Internship Report
on
Training and Development Practices of Sonali Bank PLC

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Program: Bachelor of Business Administration

Major: HRM

Semester: Spring-2024

Sonargaon University (SU)

Submitted to:

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of

Bachelor of Business Administration



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Date of Submission: 11May, 2024

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On

Training and Development Practices of Sonali Bank PLC

Submitted to:

Md. Rasel Hawlader

Lecturer

Department of Business Administration

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Date of Submission: 11May, 2024

Letter of Transmittal

May 5, 2024

To

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Internship Report on Training and Development Practices of Sonali Bank Limited.

Dear Sir,

With great pleasure, right here I have submitted my internship report on **"Training and Development Practices of Sonali Bank Limited".** It has been a great gratification for me to have the opportunity to apply my academic knowledge in practical field. The theoretical knowledge is of on worth if it is not applied in reality. The report is prepared on the basis of the theoretical and practical learning from the three month internship program in Sonali Bank Limited (Malibag Branch).

I would like to cordial thanks to you for your support & statement of my works which made it easy for me as properly as supplied expertise of gaining knowledge in practical.

Sincerely Yours,

……

Emranul Abedin

ID:BBA2003021038

Program: BBA (HRM)

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Letter Of Approval

This is certify that Emranul Abedin, ID: BBA2003021038, BBA (HRM), is a regular student of Department of Business Administration, Sonargaon University. He has successfully completed his internship program at Sonali Bank Limited and has prepared this internship under my direct supervision. His assigned internship topic is "Financial Performance Analysis of Sonali Bank Limited". I think that the report is well-intentioned of fulfilling the partial requirements of BBA program.

…….……

Md. Rasel Hawlader
Lecturer
Department of BusinessAdministration
Sonargaon University (SU)

Acknowledgment

First of all I would like to categorical my gratitude to the Almighty Allah. This is my pleasure that I could successfully complete my internship report by the grace of almighty Allah.I want to convey my heartfelt respect and cordial thanks Md. Rasel Hawlader, Lecturer, Department of Business, Sonargaon University, Encouragement, Guidance, advices and valuable supervision. I am very lucky for getting the opportunity to prepare this report under his supervision and guidance. Without his instruction it was impossible for me to complete this report successfully.

Executive Summary

This study analyses how training and development programs affect the efficiency and effectiveness of a company's workforce. The study's primary objective is to highlight the fundamental arguments and evidence demonstrating how training and development programs bring impact on employee capabilities and how it contributes to the overall success of an organization. Through training and development initiatives, an employee's skills and knowledge are enhanced in the workplace. This study tries to investigate whether there is a substantial and strong relationship exists among the predetermined variables including training, development, productivity, and performance. The problem statement in the first chapter outlines the dynamic business environment and the crucial need for employee development and improvement. Businesses are becoming extended and thus, maintenance of them involves skilled and efficient human resources. Again, a business can achieve competitive advantages through exploiting human resources so, investing in employees of the bank might bring smooth functioning of the bank. Therefore, the increasing need for performing challenging tasks arise the need for training of the employees and planned development. The study has been conducted by following the appropriate methodology that provides the way of conducting this study. This is a descriptive study and outlines the impact of different variables. There are four variables among them "Training, and Development" are the two independent variables, and "Performance, and Productivity" are the two dependent variables. A quantitative approach has been adopted to explore the changes in the dependent variables due to independent variables. The information was compiled from primary as well as secondary sources. Questionnaires were developed consisting of close-ended questionnaires. The questionnaires also contain a Likert scale where each question is rated on a scale of 1 to 5. As the sample size of the study was 70 and seventy people were asked to fill out the questionnaires of the bank including different designated employees. Seventy questionnaires were filled and returned; they were considered as the input data of the research work. The data were extracted and also analyzed using the IBM SPSS Statistics version 29. Various statistical approaches, such as descriptive and inferential techniques are applied to analyze the data where the mean represents the central tendency of the data set. Standard deviation is calculated to find out the dispersion of the data from the central tendency. The calculation of the coefficient correlation represents how the variables are related to each other and to what extent they are related. Six hypotheses were developed to explore

the impact of independent variables. To verify the assumptions and investigate the expected results, regression analysis is conducted. The collected data were analyzed using the SPSS in this research where the statistical methods and tools are used to define the impact of the variables. Demographic information of the respondents is categorized and represented using frequency distribution in Table 1 which shows the gender, age, marital status, occupation, and experience. When evaluating the reliability of a scale, a value of Cronbach's Alpha is 0.952 to 0.699 indicating a trustworthy scale. The overall mean of the four variables ranges 3.8686 to 3.4971 and their standard deviation ranges 0.588 to 0.551. Then, a correlation matrix is developed, and its shows that there is a positive association among the variables. Regression analysis is performed to check whether the hypothesis is accepted based on the calculation of the value of R, R square, F value, and T value, P value, or rejected based on evidence. Here in the regression model, the R-value indicates the relationship of an independent variable with a dependent variable. The percentage changes in the dependent variables that can be attributed to the independent variables are shown by the R square in this study. By comparing the data to a model without independent variables, the F statistic reveals whether or not the regression model provides a better match. This test is used to assess the regression model's overall usefulness. In the regression model, the T value is the calculated difference in terms of standard error. T's magnitude raises the quantity of evidence against the null hypothesis. The regression model has concluded that all the hypotheses are accepted and the null hypotheses are rejected with appropriate evidence. The summary reveals that employee performance and productivity are strongly affected by the incorporated training and development initiatives of the bank. Following the findings, the study has proposed recommendations for the employers. The company should push for training and development strategies that are transparent and easily understood by employees. The training environment and training policies should be actively fostered by employers, managers, and decision-makers. The company should provide mandatory training for all employees to better acquaint them with the company's annual plan and objectives. Such initiatives can create a sense of deep knowledge about the company’s strategy and directions. The workplace should be made more amenable to knowledge transfer. They also need to allocate enough funds to training to enhance existing training programs.

