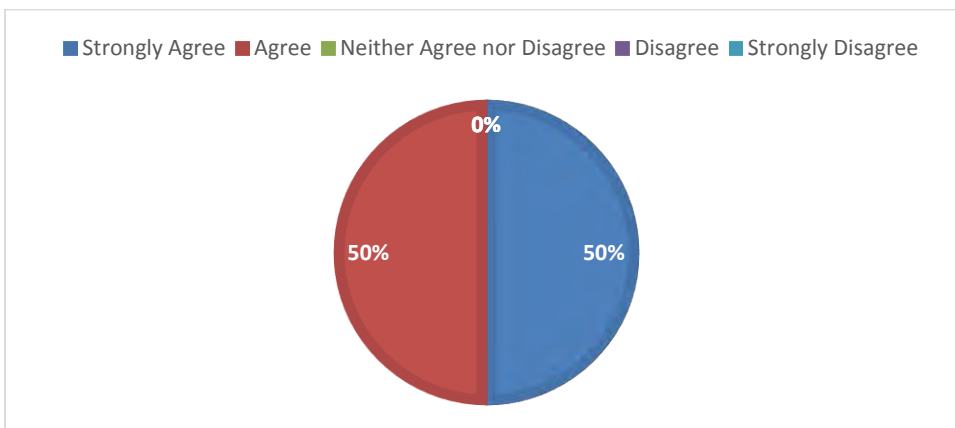
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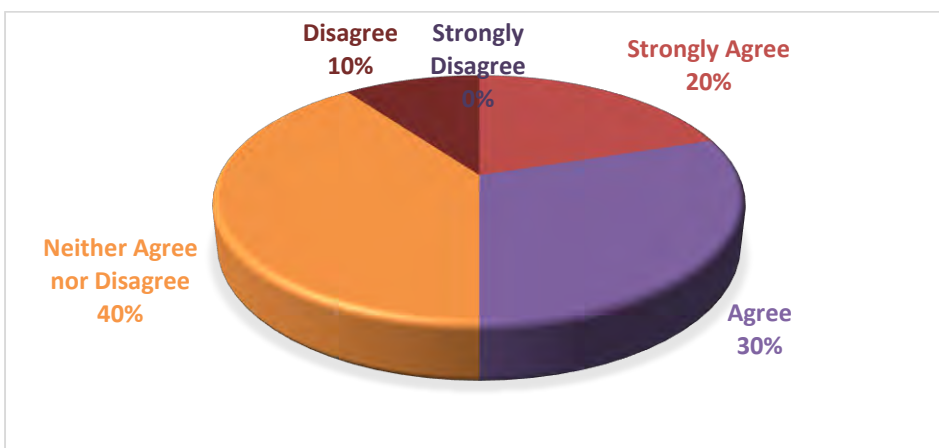
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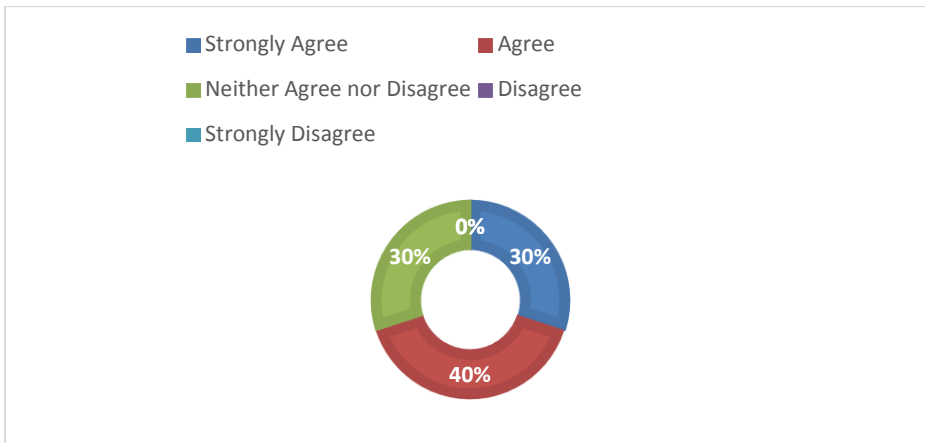
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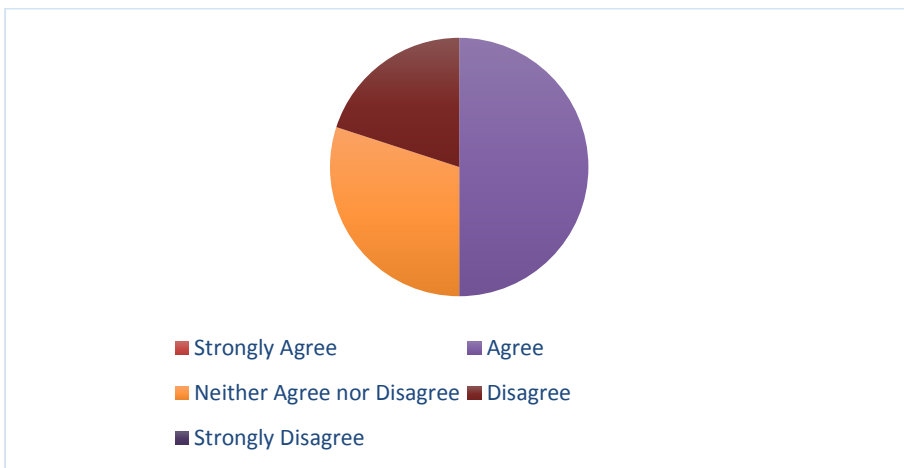
