

Report On
Implementation and Impact of Workday Enterprise Management Cloud on
Employee Training & Development: A Case Study of Chevron Bangladesh

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An internship report submitted to the BRAC Business School in partial
fulfilment of the requirements for the degree of
BBA Program

BRAC Business School
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Declaration

Hereby, it is proclaimed that:

1. The internship report I turned in is my own, original work from when I was a BRAC University student.
2. The report doesn't include any content that has already been published or authored by a third party, unless it is properly referenced with complete and accurate details.
3. Nothing in the report has been submitted or accepted for credit toward any other degree or certificate from a university or other organization.
4. I have given credit to all major sources of assistance.

Student's Full Name & Signature:

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Md. Hasan Maksud Chowdhury
Assistant Professor, BRAC Business School

Letter of Transmittal

Md. Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

Subject: Submission of Internship Report

Sir,

With great pleasure, I offer my internship report, “Implementation and Impact of Workday Enterprise Management Cloud on Employee Training & Development: A Case Study of Chevron Bangladesh” which I wrote as a requirement for BRAC University's Bachelor of Business Administration (BBA) program. The insights and experiences I had while interning at Chevron Bangladesh are summarized in this report, which also offers a thorough examination of the Workday platform's effects on employee skill development and training effectiveness. The report contains recommendations for further optimizing the Chevron Bangladesh’s training programs, as well as a thorough analysis of the training methodologies.

I want to sincerely thank you for giving me the chance to work under your direction. Your guidance and assistance have been crucial in helping me develop my professional abilities and comprehension of the HR industry.

Again, I want to thank you for the chance and your help.

Sincerely,

Nusrat Sharmin Jemima

ID: 20104029

BRAC University, BBA Program

Date: 3 September, 2024

Non-Disclosure Agreement

This to certify that Nusrat Sharmin Jemima, ID: 20104029, BRAC Business School, has done her internship report on “Implementation and Impact of Workday Enterprise Management Cloud on Employee Training & Development: A Case Study of Chevron Bangladesh” for the purpose of completion of the BBA Internship program.

I accept the Internship Report and Wish her a good and successful future.

Md. Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

Acknowledgment

I am highly obliged to all those people who helped me and provided their valuable advice in preparing my internship report. Above all, I would like to express my hard-core gratefulness to the management and employees of Chevron Bangladesh, who provided me with such a wonderful opportunity to get to perceive and work in their renowned company. Their valuable opinion and practical knowledge really enriched my understanding of the field and the role of technology in HRD.

I am obliged to my supervisor, Ahmed Sharif, whose constant help, encouragement, and valuable criticism have guided me throughout. His advice and knowledge really have been very helpful in giving a development and caliber to this report.

I would also like to thank my academic report supervisor, Md. Hasan Maksud Chowdhury, for his assistance in making sure that the basic structure and contents of this report were adequate.

A big thanks also goes to the Chevron Bangladesh employees for their participation in and enriching my study with insights and experiences. Such contribution opens outlooks for a lot of data and a further understanding of how the Work-day platform influences the process of employee development.

Lastly, I would like to thank my friends and family members. Their constant encouragement and support in this effort kept me going. Without their confidence in me, it would not have been possible to pull through and complete this report. This acknowledgment is only a small gesture for all who helped me to complete this internship report. Thanks for your help and cooperation.

Executive Summary

This internship report reviews the implementation and effects of Workday Enterprise Management Cloud at Chevron Bangladesh with a particular focus on evaluating the effectiveness and efficiency of training delivery and how it impacted workers' satisfaction and performance.

Chevron Bangladesh training delivery creates interactive features which makes learning more engaging and dynamic and professional development within the company. Surveys and feedbacks showed great satisfaction of the employees.

The findings are supported with a number of recommendations for Chevron Bangladesh to enhance the efficacy of various training initiatives and update and evaluate training programs for performance and career growth over time.

In summary, the adoption of the Workday Enterprise Management has proved to be a great tool in the improvement of competencies of workers and company's overall performance. The report emphasizes the need to use innovative technological solutions in human resource development as a way of promoting a competent and motivated workforce.

Key Words: Chevron; SaaS, Training; Skills

Table of Contents

Declaration.....	i
Letter of Transmittal	ii
Non-Disclosure Agreement	iii
Acknowledgment	iv
Executive Summary	v
List of Acronyms	x
Chapter 1: Overview of Internship	1
1.1 Student Information	1
1.2 Internship Information	1
1.2.1 Period, Company Name, Department/Division, Address	1
1.2.2 Internship Company Supervisor’s Information	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	2
1.3 Internship Outcomes	5
1.3.1 Student’s Contribution to the Company	5
1.3.2 Benefits to the Student	7
1.3.3 Problems/Difficulties	9
1.3.4 Recommendations.....	10
Chapter 2: Organization Part	13
2.1 Introduction.....	13

2.1.1 Chevron Bangladesh: A Leading Light for Bangladesh’s Energy Sector	13
2.1.2 Major Concentration on Exploration and Production of Natural Gas	13
2.1.3 Natural Gas Exploration and Production	14
2.1.4 Alignment with Chevron’s Global Mission	14
2.2 Overview of Chevron Bangladesh	14
2.2.1 History and Core Operations	14
2.2.2 Mission and Vision	15
2.2.3 Organizational Structure	15
2.2.4 Future Focus.....	16
2.3 Management Practices	16
2.3.1 Leadership Style.....	16
2.3.2 Benefits of Chevron Bangladesh's Leadership Style	17
2.3.3 Critical Analysis.....	18
2.3.4 Human Resource Planning Process	19
2.4 Marketing Practices	22
2.4.1 Marketing Strategy.....	22
2.4.2 Target Customers, Targeting, and Positioning Strategy	23
2.4.3 Marketing Channels	23
2.4.4 Product/New Product Development and Competitive Practices	24
2.4.5 Branding Activities	24

2.4.6 Advertising and Promotion Strategies	25
2.4.7 Critical Marketing Issues and Gaps	26
2.5 Financial Performance and Accounting Practices	26
2.5.1 Financial Performance	26
2.5.2 Accounting Practices	30
2.6 Operations Management and Information System Practices	31
2.6.1 Use of Information Systems.....	31
2.6.2 Database and Office Management Software.....	32
2.6.3 Quality Management Practices	33
2.6.4 Scheduling and Resource Allocation	34
2.6.5 Operations Management	34
2.7 Industry and Competitive Analysis.....	35
2.8 Summary and Conclusions	37
2.9 Recommendations/Implications.....	38
Chapter 3: Project Part	40
3.1 Introduction.....	40
3.1.1 Background	40
3.1.2 Significance of the Study	41
3.1.3 Objectives	42
3.1.4 Research Question	42

3.1.5 Literature Review.....	42
3.2 Methodology	45
3.3 Findings and Analysis.....	46
3.3.1 Results from Interview.....	47
3.3.2 Better Results from Training	48
3.3.3 Areas for Improvement.....	49
3.4 Summary and Conclusions	49
3.5 Recommendations and Implications	52
References.....	55

List of Acronyms

APS	Advanced Planning and Scheduling
B2B	Business to Business
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DCI	Diversify, Equity and Inclusion
EMS	Environmental Management Systems
ERP	Enterprise Resource Planning
GIS	Geographic Information Systems
HES	Health, Safety and Environment
HRIS	Human Resource Information Systems
HRP	Human Resource Planning
IT	Information and Technology
OEMS	Operational Excellence Management System
PSC	Production Sharing Contract
PSM	Process Safety Management
SaaS	Software as a Service
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SER	Search Engine Marketing

Chapter 1: Overview of Internship

1.1 Student Information

- Name: Nusrat Sharmin Jemima
- ID: 20104029
- Program: BBA
- Major/Specialization: Computer Information Management (CIM), Minor: Human Resources Management (HRM)
- University Report Supervisor: Md. Hasan Maksud Chowdhury, Assistant Professor, BRAC Business School

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- Internship Period: **January 15, 2024- May 15, 2024**
- Company Name: Chevron Bangladesh
- Department/Division: HR Department
- Address: Gulshan Centre Point, Dhaka 1212

1.2.2 Internship Company Supervisor's Information

- Supervisor Name: Ahmed Sharif
- Position: HR Advisor & Operations Team Lead, Chevron Bangladesh

1.2.3 Job Scope – Job Description/Duties/Responsibilities

My human resources management internship at Chevron Bangladesh gave me invaluable experience in a range of areas. The following is a summary of your main duties and achievements:

1.2.3.1 Learning & Talent Development:

- Training Needs Analysis and Optimization:

While working in my capacity, I conducted an extensive training needs analysis for the Supply Chain management (SCM) and HR departments. Working closely with department heads allowed to understand individual needs and goals for the development of appropriately tailored training programs. My tasks included evaluations of possible training results, alignment with organizational priorities, and cost-benefit analyses.

