

Project Report
on
Training and Development Process of Bank

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Letter of Transmittal

December 03, 2021

Md. Azmol Hossain
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Subject: Submission of Project Report on “Training and Development Process of Bank”

Dear Sir,

With due respect, I request to inform you that, I am a student of BBA, 42nd Batch & Department of DBA at Uttara University. I am very glad to submit you my project report prepared on **“Training and Development Process of Bank”**

I have given my best effort to prepare the report with relevant information that I have collected from various sources during my project program from 1st October to 25th November 2021.

I pray and hope that the mistake of the report may have, will be kindly excused. So I cordially request to you evaluating this report & enough kind to receive this report.

Sincerely yours

.....

Rafiquel Islam
ID: 2171011189
Program: BBA
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Student's Declaration

I declare that the Project Report on “**Training and Development Process of Bank**” includes the results of my own research works, pursued under the supervision of Md Azmol Hossain, Senior Lecturer, School of Business, Uttara University.

I also declare that the internship report is prepared for academic purpose only. This report is not submitted by others.

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Rafiqua Islam

ID: 2171011189

Program: BBA

Major: HRM

Department of Business Administration

Supervisor's Declaration

This is to certify that Rafiquel Islam a student of BBA, ID: 2171011189, has successfully completed his project report on “**Training and Development Process of Bank**” under my supervision for the partial fulfillment of the award of BBA degree.

He has done his job according to my supervision and guidance. He has tried his best to do this successfully. I think his program will help him in the future to build up his finer career.

.....

Md. Azmol Hossain
Senior Lecturer
Department of Business Administration
School of Business
Uttara University

Acknowledgement

With God, all things are possible; for he has made it possible by giving me the ability and strength to carry out this study. I say thank you Almighty Allah.

Works like this kind cannot be carried out without the help and guidance of an experienced person. I therefore wish to express my profound gratitude to Md. Azmol Hossain my supervisor for his suggestions, support, patience and constructive criticism throughout the research period.

Not forgetting the Lecturers and staff in the Department of BBA, School of Business, and Uttara University.

Lastly, to my parents, brother, sisters and friend who by their encouragement gave me the strength to carry on when all hope was lost. I say Allah Bless you all.

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Executive Summary

Training and development is considered as important tool make skilled in various field. Today's world of competition, it is impossible for a person who has little or no skills to survive. Business world is changing and increasing challenges everywhere. So training and development is needed to face these challenges. Human resource management is giving the hand for making the unskilled people skilled through providing effective training program. This report will present how well this organization design their training and development program for their employees. The purpose of this report is to explore the training and development process of the Agrani Bank Ltd. This report covers background research of the industry and organization where I have present their history or origin , methodology to show how I collected the data, human resource practice in Agrani Bank Ltd to present their practices and policies that are used for making better organization through skilled manpower, training and development process used in the organization in which it will show the practice of training process and objective of training program, what kind of materials they are going to use for training program, data analysis in which I have conducted a survey which respondents was the employees of that branch and interpret those data, in findings I have found some problems in the organization while designing training program, then I provide recommendation so that they can improve or solve those problem and create an effective training program and then I summarize the study to draw a conclusion. It provides the insight of the organizational internal training process and how to improve for more productive result. Each of the section helps to provide valuable information of the organizational training and development process

Introduction:

Human capital is an important asset for organizations under intense competition. Training and Development function enables human capital to unleash their dexterity. A profound training program acts as a vehicle to enhance employee skills and enable them to perform better in their job. Training and development is indispensable strategic tool for enhancing employee performance and organizations. It aims to improve employee's skills by making them learn new techniques of doing work. Thus, it helps updating their knowledge of doing work which results in increasing their efficiency and hence, results in increasing productivity of an organization.

Organizations can develop and enhance the quality of the current employees by providing comprehensive training and development. The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover. Bank is such a type of a financial institution with the intention of collecting society's surplus cash and giving a part of that as a loan to investors for earning a profit. Training is crucial not only to augment the efficiency but also to encourage the workers through letting them know how regarding the importance of their job along with providing the information which is needed to perform their jobs (Elnaga and Imran, 2013). Present study feels the importance of conducting a descriptive research to determine the effect of training and development on employees by giving special emphasis on the banking sector of Bangladesh.