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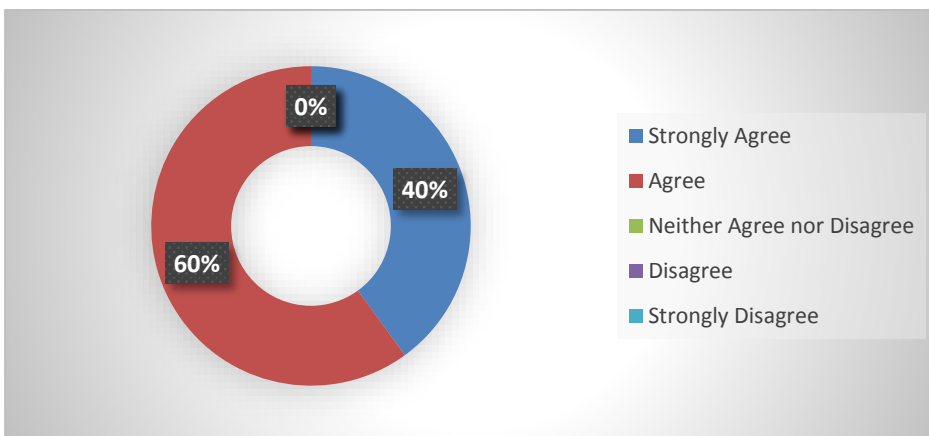
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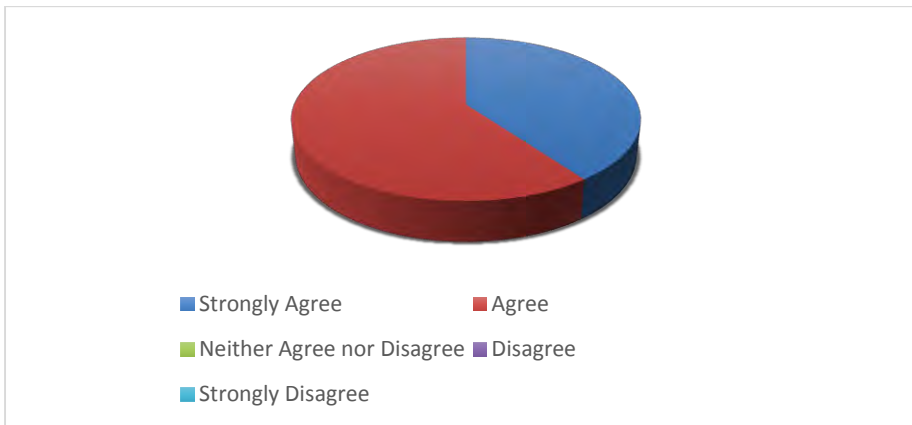
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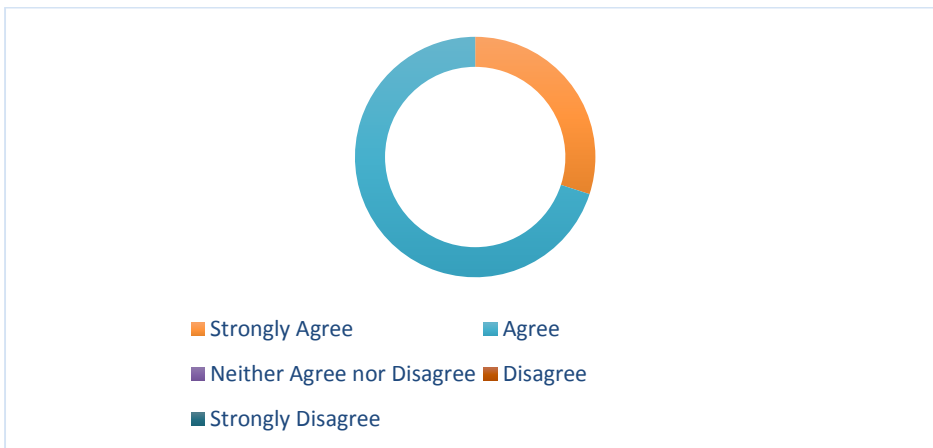
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Q28.



Q29.



Q30.