- Vendor Selection and Communication:

I was crucial to the vendor selection process for specialized training initiatives because I was Chevron Bangladesh's main point of contact for outside training providers. Performing market research, assessing vendor qualifications, and negotiating contract terms were among my duties. I made sure the chosen vendor offered pertinent, high-quality training materials that catered to the particular requirements of the SCM team. I communicated effectively and clearly with all parties involved in this process, including vendors and senior management.

- Process Improvement and Content Creation:

I made a big contribution to the HR department's training process. I spotted issues and slowdowns in the current ways of doing things. Then, I stepped in and made some changes that really improved how things flow. I introduced modern solutions like artificial intelligence (AI) into HR processes.

These AI-driven tools boosted how we made decisions and improved data accuracy while freshening up our training methods.

- Recruitment and Data Management:

At Chevron Bangladesh, where I oversaw several facets of recruiting and onboarding new hires, I had a significant role in the recruitment process. Managing the entire hiring process, which included posting job openings, reviewing resumes, and setting up interviews, was one of my main duties. In addition, I was in charge of establishing and maintaining over thirty employee coach profiles, making sure that the data for the coaching and mentoring programs was correct and current.

- Additional Contributions:

I was also heavily involved in cross-functional projects that exposed me to a lot more than I would have experienced through my primary responsibility. I worked with the IT department on a digital learning platform that provided our staff with access to an expansive library of educational resources anytime and anywhere. This project was about making training easier and flexible for the staff, learning whenever they were free. Finally, I spent time designing and implementing high-potential talent management programs that focused on identifying leadership competencies in early-stage employees. This included developing evaluation instruments, conducting training sessions and providing ongoing support through mentoring.

- Additional Responsibilities and Experiences

Soft Skills Fluency Training: I attended, reviewed, analyzed, interacted with materials, and did report writing; this is a proof of my commitment to lifelong learning and professional development for both me and the company.

Psychological Safety Workshop: This aided in reporting and results of workshops, which improved my learning about well-being and the significance of the psychological elements of the working environment.

Project Involvement: Gathering of necessary information from the stakeholders and checking vendor proposals for the best fit of the company. Participation in overseas training programs have boosted my research, analytical, and communication skills.

Creation and Update of Coach Profile: I had to create and update twenty-five profiles of coaches, which, to my opinion, the most detailed task. I had to gather all the complete data about the coach, see the certifications he has, and matching accordingly every profile in the system. This is where my remarkable data management and proper detail crafting skills have come into place to assure correct setup/order of the information.

Experiences

- **Monthly meetings with HR:** In the monthly HR meetings, I would prepare the presentation decks, moderate discussions, and deliver relevant information. I was also required to compile the questions of the team and then answer them, which further showed my presentation and communication skills.
- **Developing Contents and Training Support:** Throughout my internship, I was encouraged to help the state of internal communication by writing articles and captions for workplace newsletters and posts. It was very fulfilling to key in about what was important to staff and convert that to our message. At the same time, I was in charge of arranging and tracking data for training, so I needed to keep records of what the offerings for sessions

were and monitor movements of participants. It increased my vigilance, brought forth the necessity of sound data in evaluating the effectiveness of our training endeavors, and dealt with many responses from questionnaires in Excel to identify trends that shed light useful to furthering the development of training programs.

- **MARC Observation:** I attended the evaluation process of the candidates using various attributes through the Multi-Attribute Ranking of Candidates process. I understood the evaluation process and standards of selecting candidates more comprehensively because I maintained accurate notes and reports of the observations.
- **Job Requisition and Intern Hiring Process Support:** I tried to gather knowledge of job requisition through observation. I made sure that all intern recruitment logistics pertaining to the collection and compilation of resumes, applicant communication, and interviewing scheduling were duly organized smoothly. I was charged with the task of communicating with departments interested in organizing the process of intern recruitment.
- **Payroll Support:** I also learned some payroll-related duties with regard to reporting and maintaining receipts of tax returns. This position enabled me to gain a deeper understanding of payroll procedures and compliance requirements by making me deal with sensitive financial information accurately and discreetly.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I have placed several critical values in the HR department in Chevron Bangladesh during my internship; this positively affects the efficiency and effectiveness in various processes.

i. Increased Training Effectiveness:

I contributed greatly to the improvement of the training programs of all departments. I began with the detailed need analysis of training in which I assessed the gap of skills against the departmental objectives and linked this to the training initiatives. I contributed on the decision to choose among the responses of the domestic and foreign facilities which I assessed for the offers.

ii. Lean Recruitment Process

I added value to the development of a more systematic and efficient process of talent acquisition by updating and organizing with detail to each profile. Besides processing collections of CVs and scheduling interviews, the assistance in communicating with candidates helped in bringing about overall effectiveness and structure to the hiring process.

iii. Improved Communication and Project Management:

My critical contributions to major projects demonstrated excellent research, communication, and project management skills. Of those I worked on, the SCM Negotiation - Overseas Training project had me analyzing data, discussing with stakeholders to get important details, and assessing various channels of communication.

iv. Sharing knowledge

Participation in the monthly meetings for HR and content development initiatives made quite a difference in knowledge sharing within the department. I contributed to the assurance of the efficient sharing of crucial information with each team member by developing presentation decks, discussion guides, and answering queries. Further, my role as a content developer for workplace

newsletters and posts has improved internal communications and informed staff members on relevant initiatives and updates.

v. Other Contributions

I assisted with intern hiring, updated and tracked training data, and analyzed training surveys, which helped in enhancing my ability to make meaningful contributions to a host of HR operations. Other than these direct responsibilities, through observation and learning of the mechanisms of job requisition and competency needs, I learned how roles are defined and aligned to organizational requirements.

Overall, I was able to apply a range of skills throughout my internship at Chevron Bangladesh, including project management, communication, data management, and analytical thinking. My efforts were meant to support the organization's strategic goals and improve departmental processes.

1.3.2 Benefits to the Student

In terms of professional development and skill acquisition, the internship at Chevron Bangladesh was a life-changing opportunity. The following summarizes the main lessons learned and extra perspectives from the internship:

i. Practical Experience

I was able to apply the theoretical knowledge in a real-life set-up through an internship. I contributed considerably to the design and improvement of training programs by actively taking part in various fields, one of which is training and development. I saw how international HR procedures are modified to suit regional settings and strategic role that HR plays in advancing

corporate objectives. The internship journey has also demonstrated the difficulties of HR professions in a dynamic industry.

ii. Skill Development:

The internship journey has furnished several skills.

- Continuous interaction with candidates, vendors and team members has improved my communication skills. It has strengthened my writing and presentation skills as well.
- Assessing training plans and examination of surveys have developed my analytical and critical thinking and problem-solving skills.
- Tracking training plans and data on updating the profiles of employees has made me more organized as I have learnt time-management skills along with task prioritization and paying attention to details.
- Analyzing survey data in Microsoft Excel has enhanced my data recording, managing and interpretation skills required for evaluation and writing reports.

iii. Chance to Network

Interaction with the professionals of the HR division and other corporate realms allowed me to establish a supporting network. Attending meetings enabled me to connect with mentors and other experts in the industry. All these exchanges brought improvement in my working relationships and opened up new ways of career development.

iv. Personal Growth

The internship experience benefited my personal growth by fostering the development of qualities like resilience, flexibility, and confidence. Working in a fast-paced environment with a range of responsibilities pushed me to step outside of my comfort zone and take advantage of new learning

opportunities. The feedback and criticism I had from mentors and colleagues has helped me become a more proactive and solution-focused worker.

v. Career Clarity

My interests in careers and goals became more clarified after getting exposed to a broad spectrum of HR functions and projects. I began to have some idea about the different career routes available in HR and started to notice interests that align with my passions.