Justification of the Study

- The study motivated to know about the training and development process of bank. This research helps to obtain detailed information on the trends and prospect of training and development activities in the banking sector of Bangladesh are quite extensive due to the compliance requirements. These training programs focus not only on increasing knowledge but also on transferring that knowledge to the job. However, the effectiveness with which training is transferred primarily depends on the motivation to transfer. There is extant research from recent years on the motivation to transfer training in different industries and in this sector. However, little is known about the motivation to transfer training in the banking industry of Bangladesh.
- The project topic is “Training and Development Process of Bank” According to the topic it is important to understand the training and development is incredibly vital for ensuring effectiveness of the employees in an organization. The organizations have stretched understood so as to their most precious asset is their human capital where many are convinced for the large investments in employee training and development. This study aims to investigate the significance of training along with development program and its benefits to employees and organization. It focuses on the relative importance of training and development program and their impact on the overall organizational success. The study has found that training and development program increase the skill, ability and intellectuality of the bank employees. The study also has proposed some suggestions related with the present field.
- The target of the research is to develop the research is focusing on the Training and Development scheme suitable for the banking organizations. Training and Development of the staff is one of the dynamic functions of the Human Resource Management which is helpful to increase capability & potentials of employees in an organization in the order to make them suitable & eligible for

the performing of duties and responsibilities in an organization. Training & Development function carries an imperative weightage in strategic management of the human resource in the organizations & every business is required to maintain a good scheme of the training & development strategy in the business in order to strive potential growth of the business.

Objectives of the Study

- 1) To determine the significance of training and development program on employees' performance.
- 2) To explore the relationship between training and development on employees' performance.
- 3) To pinpoint some guidelines for assessing the employees' performance.

Methodology of the Study:

According to the research “Benefits of Training and Development Program on Employees' Performance (Kumar et. al., Vol.5 (Iss.12): December, 2017]” the study was empirical in nature followed by descriptive research. A research design has been considered for carried out this descriptive study.

Collection of Data:

Both primary and secondary have been used in this study. The primary data have been collected through personal interview by using a structured questionnaire on 50 bank employees from some selected districts of Bangladesh. Secondary data was collected directly by the researcher from different secondary sources like annual reports of selected banks, related books, journals, articles, seminar paper, publications from national and international research institutions, report of

different financial institutions, public records and statistics, different research reports etc.

Sampling Design:

Stratified random sampling technique was used to collect data from the respondents. To collect response from the employees, The Agrani Bank Ltd. in Bangladesh was considered as per convenience of the study. A total of 50 respondents of both male and female were taken from Kushtia and Jhenaidah districts. There are 31 Agrani Bank branches situated in Kushtia (21) and Jhenaidah (10) districts (Annual Report, 2015). Out of 31 branches only 10 branches were selected for data collection where 5 branches were from Kushtia and 5 branches were from Jhenaidah. From each district 25 responses were collected separately.

Techniques of Data Analysis:

Selected parameters were used to analyze the application of training and development program of Agrani Bank Ltd. employees in Bangladesh. All data was processed through computer based Statistical Package for Social Science (SPSS) developed by Nie et al., (1975). Before feeding the data into computer, all data were converted into numerical codes and the details of these coding are recorded in a code book. For conducting this descriptive study, some statistical tools like such as frequency distribution, reliability test and regression analysis were carried out. Here, employees' benefit was considered as dependent variable and there were four independent variables (knowledge development, skill development, performance of the employees and further training improves employees' efficiency).

Conceptual Framework

Knowledge Development: This involves having the more experienced employees coach the less experienced employees (Devanna, Fombrun and Tichy 1984; McCourt and Eldridge 2003, 256; Torrington et al. 2005, 394 - 395). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al. 2005, 394 – 395). The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager.

Skill Development: Nadler (1984:1.16) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the on-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, off-the-job training examples include conferences, role playing, and many more as explained below in detail. Armstrong (1995) argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. Different organizations are motivated to take on different training methods for a number of reasons for example; (1) depending on the organization's strategy, goals and resources available, (2) depending on the needs identified at the time, and (2) the target

group to be trained which may include among others individual workers, groups, teams, department or the entire organization.

Benefits of Training Program:

Training: As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers (see e.g. Gordon 1992, Beardwell, Holden and Claydon 2004). This has yielded into a variety of definitions of training. For example, Gordon (1992, 235) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. According to McGhee (1996) training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge.

Development: Krietner (1995) development is “a systematic process of training and growth by which individuals gain and apply knowledge, skills and attitude to manage work organizations effectively”. Development perspective examines the current environment, the present state, and helps people on a team, in a department and as part of an institution identify effective strategies for improving performance. In some situations, there may not be anything “wrong” at the present time; the group or manager may simply be seeking ways to continue to develop and enhance existing relationships and job performance. In other situations, there may be an identifiable issue or problem that needs to be addressed; the Development process aims to find ideas and solutions that can effectively return the group to a state of high performance.