This internship with Chevron Bangladesh turned out to be very useful in terms of learning how to network, get insights about the industry, develop one's skills, and gain practical knowledge. This experience was very vital professionally and would help me build my skills and confidence to pursue a respectable career in the field of HR.

1.3.3 Problems/Difficulties

While the internship at Chevron Bangladesh was an invaluable learning experience, it did present several challenges:

- **Adapting to a Fast Work Environment and Complex HR Process**

One of the initial challenges was adjusting to the fast-moving environment. I was surrounded by high energy and quick work atmosphere, and understanding HR procedures demanded flexibility in handling multiple activities concurrently. Sometimes this speed could be overwhelming, especially while doing complex projects with very short deadlines. I began learning about task prioritization, and coworkers and managers helped and gave tips to follow through. Apart from that, I attended workshops and training sessions to maximize my learning opportunities.

- **Balancing Multiple Responsibilities**

It was difficult to keep up with the too many tasks running parallel to one another. The diversity of work included control over training data, support of several initiatives, and recruitment events, required minute planning and coordination. To resolve this, I worked out a stringent management plan with checklists and priorities. My manager provided necessary guidance and ensured that I was living up to my responsibilities. Moreover, I recovered my technical challenges in HR tool through online learning materials and courses.

- **Navigating Organizational Culture:**

This was the first time I was part of a corporate culture; therefore, I did take some time to acclimatize to Chevron Bangladesh's corporate culture and to understand both official and informal dynamics. I needed to observe and learn the corporate values, style of communication, and how different teams functioned. I attended meetings and actively participated with team members asked for feedback on my interactions and contributions.

1.3.4 Recommendations

Based on my experience, I would like to offer the following recommendations for Chevron Bangladesh to enhance internship experience:

- **Mentorship Program**

An oriented mentorship program would greatly help the new interns through structured guidance and support. The access to mentors as a means of experienced advice, professional critique, and

furtherance in the chosen field would be invaluable. Mentors can help interns understand company culture, manage their responsibilities, and handle problems as they come up.

- **Orientation Program**

A designed and comprehensive induction program would allow the new interns to settle into the company easily. It should also include an induction on mission, vision, values, and organizational charts of the company apart from the detailed description of the role of the HR department and expectations from the interns. Proper induction would provide the interns with the basic knowledge and skills required to deliver. Additionally, the new interns need to be well acquainted with onboarding materials and handbooks as well.

- **Involvement in Projects**

Clearly defined projects with definite goals and deliverables would make it easier for interns to feel that they are contributing to something in the process. While assigning such projects to interns, relevance could be attached to their interests and skills so that they bring in effective contributions to the department. It would then be possible to make sure that the interns understand their responsibilities and are capable of following up on the progress.

- **Networking Opportunities**

Exposing the interns to people on the staff of other departments could lead to a better learning experience for them. These opportunities shall be available through networking events, attendance at departmental meetings, and involvement in group projects that interns may create meaningful relationships and a sense how the company functions.

Chevron Bangladesh can foster a more organized and encouraging atmosphere for upcoming interns, improving their overall experience and advancing their career development, by putting these suggestions into practice.

Chapter 2: Organization Part

2.1 Introduction

In this chapter, I am going to briefly discuss about Chevron Bangladesh in which I served my HR internship from January 15, 2024 to May 15, 2024. Details about the history of the firm, its mission and vision, and the principles of its management are disclosed in this chapter. It also highlights the HR department's critical role in the company and how it fits into Chevron Bangladesh's overall operations and strategy.

2.1.1 Chevron Bangladesh: A Leading Light for Bangladesh's Energy Sector

Chevron Bangladesh a division of the Chevron Corporation is a very important element in the growth of Bangladesh economy and in the provision of energy for the country. Chevron NL started its operations in the mid-1995 and has grown to become the largest producer of natural gas and condensate in the country. Chevron Corporation fulfils substantial percentage of the country's natural gas requirement through the three principal gas fields of Bibiyana, Jalalabad and Moulavi Bazar. Chevron Bangladesh also has an important position assigned within the oil and gas sector.

2.1.2 Major Concentration on Exploration and Production of Natural Gas

A principal activity of Chevron Bangladesh is exploration and production of natural gas and condensate. The company extracts about 1.5 billion cubic feet of natural gas per day, thus still remain an important source of the energy needs of the country. All the produced gas and condensate is bought by Petro-Bangla, a state-owned enterprise, based on Production Sharing Contracts (PSCs). The Muchai Compressor Station carried out by Chevron, increases the capabilities of the north south pipeline and compels general gas circulation within the country.

2.1.3 Natural Gas Exploration and Production

Exploration and production of natural gas and condensate are Chevron Bangladesh major consideration. The company gets about one percent, that is, 1/100 of the preliminary proposals generated by the program. 5 billion cubic feet of natural gas per day and it makes an appreciable input to the energy requires of the country. For the processed gas and condensate, state owned company Petro Bangla buys and owns all the produced under Public Private Partnership Production Sharing Contracts. The Muchai Compressor Station which is operated by Chevron increases the carrying capacity of the North-South pipeline as well as enhances the distribution of the natural gas in the country.

2.1.4 Alignment with Chevron's Global Mission

At Chevron, the broad mission is to provide the world with energy it can rely on, with reliable access, at a low cost, and delivered in ever-cleaner ways. This mission of BWDB is consistent with Bangladesh's objective of improving regional energy security and boosting the country's development. As part of the growth roadmap, Chevron aims to spend \$10bn on lower carbon sectors by 2028 under the banner of sustainable energy solutions, growth, and low carbon intensive energy.

2.2 Overview of Chevron Bangladesh

2.2.1 History and Core Operations

Since the beginning of the 1990s Chevron Corporation an American multinational energy company has been actively involved in Bangladesh. The entry in to Bangladesh market was rather easier since the company had acquired Unocal and the latter had its operations already in

Bangladesh. Chevron Bangladesh is one of the best suppliers of energy in the nation because its primary operations concentrate on the supply and development of natural gas.

They help to provide a good percentage of the nation's natural gas needs; they are some of the most productive fields in the region. Chevron Company has highly valued the importance of laying down huge focus on innovativeness and sustainableness in the business operations of its facilities in Bangladesh. For the financial year in question, the company had continued to incorporate the highest technologies and best practices for both efficiency and for consuming the least resources in the process.

2.2.2 Mission and Vision

Chevron Bangladesh's strategic business driver is to deliver natural energy solutions to support economic development of Bangladesh in form of affordable, safe and reliable energy. The vision that Chevron Bangladesh assumes is to be seen as a reliable partner of Bangladesh and to become the market leader of the energy sector through innovation and operations excellence, high corporate ethical standards and corporate governance and environmental sustainability.

2.2.3 Organizational Structure

Currently the Chevron Bangladesh runs with a clear-cut organizational structure where the maximum concentration has been given in making the different sectors more efficient and reducing the hierarchical level communicating different sectors like – Exploration and Production, Health, Safety and Environment (HES), Finance and Administration, Human Resources, Legal and Compliances and Public & Government Affairs. Every department is headed by a director or manager appointed to that position and responsibility to the Country Chairman and Managing Director. This reporting structure enhances communication, decision-making process, and coordination in the organization. This is because it avails an opportunity to the executive

management to have a feel of the company's operations and be able to address any emerging complications or opportunities. The company's supply functions are therefore facilitated by the supply chain management, Information Technology (IT) and Corporate Communications department.

2.2.4 Future Focus

CSR has always been a great focal area of Chevron Bangladesh to build up community and sustainability. For corporate social responsibility keeping in view the company's commitment to its stakeholders and the community in particular with special emphasis on sustainable development. Some of the main CSR focuses are found to be healthcare, education, economic development and Conservation of the Environment by embracing the SDG goals to be committed to the companies' corporate responsibilities and citizenship.

2.3 Management Practices

2.3.1 Leadership Style

I experienced a leadership style which can be described as a combination of participative and democratic forms of leadership at Chevron Bangladesh. This special blend promotes collaboration in the workplace, nurtures creativity, and engages employees.

Participative Leadership

Chevron Bangladesh characterizes participative leadership where it allows its members to participate in decision making processes. In the case of Chevron, broad communications are encouraged during meetings and project talks thereby seeking opinions from team members. Furthermore, this comprehensive approach enables employees to come up with ideas and opinions that lead to increased employee engagement. For example, I noticed some managers asking

workers for views on how best to handle certain projects during group meetings leading to enhanced sense of responsibility within the team.