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2001) summarizes these benefits as below:

High morale – employees who receive training have increased confidence and motivations;

- Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;
- Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;

Help to improve the availability and quality of staff.

Figure 1: Proposed model of the study



Analysis and Findings

According to the research “Benefits of Training and Development Program on Employees’ Performance (Kumar et. al, Vol.5 (Iss.12): December, 2017]”- Field Survey

Table 1: Reliability Analysis of Data

Cronbach's Alpha	N of Items
.774	9

From table-1 we see that the Cronbach’s alpha value (α) was found 0.774, which was higher than the minimum acceptable level 0.70 suggested by nunnally (1978). Thus, the data has found reliable for the study.

Regression Analysis was carried out to determine the relationship between training and development and employees’ performance. A null hypothesis has been taken here:

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^d	.859	.846	.29369

Predictors: (Constant), You think further training is needed., Impact of training methods on skill, Impact of training on the performance of the employees, Training help knowledge development.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.639	4	5.910	68.517	.000 ^a
Residual	3.881	45	.086		
Total	27.520	49			

Predictors: (Constant), You think further training is needed., Impact of training methods on skill, Impact of training on the performance of the employees, Training help knowledge development.

Dependent Variable: From training program employees and organizations will be benefitted. From the ANOVA output it was found that the significance value

has come 0.000 which is less than p value (0.05) at 5% level of significance. For this, null hypothesis has been rejected and it has proved that there exists a significance relationship between Training and development program and employees' performance.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.090	.094		.956	.344
	Training helps knowledge development.	1.005	.318	.956	3.164	.003
	Impact of training methods on skill development	-.031	.076	-.035	-.413	.682
	Impact of training on the performance of the employees	-.033	.102	-.035	-.324	.748
	Further training improves employees' efficiency	.029	.300	.027	.096	.924
a. Dependent Variable: From training program employees and organizations will be benefitted.						

Tables 2, 3 and 4 represent the regression analysis. The analysis shows that the R-Square value is 0.859. It indicates that a good proportion of variation (86%) exists between the dependent variable is explained by the total variation of the 4 independent variables. From all the independent variables significant values of only **one** variable, like – training helps to knowledge development significant value are less than the P value 0.05. It indicates that “Training helps knowledge development” has a significant impact on the bank employees.

Respondents' demographic profile also has been summarized in this study through descriptive statistics which is shown in below:

Table 5: Distributions of the Respondents by Age

Age	Frequenc y	Percent	Cumulative Percent
26 Years to 30 Years	19	38.0	38.0
31 Years to 35 Years	15	30.0	68.0
41 Years to 45 Years	3	6.0	74.0
46 Years to Above	13	26.0	100.0
Total	50	100.0	

The frequency distribution and percentages of the respondents' age (in year) are shown in table

The majority of the banks employees, 19 belong to age group of 26-30 years, 15 bank employees belong to the age group of 31-35 years. It is also observed that a moderate number, 13, of bank employees are with age of 46 years and above. Only 03 bank employees belong to age group 41-45years.

Table 6: Distribution of the Respondents Gender

Gender	Frequency	Percent	Cumulative Percent
Male	45	90.0	90.0
Female	5	10.0	100.0
Total	50	100.0	

Of the 50 respondents in this study, 45 were male and 05 were female.

Table 7: Distribution of the Respondents by Experience

Experience	Frequen cy	Percent	Cumulative Percent
1 Years to 5 Years	31	62.0	62.0
6 Years to 10 Years	3	6.0	68.0

11 Years to 15 Years	4	8.0	76.0
16 Years to 20 Years	1	2.0	78.0
21 Years to Above	11	22.0	100.0
Total	50	100.0	

As shown in the table 7, the 11 or 22% of the respondents were highly experienced (more than 21 years to above). Majority 31 or 62% respondents have 1-5 years job experience, 3 or 6% have the experience of 6-10 years, 4 or 8% have experience of 11-15 years, and only 01 or 2% have the experience of 16-20 years.

Table 8: Distribution of the Respondents Education

Education Level	Frequency	Percent	Cumulative Percent
Masters and Above Degree	43	86.0	86.0
Bachelor Degree	5	10.0	96.0
SSC and HSC Pass	2	4.0	100.0
Total	50	100.0	

Data in table 8 shows that the majority of the bank employees, 43 or 86%, obtained master degree and above and 5 or 10 % have bachelor degree. Very few bank employees 2 or 4.0% are under graduate.