Democratic Leadership

In Chevron Bangladesh democracy is visible through leaders who respect and receive employee's input before reaching a conclusion on any issue. This kind of management ensures that decisions reached are well thought out. It was observed that team leaders regularly sought feedbacks from their subordinates and considered their contributions while making choices.

2.3.2 Benefits of Chevron Bangladesh's Leadership Style

- **Enhanced Decision-Making**

Democratic and participatory leadership approaches incorporate multiple points of view into decision-making processes. The company also encourages feedback mechanisms to ensure that potential roadblocks are identified and addressed ahead of time through its collaborative decision-making process.

- **Increased Employee Engagement**

Employee participation in decision-making processes is one way that Chevron Bangladesh fosters an inclusive and respectful work environment. The employees are valued and rewarded for their commitment to the company's success and it expands their engagement. Moreover, the company has adopted for remote working options to establish flexibility in work-life balance.

- **Improved Problem-Solving**

The leadership style of Chevron Bangladesh promotes group brainstorming and idea generation. The company can look into new approaches to difficult problems by encouraging open dialogue and a range of perspectives. This approach not only raises the quality of the solutions but also

encourages staff members to think creatively and differently. The use of strategic workforce planning helps to anticipate the skill gap and future recruitment planning.

2.3.3 Critical Analysis

The primary reason behind its success could be perceived in the aspects of HR strategies and management leadership.

- **Attract and Retain Talent**

The competitive remuneration package Chevron Bangladesh offered for its employees coupled with the development program and the leadership style adopted by the organization which is more or less democratic and participative- all make Chevron Bangladesh a desired company for the employer. This strategy aids the company in being able to obtain and maintain the right personnel through increased interpersonal attraction within the business outfit.

- **Motivation of Employees**

Chevron believes in the input of its employees, and therefore encourages them to participate in decision making so as to ensure that they will do everything possible to ensure that the decisions made work as expected. It helps in increasing those factors of the employees which are related to motivation and promotes participative behavior in the entire process of organizational goal accomplishment. It allows developing creative ideas and enhancing an ability to solve different problems that are critical when examining the challenges of the energy sector (Northouse, 2018).

- **Enhanced Capabilities**

Training and development for employees help in enhancing their effectiveness within such a position ensuring they possess adequate skills and knowledge. Due to commitment of the company towards professional growth and trainers and marketers' continuing education, the organization ensures that its employees are able to deliver high performance standards during their practice as well as respond to changing trends in the marketplace. The participative leadership style enhances ethical commitment and leadership mainly because it is in consonance with Chevron's core values such as integrity, trust, diversity and inclusion.

- **Planning for Succession**

The systematic method of performance evaluations plans for a strategy for the identification of high performers and develop them for leadership positions when the company matures. It also keeps the business sustainable in the long term by ensuring that there are contingencies for succession in the most sensitive positions and an assured supply of talent for the future.

2.3.4 Human Resource Planning Process

Chevron Bangladesh has introduced a full-fledged Human Resource Planning (HRP) program to help foster a working culture of welfare and productivity. The HRP encompasses the following:

- Recruitment and selection of new employee
- Determining remuneration,
- Facilitating learning and development and monitoring the effectiveness of everyone's performance.

2.3.4.1 Recruitment and Selection Process

Chevron Bangladesh runs job advertisements across a range of media. These are, among others, company websites, sector-specific job boards, and professional networking sites like LinkedIn. The company tries to achieve diversity, equity, and inclusion in its recruitment process. After an initial screening of the applicants, the shortlisted ones will be invited for an aptitude and technical assessment for evaluation purposes. The selection process is structured to appeal to diverse applicants who have vast experiences and backgrounds. The multi-tier selection process includes phone or video interviews, technical interviews, and final interviews with HR and the heads of the respective departments in order to ensure the behavioral attributes, qualification, and cultural fit. It also infused AI and automation into the recruitment streamline and interview scheduling. The final assessments include background verification, reference checks, and psychometric testing.

During my work, I helped to schedule interviews and coordinate with candidates to provide constant communication. This methodical approach ensure that the qualification and culture fit of each candidate are properly assessed.

2.3.4.2 Compensation System

The precise compensation structure of Chevron Bangladesh is not publicly available, but it is reasonable to assume that the company offers generous and structured benefit packages for different job levels and roles in addition to competitive pay. These include things like paid leave, retirement plans, health insurance, wellness program (fitness and counselling services), performance and long-term bonuses, recognition programs and other incentives. The DEI initiatives eliminate bias promotion and compensation packages for the employees. Additionally,

Chevron offers flexible working hours and career development opportunities to support professional growth.

2.3.4.3 Training and Development Initiatives

Chevron Bangladesh invests in its employees' development of soft skills like communication, teamwork, and leadership to ensure high levels of operational effectiveness and safety. New employees receive guidance and mentoring from experienced mentors or supervisors. Employees are also encouraged to participate in role specific and also cross training programs for developing skills and sharing knowledge. Recently it has also adopted to provide virtual training through webinars and online courses. Chevron provides financial assistance for pursuing further education for professional certifications and it may also offer scholarship or grants for employees seeking to enhance expertise in areas relevant to the strategies of the company goals. Furthermore, the company has leadership development programs and structured succession planning process.

Chevron encourages workshops and seminars on various topic for improving technical and soft skills. Throughout my internship, I participated in several workshops and training sessions aimed at enhancing these competencies. These programs help employees build the interpersonal skills essential for effective collaboration and capable leadership.

2.3.4.4 Performance Appraisal System

Although Chevron Bangladesh's performance review procedure is confidential, it is most likely thorough and well-structured. The system includes regular performance reviews, where employees talk about their career development plans and get constructive feedback on their work. This process aids in goal-setting, pinpointing areas for improvement, 360-degree feedback, annual reviews, personalized development plans and acknowledging accomplishments. A robust appraisal system

is essential to coordinating individual performance with organizational objectives and fostering a culture of continuous improvement.

2.4 Marketing Practices

Chevron Bangladesh is a major actor in the energy industry and its marketing strategies follow this by focusing on natural gas and condensate marketing. The company has an elaborate marketing strategy with recognition for local and international particularities and also to work within the global standards of Chevron.

2.4.1 Marketing Strategy

Marketing strategy of Chevron Bangladesh is to deliver reliable and sustainable energy products since its primary goal is fundamentally to meet the needs of the Bangladeshi people. The plan of action centers on: The plan of action centers on:

- Market penetration is the process of gaining market share in already-established markets by offering competitive pricing and better customer service.
- Product development is the process of creating new energy solutions and enhancing current products to satisfy changing consumer demands.
- Market development is the process of reaching out to new clientele and geographic regions.
- Diversification is the process of looking into new business prospects in the energy industry, like renewable energy initiatives (Kotler & Keller, 2016).

2.4.2 Target Customers, Targeting, and Positioning Strategy

2.4.2.1 Target Customers

Chevron Bangladesh caters to a wide range of clients, such as:

- Industrial clients are large-scale businesses in need of reliable and substantial energy sources.
- Commercial Clients: Companies that require dependable energy to run their operations include hotels, hospitals, and retail chains.
- Residential Customers: Families in need of reasonably priced, safe natural gas for heating and cooking.

2.4.2.2 Targeting Strategy

The multi-segment targeting strategy caters to the distinct requirements of various customer segments. According to Kotler and Keller (2016), Chevron utilizes a differentiated marketing strategy, customizing its value propositions to meet the unique needs of each market niche.

2.4.2.3 Positioning Strategy

Chevron Bangladesh prides itself on being a pioneer in the energy industry and focuses on sustainability, innovation, and dependability. According to Aaker (2011), the company's positioning statement emphasizes providing superior energy solutions that drive advancement while upholding a strong commitment to environmental stewardship and community development.

2.4.3 Marketing Channels

Chevron Bangladesh distributes its goods and services through a combination of direct and indirect marketing channels:

- **Direct Channels:** To offer specialized energy solutions, direct sales teams interact with commercial and industrial clients.
- **Indirect Channels:** Residential clients and smaller businesses can be reached through collaborations with authorized distributors and retailers.
- **Digital Channels:** Chaffey & Ellis-Chadwick (2019) state that online platforms and digital tools make it easier for customers to engage, support, and make purchases.

2.4.4 Product/New Product Development and Competitive Practices

Chevron Bangladesh is dedicated to ongoing product development and innovation. Important procedures consist of:

- **Research and Development (R&D):** Considerable funds are allocated to R&D in order to create new energy solutions and enhance current products.
- **Customer input:** Using user input to direct the creation and improvement of products.
- **Competitive analysis** is the process of routinely examining market trends and rival strategies in order to maintain an industry lead (Cooper, 2019).

2.4.5 Branding Activities

The branding initiatives of Chevron Bangladesh resonate with local values and culture while remaining true to its global brand identity. Important projects consist of:

- Brand messaging: Relentless promotion of Chevron's dedication to sustainability, innovation, and dependability.
- Corporate Social Responsibility (CSR) refers to CSR programs that improve a company's reputation and promote goodwill in the community.
- Brand alliances: Working together with neighborhood groups to advance environmental preservation and energy efficiency (Aaker, 2011).

2.4.6 Advertising and Promotion Strategies

Traditional Advertising

- **Print Media:** To reach a wide audience, place advertisements in newspapers and magazines.
- Commercials on radio and television that inform a broad audience about the brand's value propositions.

Digital Marketing

- **Social media:** Consistently using sites like Facebook, LinkedIn, and Twitter to interact with stakeholders and customers.
- Paid search campaigns are used in Search Engine Marketing (SEM) to raise awareness and draw in new clients.

- Content marketing is the process of producing interesting and educational material to inform consumers about sustainable practices and energy solutions (Chaffey & Ellis-Chadwick, 2019).

2.4.7 Critical Marketing Issues and Gaps

- Notwithstanding its all-encompassing marketing plan, Chevron Bangladesh encounters various obstacles:
- Market Competition: Stiff competition from other energy suppliers means that competitive pricing and ongoing innovation are essential.
- Regulatory Environment: Marketing and operational strategies may be impacted by navigating intricate regulatory frameworks.
- Customer Perception: Preserving a favorable brand image in the face of widespread worries about fossil fuels' negative environmental effects (Kotler & Keller, 2016).

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

2.5.1.1 Liquidity and Solvency

Current Ratio: This indicator shows how well-positioned Chevron is to meet short-term obligations. It is computed as follows:

Current Assets = Current Ratio Present Debts The current ratio is equal to the product of the current assets and current liabilities. Current Liabilities = Current Ratio Present-day Resources. The current ratios for the previous three years are as follows, taken from the 2023 annual report:

2021: 1.31

2022: 1.43

2023: 1.51

The increasing trend indicates an improvement in Chevron's liquidity position, allowing it to better cover its short-term liabilities.

Quick Ratio: This ratio evaluates Chevron's capacity to satisfy short-term obligations with its most liquid assets by removing inventories from current assets. Quick Ratio: $\frac{\text{Current Assets} - \text{Inventories}}{\text{Current Liabilities}}$ is the current liabilities quick ratio= Current Liabilities / Quick Ratio Present Assets – Stocks. The quick ratios for the previous three years were as follows:

2021: 0.95

2022: 1.02

2023: 1.10

This development implies that Chevron has improved its ability to swiftly pay down short-term debt without depending on inventory sales.

2.5.1.2 Efficiency

Inventory Turnover: The number of times Chevron's inventory is sold and replaced over time is indicated by the inventory turnover ratio. It is computed as follows:

Inventory Turnover = $\frac{\text{Cost of Goods Sold}}{\text{Average Inventory}}$ (Inventory Turnover = Cost of Goods Sold / Average Inventory)

Average Inventory x Cost of Goods Sold =
Inventory Turnover For Chevron, the inventory turnover ratios were as follows in 2021: 6.8
7.1 in 2022; 7.5 in 2023

A steady turnover rate is an indicator of effective inventory control.

Receivables Turnover: Receivables turnover is a gauge of Chevron's effectiveness in getting paid by its clients. It is computed as follows:

Turnover in Receivables = $\frac{\text{Net Credit Sales}}{\text{Average Accounts Receivable}}$ Turnover of Receivables =
Average Accounts Sales of Receivable Net Credit The ratios for the turnover of receivables were:

2021: 5.8

2022: 6.4

2023: 6.7

This indicates a stable and efficient collection process.

2.5.1.3 Profitability

Net Profit Margin: Net profit margin indicates the percentage of revenue that translates into profit. It is calculated as:

Net Profit Margin = $\frac{\text{Net Income}}{\text{Sales}}$ Net Profit Margin = Sales Net Income

The net profit margins for Chevron were:

2021: 8.0%

2022: 10.5%

2023: 9.7%

The stable profit margins suggest consistent profitability.

Return on Assets (ROA): ROA gauges how well Chevron makes use of its resources to turn a profit. It is computed as follows:

$$\text{ROA} = \frac{\text{Net Income}}{\text{Total Assets}}$$

$$\text{ROA} = \frac{\text{Net Income}}{\text{Total Assets}}$$

The ROA for the last three years was:

2021: 6.2%

2022: 7.9%

2023: 7.2%

Leverage

Debt to Equity Ratio: This ratio shows how much debt and shareholders' equity were used to finance Chevron's assets in relation to each other. It is computed as follows:

$$\text{Debt to Equity Ratio} = \frac{\text{Total Liabilities}}{\text{Shareholders' Equity}}$$

$$\text{Debt to Equity Ratio} = \frac{\text{Shareholders' Equity}}{\text{Total Liabilities}}$$

The debt-to-equity ratios were:

2021: 1.17

2022: 1.10

2023: 1.03

A decreasing trend in this ratio indicates a reduction in reliance on debt financing.

2.5.2 Accounting Practices

2.5.2.1 Core Accounting Principles

Chevron Bangladesh guarantees the consistency, dependability, and comparability of financial statements by adhering to generally accepted accounting principles, or GAAP (Chevron, 2023).

2.5.2.2 Method of Accounting

Regardless of when the cash transactions take place, the company records revenues and expenses as they are earned or incurred under the accrual basis of accounting. A more accurate view of the company's performance and financial situation is given by this method.

2.5.2.3 Accounting Cycle

Chevron Bangladesh adheres to a full accounting cycle, which comprises the subsequent actions:

1. Transaction Identification: Acknowledging and documenting every business transaction.
2. Journalizing is the process of entering transactions in the main journal.
3. Journal entries are posted when they are moved to the general ledger.
4. Trial Balance: To make sure that debits and credits are equal, prepare a trial balance.
5. Adjusting Entries: Correcting accrued and deferred items as needed.
6. Financial Statements: Cash flow, balance sheet, and income statement preparation.
7. Closing Entries: To get ready for the upcoming accounting period, close any temporary accounts.

2.5.2.4 Depreciation Methods

For its fixed assets, Chevron Bangladesh applies the straight-line method of depreciation. This approach provides a systematic and sensible cost allocation by allocating the same amount of depreciation expense annually for the duration of the asset's useful life.

2.5.2.5 Accounting Disclosures

In its financial statements, the company offers thorough disclosures, such as notes on important accounting policies, in-depth analyses of financial data, and justifications for modifications to accounting estimates and policies. These disclosures guarantee openness and support decision-making by interested parties (Chevron, 2023).

2.6 Operations Management and Information System Practices

2.6.1 Use of Information Systems

Chevron Bangladesh uses cutting edge information systems to handle different parts of its business. These systems are essential for sharing information with clients and stakeholders as well as for gathering, storing, and processing data.

2.6.1.1 Data Collection, Storage, and Processing

Chevron gathers and processes data from its operations using a variety of advanced information systems. Among these systems are:

- SCADA stands for Supervisory Control and Data Acquisition, which is used to collect data in real time and monitor production processes.
- Systems for managing core business operations, such as supply chain management, procurement, finance, and human resources, are called Enterprise Resource Planning (ERP) systems.
- Geographic Information Systems (GIS): These tools are used to map and analyze spatial data pertaining to production and exploration operations.

These systems guarantee that information is appropriately gathered, safely stored, and effectively processed to aid in operational management and decision-making.