Future Forward

Several limitations came up while doing this study though it's expected that these limitations have not affected the process or outcome of the study. It's supposed that these limitations will be satisfied in the future research.

1. First, only 10 articles were reviewed to do this study. Clearly, there will be other Training and Development Process of Bank -related articles published in other journals. However, in mitigation of this limitation, the strength of the study is the ability to make comparisons with the findings of the earlier study of HR practices -related work conducted by other researchers.

By comparing the results of this study with those of other researchers, it has been identified with some certainty that the significant changes and trends that have occurred in the use of Training and Development Process of Bank.

2. Second, each article was classified based on the judgment of the authors. The fact-finding for classifying the articles in this study, the fundamental theories and research methods used could differ from the other researcher's perspectives. However, these differences are only minor and that the comparisons made of the results are accurate and that the changes and trends identified in the demand of Training and Development Process of Bank.
3. Information was not sufficient. It was hard to obtain some of the information from the websites.

Some of the theories and definitions don't get matched entirely with the present context of the economy and financial organization in Bangladesh. It gets matched partially instead.

Recommendation and Conclusion

Training is an important and imperative tool for the organization to restore the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. In this study we take the fact of observation that training leads to important benefits for employees and organizations. Throughout this study we can come to a point that it is very beneficial for the organizations to develop the employee development programs. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. So, for the organizations, it is also required to evaluate the success of employee training and development program. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. Thus, the implications of our proposed recommendations in the organization could bring a remarkable change in employees' performance which tends to organization efficiency and country's growth as well.

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Appendix I: Complication of objectives/purpose

Sl. No.	Objective/purpose/hypothesis
1	➤ The study motivated to know about the training and development process of bank. This research helps to obtain detailed information on the trends and prospect of training and development activities in the banking sector of Bangladesh are quite extensive due to the compliance requirements.
2	➤ The project topic is “Training and Development Process of Bank” According to the topic it is important to understand the training and development is incredibly vital for ensuring effectiveness of the employees in an organization.
3	➤ The target of the research is to develop the research is focusing on the Training and Development scheme suitable for the banking organizations. Training and Development of the staff is one of the dynamic functions of the Human Resource Management which is helpful to increase capability & potentials of employees in an organization in the order to make them suitable & eligible for the performing of duties and responsibilities in an organization
4	Objectives of the Study
5	1) To determine the significance of training and development program on employees’ performance.
6	2) To explore the relationship between training and development on employees’ performance.
7	3) To pinpoint some guidelines for assessing the employees’ performance.
8	➤ The study motivated to know about the training and development process of bank. This research helps to obtain detailed information on the trends and prospect of training and development activities in the banking sector of Bangladesh are quite extensive due to the compliance requirements.
9	➤ The project topic is “Training and Development Process of Bank” According to the topic it is important to understand the training and development is incredibly vital for ensuring effectiveness of the employees in an organization.
10	➤ The target of the research is to develop the research is focusing on the Training and Development scheme suitable for the banking organizations.

Appendix II: Complication of Methods used in the articles

Sl. No.	Methodology
1	Methodology of the Study:
2	According to the research “Benefits of Training and Development Program on Employees’ Performance (Kumar et. al., Vol.5 (Iss.12): December, 2017]” the study was empirical in nature followed by descriptive research.
3	Collection of Data:
4	Both primary and secondary have been used in this study. The primary data have been collected through personal interview by using a structured questionnaire on 50 bank employees from some selected districts of Bangladesh.
5	Sampling Design:
6	Stratified random sampling technique was used to collect data from the respondents. To collect response from the employees, The Agrani Bank Ltd.
7	Techniques of Data Analysis:
8	Selected parameters were used to analyze the application of training and development program of Agrani Bank Ltd. employees in Bangladesh.
9	

Appendix III: Complication of conclusions of the articles

Sl. No.	Conclusion
1	Training is an important and imperative tool for the organization to restore the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. In this study we take the fact of observation that training leads to important benefits for employees and organizations.
2	Throughout this study we can come to a point that it is very beneficial for the organizations to develop the employee development programs. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. So, for the organizations, it is also required to evaluate the success of employee training and development program. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. Thus, the implications of our proposed recommendations in the organization could bring a remarkable change in employees' performance which tends to organization efficiency and country's growth as well.