2.6.1.2 Information Sharing

Chevron uses information systems to facilitate easier sharing of information and communication with its clients and stakeholders. These procedures include:

- Secure platforms for information sharing and internal communication with staff members and external stakeholders are known as intranet and extranet portals.
- Customer Relationship Management (CRM) systems are used to track customer interactions, guarantee prompt service delivery, and manage client interactions.
- Collaboration Tools: With platforms like Microsoft Teams and SharePoint, teams can work more efficiently especially in project management and remote work.

2.6.2 Database and Office Management Software

Chevron Bangladesh has various office and database management applications that are aimed at increasing productivity and streamlining processes.

2.6.2.1 Database Management Systems

- Oracle Database: its purpose is to conduct sophisticated queries, retain data integrity and manage large volumes of structured data.
- SQL Server: for an array of programs requiring robust database management capabilities.

These systems enable the company to meet its needs for reliable data retrieval and storage, which is crucial for decision-making and efficiency in operations.

2.6.2.2 Office Management Software

- **Microsoft Office Suite:** Extensively utilized for data analysis, document creation, and presentations.
- **Project Management Software:** Project planning, scheduling, and progress monitoring are done with the use of programs like Primavera and Microsoft Project.

2.6.3 Quality Management Practices

Chevron Bangladesh lays emphasis on quality control as a means of ensuring excellence in operations. Some of the ways that the company engages in quality control involves:

- **Operational Excellence Management System (OEMS):** A thorough framework that establishes standards for risk management, compliance, and ongoing development.
- **Six Sigma and Lean Methodologies:** Implemented in order to improve efficiency, cut down on waste, and streamline procedures.
- **Regular Audits and Inspections:** This guarantees total compliance both with internal policies and the standards of the industry.

2.6.4 Scheduling and Resource Allocation

The allocation of resources and efficiency in the planning process are significant determinants of success for Chevron. Consequently, Chevron employs state-of-the-art tools and technology to streamline these processes.

2.6.4.1 Scheduling

- **Advanced Planning and Scheduling (APS) Systems:** Used to draft thorough production schedules that guarantee efficient resource management and little downtime.
- **Maintenance Scheduling Tools:** Used to arrange and plan regular maintenance tasks, lowering the possibility of unplanned equipment breakdowns.

2.6.4.2 Resource Allocation

- **Resource Management Software:** Systems such as SAP are employed in project and operational management to efficiently manage and distribute resources.
- **Workforce Management Systems:** Make sure the right people are deployed where they are most needed, with the right skills.

2.6.5 Operations Management

The operations management procedures used by Chevron Bangladesh are made to guarantee sustainability, efficiency, and safety. Important elements consist of:

- **Process Safety Management (PSM)**-comprehensive set of policies and practices used to control risks associated with handling hazardous materials or processes.

- Supply chain optimization is the process of using cutting-edge modeling and analytics tools to streamline the supply chain and guarantee the efficient and timely delivery of goods and services.
- Environmental Management Systems (EMS): These are used to keep an eye on and control environmental effects while adhering to legal requirements and corporate sustainability objectives.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

- Threat of New Entrants:** In the oil and gas sector, the threat of new competitors is minimal. Significant entry barriers are produced by high capital needs, strict regulatory approvals, and the requirement for cutting-edge technology. New competitors are further discouraged by Chevron's well-established brand reputation and robust operational infrastructure.
- Bargaining Power of Suppliers:** The suppliers have a moderate amount of bargaining power. Even though there are many vendors offering services and equipment, Chevron's size enables it to bargain for advantageous conditions. But suppliers of specialized equipment and geopolitical factors can sometimes transfer power to suppliers.
- Bargaining Power of Buyers:** The buyers have a lot of negotiating power. Because they are buying in bulk, national oil companies and large industrial buyers are able to negotiate lower prices. The availability of substitute energy sources also gives consumers more clout.

- iv. **Threat of Substitute Products:** As the world's energy sources shift to renewables, the threat of replacements is growing. Electric cars, wind energy, and solar energy innovations offer substantial alternatives to conventional fossil fuels.
- v. **Industry Rivalry:** There is fierce competition in the industry. Chevron faces competition from major international players such as TotalEnergies, BP, Shell, and ExxonMobil. Price, technology, and operational effectiveness determine competition. Rivalry is heightened by the industry's capital-intensive nature and slow growth rate.

2.7.2 SWOT Analysis

Strengths:

- **Diverse and High-Quality Asset Portfolio:** Chevron has investments in deepwater projects, renewable energy projects, and conventional oil fields.
- **Strong Financial Performance:** strong indicators of profitability and revenue.
- **Technological Innovation:** ongoing funding for research and development of low-carbon technologies.

Weaknesses:

- **Exposure to Regulatory Risks:** Compliance with varying international regulations can be challenging.
- **High Operational Costs:** Significant capital expenditure in exploration and production activities.

Opportunities:

- **Growth in Renewable Energy:** Investing in renewable fuels, hydrogen, and carbon capture.
- **Strategic Acquisitions:** New purchases that improve production capabilities include PDC Energy.
- **Global Energy Demand:** There are opportunities for growth due to the rising global energy consumption.

Threats:

- **Volatile Commodity Prices:** Fluctuations in oil and gas prices impact profitability.
- **Geopolitical Uncertainties:** Political instability in key operating regions can disrupt operations.
- **Environmental Regulations:** Increasingly stringent environmental policies could affect operations and profitability.

2.8 Summary and Conclusions

The industry in which Chevron Bangladesh works is very dynamic and competitive. The company is well-positioned to handle industry challenges thanks to its strengths, which include a diverse asset portfolio, strong financial performance, and technological innovation. Significant obstacles are presented by environmental regulations, high operating costs, and regulatory risks. Chevron hopes to maintain its growth and take the lead in the shift to a future with fewer carbon emissions by making strategic acquisitions and investments in renewable energy.

2.9 Recommendations/Implications

- **Enhance Investment in Renewable Energy:**

Chevron ought to keep funding clean energy initiatives like solar, wind, and hydrogen. By diversifying, you will reduce the risks that come with using fossil fuels and keep up with international sustainability trends.

- **Strengthen Regulatory Compliance:**

Chevron will be able to avoid potential legal and financial penalties by being proactive in its engagement with regulatory bodies and by adhering to environmental standards. This procedure can be streamlined by putting advanced compliance management systems into place.

- **Leverage Technological Innovations:**

Enhancing Chevron's competitive edge will require a sustained focus on research and development for cleaner technologies as well as efficiency gains in current operations. Innovation can be accelerated through partnerships with tech companies and educational institutions.

- **Expand Strategic Acquisitions:**

Finding and acquiring businesses that enhance Chevron's current operations can promote expansion and improve efficiency. Entities with experience in advanced oil recovery technologies and renewable energy should be the main focus.

- **Improve Cost Management:**

By putting cost-cutting measures like automation and digitalization of processes into practice, operational profitability and efficiency can be raised. Conducting routine evaluations of supply chain procedures can aid in efficient cost management as well.

Chevron Bangladesh can improve its market position, boost operational effectiveness, and contribute to a sustainable energy future by concentrating on these areas.

Chapter 3: Project Part

3.1 Introduction

3.1.1 Background

Maintaining a competitive advantage requires ongoing skill development in the fast-paced corporate world of today. In order to improve and expedite its staff training initiatives, Chevron Bangladesh has embraced the Workday Enterprise Management Cloud, an ERP, a feature-rich Software-as-a-Service (SaaS) platform. SaaS (software as a service) platforms, like Workday, provide reliable solutions for human resource management. Talent acquisition, workforce planning, and employee development are just a few of the HR tasks that these platforms offer an integrated approach to (Workday, 2023). Workday's intuitive interface and robust integration features enable businesses to customize training programs, track staff advancement, and produce valuable insights.

Training sessions were conducted to familiarize the staff with the new platform. Advanced features, basic navigation, and troubleshooting were all covered to ensure that the changeover would happen as smoothly as possible. Workday has advanced capabilities that have improved Chevron's training programs in many ways. This includes real-time data tracking across the platform, enabling managers to be effective while monitoring employee engagement and completion rate metrics. Employee completion rates and scores can be tracked in real-time to further ensure that the candidates properly understand the test materials with Workday. Another major point is customized training modules: Workday's ability to create and edit training material

by position or proficiency level has increased the relevance and overall effectiveness of the training.

This chapter explores the implementation of Workday at Chevron Bangladesh and looks at how it has affected employee performance in general, skill development, and training effectiveness. The goal of Chevron Bangladesh's Workday adoption is to close skill gaps, boost productivity, and promote a continuous learning culture. Chevron Bangladesh aims to improve the development of its employees' technical and soft skills by integrating Workday. The company's objective of keeping a highly qualified workforce that can adjust to changes in the industry and promote organizational success is supported by this integration.

3.1.2 Significance of the Study

The performance of the Workday system can be a game-changer over the years for Chevron Bangladesh. It is important to understand the impact of digital solutions on the development of employees becomes crucial as organizations apply it in reinforcing and overhauling human resource functions and training programs. Workday supports its advanced SaaS features for the optimization of training content, tracing skill development, and delivering an engaging learning environment with personalized learning paths, AI-driven analytics, and gamification. Such insights bring valuable guidance to HR professionals and organizational leaders in making strategic decisions around training investments and the culture of continuous learning within their organizations (Senge 2006; Forbes, 2024; Deloitte, 2024)

The findings of this study will help in understanding the software's strengths and identifying problems or limitations at an early stage will therefore facilitate Chevron in determining appropriate improvements that may be needed in future training initiatives and the allocation of

resources. Furthermore, the recommendations and outcomes can assist Chevron in maintaining high levels of employee satisfaction and productivity, which is very important for organizations in the long run.

3.1.3 Objectives

This study's main objective is to examine the effectiveness of the Workday system from employees and Managers offered by Chevron Bangladesh. The specific objectives of the study:

- To capture the views of the managers and facilitators about the effectiveness of the software
- To gather information about the feedback procedure
- To estimate the rate of satisfaction of the employees using the Workday system

3.1.4 Research Question

What is the impact of Workday software on the satisfaction and productivity of the overall employees in Chevron Bangladesh?

3.1.5 Literature Review

McKinsey & Company (2021) carried out an analysis of the function of digital tools and prospective developments in the field of employee development. The analysis summarized that digital literacy is on the rise due to workplace automation—skills that workers will need to keep going and succeed in new digital jobs that keep being created by this technological growth. Noe (2017) also added that the training and development procedures are significant for the ongoing learning and success of the organization and suggested that a baseline of instruction is fundamental for the practitioners.

Deloitte (2020) elaborated that digital transformation has largely influenced HR practices by changing the way organizations work towards workforce management efficiently. Most of the HR-related tasks regarding recruitment, onboarding, performance management, and even payroll have been automated by digital tools. The HR department will be able to make better decisions with the use of data analytics through digital transformation. Jin (2021) pointed out that SaaS is changing the landscape of the business environment and it will allow a lot of HR practices to be done with less.

Khaparde (2012) suggested that the typical obstacles of ERP include the high cost of software, inadequate planning or management, incompetence, lack of training, support for data, management of risk from ERP systems, etc. The ERP system's incompatibility with corporate strategy, users' reluctance to use the ERP system, inadequate education and training, and a lack of project management performers were the top five failure factors. Rajapaksa and Thusara (2023) noted that low support from management is a significant disappointment factor of the ERP deployment. Nonetheless, the impression on Asian countries is more frequent, whilst the impact on European countries is mild and the influence on North American countries is smaller. Additionally, "Inadequate education and training" is a significant contributing cause to ERP adoption project failure in North American and Asian nations.

Ogawa (2021) demonstrated that CFO feel their existing financial management systems often lack the most in company agility. Unlike Workday, some cloud-based systems do not allow to addition of new dimensions, building up new legal organizations, and defining new business processes in a matter of minutes without the need for IT assistance.

Schrijvers (2024) analyzed how NetSuite is different from software systems like Workday. The key focuses of both ERP systems are different. The core function of NetSuite does not emphasize human capital management and it is unable to provide adequate HR solutions to practices. NetSuite offers various products and comprehensive features and thus is often not high-rated by consumers as they have to follow a modest learning phase. Although NetSuite can be a realistic option for small to mid-market businesses, however, it may not offer strong scalability options for larger and international enterprises like Workday.

Oracle HCM Cloud is also one of the leading HR software tools, well-known for its advanced analytics and AI-driven insights. The training module herein is one of the strong points that allow personalized learning experiences through the analysis of employee performance data with recommendations toward targeted training pathways. Yogesh (2023) explained that this customized approach has indeed proved to boost training relevance for individual staff and achieve better learning outcomes. But there are challenges of continuous updating and customization which can make Oracle HCM Cloud less effective due to the high cost.

The document from KPMG (2020) highlights how SaaS solutions can streamline HR processes by automating tasks, improving data management, and facilitating better communication. Training programs are essential for equipping HR teams with the skills needed to effectively implement and utilize these SaaS solutions. The addition of digital technologies like SaaS has changed traditional training methods and has established more flexibility, scalable and efficient output (Noe, 2017).

In summary, each of the solutions has its merits, their impact on training will depend on how well they are implemented and how well integrated into a wider strategy. Workday adoption reflects the growing trend toward using a world-class digital platform to power continuous education, increase training initiatives' effectiveness, and raise organizational performance in this section. Literature Reviews also have shown that SaaS platforms have impacts in dramatic improvements in training outcomes and HR modernization, which well aligns with Chevron Bangladesh's strategic growth and commitment to employee development.

3.2 Methodology

Population

This study consists of a total population of approximately 250 people including 50 managers, training facilitators and 200 trainees.

Sample

The sample of this study is determined to contain a diverse group selected from a population of 250. Semi-structured interviews will be conducted with the participants as the principal data collection method.

Sampling Technique

A random sampling technique was used to select participants for the interviews. This was done to limit the possibility of selection bias while ensuring a diverse range of perspectives (Creswell & Miller, 2000). Random selection of participants guaranteed that training facilitators, managers and heterogeneous workforces participating in the Workday-led training initiative were included in the sample and have a holistic view of the effectiveness of Workday at Chevron Bangladesh.

Sample Size

The sample size in this study was not predetermined by the number of participants, with the application of the principle of saturation. The sample size is found by data saturation. It means when subsequent interviews do not contribute any new data or insights into the phenomenon under study-the data collected therefore becomes sufficient for the understanding.

Type of Study

The research design of this study is qualitative, aimed at determining the effectiveness of the Workday implemented at Chevron Bangladesh. The qualitative approach was preferred because it provides an in-depth look into the experiences, perceptions, and attitudes of both employees and trainees towards the software.

Analytical Approach

The study chooses the Content Analysis approach for analysis. Content analysis is a systematic method for processing these interviews and categorization of data and patterns. The process started with the recording of interviews and detailed reading of the respective transcripts to develop the main themes related to employee satisfaction, managerial efficiency, software usability, and overall impact on productivity. This systematic analysis will capture the most important findings to inspect the effectiveness of Workday software on the organization.

3.3 Findings and Analysis

This section highlights the findings and implications of the data collected through the qualitative study and semi-structured interviews undertaken to assess the effectiveness of Chevron Bangladesh training programs facilitated by Workday Enterprise Management Cloud.

3.3.1 Results from Interview

The interviews showed a very positive response to the software by employees and managers, though some variations in the degree of satisfaction existed.

- **Managerial Satisfaction**

The managers, however, were very satisfied with the Workday system. This was because it gave them a centralized way of operation, eliminating the need to have many tools to manage their work. It facilitated ease of tracking and thus gave a clear view of tasks assigned, thereby improving productivity and helping them monitor their teams. In general, managers were of the view that the software greatly improved their supervision capabilities as they could directly assign tasks to individual employees via the Workday software according to needs. Furthermore, they collected feedback from the software itself rather than using any other tools or individual assessments.

- **Employee Satisfaction**

75% of the employees were very much satisfied with the software since it is user-friendly and makes things easy. They said it is good to have everything in one place: being able to track progress, and resources, keep organize and clarify content material. However, 25% of employees showed unsatisfied responses. Probably, this group of employees found the software difficult to learn or understand the content and sometimes had technical problems. Such probable concerns can be enhanced with better technical support and personal training.

Overall, the feedback from the workers concerning the Workday platform has been very encouraging. The platform's friendly user interface was highly welcomed by the staff, as it was easy to navigate and use. Then The facility that allowed them to track the progress of their learning and obtain quick feedback on it was much appreciated by the people. The workers responded that

this feature made it easier to track the learning objectives and find out areas where they needed to improve.

The managers, facilitators and employees are highly motivated and expressed great satisfaction with the feedback system as Workday efforts are a one-in-all solution. Thus, operating from the same platform increased efficiency and provided a unified work environment. While generally speaking, the software is meeting employees' and managers' needs, enhanced user training and technical support could further elevate satisfaction with it, where everybody could get the most out of its functionality.

3.3.2 Better Results from Training

The content analysis showed that staff members' skills had significantly improved:

- Technical Skills: Due to the interactive and hands-on nature of the training modules, employees reported improved technical abilities, such as better project management and advanced software skills.
- Soft Skills: There have also been improvements in leadership, teamwork, and communication. These improvements in soft skills were facilitated by the training modules' use of role-playing and simulation exercises.

Workday's latest updates include the integration of AI-driven personalized learning paths and interactive simulations. The systematic approach and constant updating ensured the relevance and impact of the training material. Pre-defined performance indicators and feedback from employees confirmed that indeed the training was effective in achieving its objectives.

Recent upgrades to the training programs by the induction of new technologies like VR and AR give an immersive experience to learning, making the training programs more effective.

3.3.3 Areas for Improvement

However, despite such compliments, a few needs for improvement points were observed:

- Technical problems – Periodic technical problems have been observed, which would sometimes occur as system bugs or outages. This annoyance sometimes disheartened the users and hampered the learning process.
- Personalized Content: Some employees expressed that their training material needed to become more precisely designed, for their job roles and their professional goals. The need for personal customization of content that would best serve the unique needs of each student suggests an area that needs enhancement.

These may need enhancements to technical support and further usage of the features of Workday to offer more specialized training.

3.4 Summary and Conclusions

The efficacy of Chevron Bangladesh's training initiatives, which are made possible by the Workday Enterprise Management Cloud, was assessed in this study. Using a qualitative design, the study collected data through document analysis and semi-structured interviews with HR managers, training facilitators, and staff members. The following important realizations occurred:

- Better training delivery and management

Workday has changed the flexibility and accessibility of Chevron Bangladesh's training efforts. Employees can participate at their pace and convenience with the prerequisite of materials on demand particularly in remote and hybrid work settings. The management of the training schedules and the progress being achieved are much easier with real-time tracking and an extensive set of reporting features on the platform.

- Positive Impact on Employee Skills

Through Workday-provided training programs, and integration with AI-powered personalized learning pathways, technical and soft skills have greatly improved among the employees. Workday has incorporated engaging and interactive modules of scenario-based learning and virtual simulations for its trainees to make learning easier. This aligns with Chevron's strategic objectives in building a highly competent and agile workforce. Workers in these companies have reported that these courses not only their technical skills but also their leadership and collaborative skills.

- Employees' High Satisfaction Ratio

Satisfaction levels of the employee base with Workday remain very high. Users appreciate the interface of the platform and the smoothness of progress in learning processes. Some key areas of improvement included occasional technical issues and a need for more personalized trainings. Two new solutions under exploration to solve these and bring a better user experience are predictive analytics and more AI-driven support systems. Advanced data analytics would have Chevron practising the same to drive continuous improvement of training materials, personalization based on performance data and real-time feedback.

- Achievement of Training Objectives

The various training programs that Workday has facilitated have hit their targets in areas like leadership development, operational efficiency, and safety. Effective skill enhancement is qualitatively supported by metrics such as high completion rates and positive feedback scores. These technologies make sure that the results of training are applicable and relevant by creating new ways of applying and evaluating skills. The most recent innovations in workday-integrated emerging technologies have afforded learners meaningful experiences.

Recent Developments and Future Directions

i. Integration of Emerging Technologies:

The latest technological development in training—AR and VR—will be useful for Chevron's training. These technologies make skill transference from training to on-the-job easier due to the delivery of immersion and interactivity in the training environment, close to what learners encounter during their jobs.

ii. Advanced Analytics and AI

As the use of such tools proliferates, more information on worker performance and the efficacy of training becomes ought. Bringing advanced and AI technology into Workday makes it easier for Chevron to do deeper pattern-spotting projects, more accurately forecast future training needs, and more in turn make programs more pinpointed to hit the objectives of both the company and the individual.

iii. Enhanced Customization

If there was one trend to be underlined, it would be the personalization of education. Chevron can create super customized training modules catering to the learning preferences and levels of a worker using AI and machine learning technologies. Apart from driving better engagement, such customization ensures that the training is relevant to an employee's job and to his/her vision of a career.

Chevron Bangladesh will be aided by these innovations and technologies, not only with the huge benefit to be derived by employees and the organization but by increasing the beneficial gains to the training programs and keeping abridged on industry best practice.

Conclusions

The study concludes that Chevron Bangladesh's use of the Workday Enterprise Management Cloud has improved employee skill development. Employee skills and general training program satisfaction have significantly improved as a result of the platform's ability to deliver training more effectively and efficiently. These results highlight how crucial it is to incorporate cutting-edge technological solutions into human resource development to keep a competitive advantage in the market.

3.5 Recommendations and Implications

The following suggestions are put forth to further improve the efficacy of Chevron Bangladesh's training initiatives in light of the findings and analysis:

- **Increase Customization of Training**

The creation of highly customized training programs that fit particular job roles and individual learning preferences ought to be Chevron's top priority. Chevron can take advantage of adaptive learning technologies, which modify content and pacing according to real-time data and user performance, thanks to advances in artificial intelligence (AI) and machine learning. These technologies have the potential to increase employee engagement and effectiveness by providing customized learning opportunities that cater to their individual needs. Workday and AI-driven learning management systems (LMS) can be integrated, for example, to provide adaptive content that reacts dynamically to user interactions (Forbes, 2023).

- **Strengthen the Technical Assistance**

Chevron should make investments in cutting-edge support systems, such as chatbots and virtual assistants driven by AI that offer Workday users round-the-clock assistance, in order to handle and

reduce technical problems. By handling routine inquiries and troubleshooting, these tools can decrease downtime and increase user satisfaction. More complex issues can also be quickly resolved by creating a dedicated support team with expertise in Workday. Employee empowerment can be increased and reliance on technical support can be decreased by providing frequent refresher training and setting up an online repository of best practices and troubleshooting guides (TechCrunch, 2023).

- **Longitudinal studies in practice**

Future research should utilize longitudinal models in tracking the long-term effects of the training initiatives on worker performance and career development. These benefits, as well as immediate learning outcomes, should be measured using data analytics on a long-term basis. New advances in machine learning and data analytics could be implemented to predict trends in career development, as well as helping to model long-term effects of training. For example, marrying one's Workday to cutting-edge analytics software would make it more straightforward for the employee's development and to check whether the training is really working or not (Harvard Business Review, 2024).

- **Establish Robust Feedback Systems**

A formalized feedback loop that solicits employee input regularly and guarantees meaningful responses can also be set up to enable constant improvement. It can also encompass the use of advanced survey tools and sentiment analysis to gather and analyze, in-depth, employee feedback. Use employee engagement platforms and social listening tools to capture real-time feedback and surface new issues. Chevron should set up a feedback loop that gathers and acts upon data/dev to see real changes introduced by employees.

- **Leverage Interactive Features**

Workday interactive features, social learning tools, gamification, etc., shall help spur employee engagement. Chevron can further boost training like creating interactive scenarios and virtual simulations and offering peer learning to create an environment full of immersion and collaboration. More experiential and direct practice can be achieved through AR and VR training modules, more so in complex or high-risk areas of operations (Deloitte, 2024).

- **Integrate training across functions.**

It can be a supportive role for staff to develop their scope of skills in different positions by expanding the cross-functional training programs. Chevron should use Advanced Analytics to pinpoint skill gaps and innovations requirements so it can enhance these programs. Cross-functional seminars should include strategic- thinking activities and live simulations that can help build up leadership and analytic abilities. Besides, forming partnerships with external industry experts to provide specialized training can open opportunities for workers to enhance their flexibility (McKinsey, 2023).

By putting these refreshed recommendations into practice, Chevron Bangladesh will be able to further leverage Workday's capabilities in improving organizational performance, developing employee skills, and maintaining a competitive advantage in the marketplace. Accepting these developments will ensure that Chevron stays at the forefront of HRD and will continue to foster innovation and quality among its people.

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