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Chapter 1: Introduction

1.1 Background of the Study

Human factors play a crucial role in businesses to effectively execute the day-to-day operation and therefore involve the best possible way to better perform the jobs in the organizations. Training and development is a way of enhancing the technical know-how and competency gap of the employees that can enable them to function in a job easily and accurately manner. Every organization has competitive advantages through the appropriate exploitation of human resources (Armstrong and Taylor, 2020). To achieve such competitiveness, an organization usually focuses on building skilled, competent, and knowledgeable employees having market-demanded knowledge. It enables an employee's performance as he/she knows how to best approach a solution to a problem. Again, it provides economies of scale in terms of productivity in the respective workplace. Thus, every organization has put special emphasis on improving the human capital so that they can exploit the knowledge and expertise of the employees to gain efficiency in the performance and ultimately the larger market share of the industry.

Management of human resources is incomplete without a focus on training and development thus, focusing on the important human dimensions that help to update individual and group performance in the organization. The Department of Human Resources at an organization scrutinizes the overall KPIs of the employees and based on the observation, necessary training, education, learning, and development are provided to the respective employees. This study has concerned with the case of Sonali Bank Limited- their training and development approach and how they are identifying and improving the skill, competency, and knowledge gap. Again, this study has incorporated how the necessary training and development initiatives of Sonali Bank Limited will improve an employee's overall performance and productivity in the respective field.

1.2 Problem Statement

Organizations face several challenges when employees are to be trained and developed in a planned manner according to the organizations. Many firms struggle to make sure that their employees acquire the skills and information required to execute their jobs effectively, even while they invest heavily in training programs. This can lead to a range of issues such as low employee morale, high turnover rates, and reduced productivity. One of the key challenges in training and development is determining the most effective methods to deliver training. With so many different approaches to training available, it can be difficult to choose the right one for a particular

organization or job role. Some employees may prefer in-person training, while others may prefer online courses. Additionally, some training programs may be more effective than others, and to ensure they are getting a return on their investment, businesses must be able to monitor the performance of their training programs.

Another difficulty in developing and training employees is making sure that the training they receive is appropriate for their position and equips them with the necessary skills and knowledge. If the training is not relevant, employees may not be motivated to engage with the material, and the organization may not see the desired improvement in employee performance.

Finally, the cost of training and development can be a major challenge for organizations, particularly smaller ones with limited budgets. Finding cost-effective training solutions that are still effective can be a difficult balancing act. In summary, the key challenges in training and development include choosing the most effective training methods, ensuring training is relevant to the employee's job role, evaluating the success of training initiatives, and managing the productivity of the employees via training and development. Addressing these challenges can help organizations develop a highly skilled and productive workforce that can drive business success. Therefore, the following questions will be explored in this analysis:

1. What effects does training have on the performance and productivity of employees?
2. What effects does development have on the performance and productivity of the employees?
3. How do employee performance and productivity are related to training and development programs?
4. What are the most common approaches to training and development that improve workers' efficiency and output?

1.3 Research Objectives

The fundamental purpose of the research is to learn how training and development influence workers' performance and productivity on the job. The study preciously seeks to explore the following aims of the research-

1. To analyze how training has improved employees’ output in the workplace.

2. To explore how development has increased the performance and productivity of the employees.
3. To investigate the relationship between training & development and employee performance and productivity.
4. To explore how various forms of training and development might improve workers' efficiency and output.

1.4 Rationale of the Study

The research work is based on the training and development of the bank that has unveiled the interrelationship among the different variables relating to the effects of how productivity and performance are linked to training and development. The relationships have indicated how the different variables including the foundation training program are enhancing the output of the employees. However, this study has been conducted to benefit the employer as it will address the skill and knowledge gap, confidence and motivation, reduced errors, and improved quality of work. Again, the dynamic environment raises the question to build a skilled and competitive workforce for the bank that will be enhanced through this research.

1.5 Limitations of the Study

The study has got several limitations including time, money, and limited information. Apart from these, other limitations and challenges are identified. First, the research only looks at two factors—training and development—and their effects. Second, the views and attitudes of respondents when they fill out questionnaires are used to measure research factors and their effect on performance and productivity. Therefore, the data set may contain some unintended bias or inaccuracies. Finally, the small sample size is a weakness of the study because it only included 6 Sonali Bank offices.

Chapter 2: Literature Review

2.1 Training

Training is the process within organizations that aims to improve employee skills, knowledge, and performance (Bell et al., 2017). In business, "training" is commonly used to demonstrate the method through which workers are given the information and practice they need to carry out their duties successfully, while development refers to the method of getting workers ready for new tasks and career advancement. The benefits of training include improved job performance, productivity, engagement, retention, and organizational performance. Training programs can be delivered through various methods including workshops, classroom training, coaching, mentoring, on-the-job training, etc. (Noe et al., 2016). To make sure whether the training and development programs help the staff succeed, employers should first undertake a needs assessment to find out what they lack in terms of knowledge and expertise. (Okechukwu, 2017). When designing training and development programs, it is critical to ensure they are in line with both the organization's objectives and the employee's specific duties. It is essential to evaluate training and development programs in order to ascertain their efficacy and locate potential problem areas (DeCenzo et al., 2016). Measuring business outcomes like productivity, turnover, and customer happiness are just some examples of how training may be evaluated, along with pre-and post-tests, employee feedback, and more. In order to improve work performance, productivity, and the general well-being of an organization, training and development are crucial procedures that contribute to staff growth and development (Noe, 2010).

2.2 Development

Development focuses on helping workers improve in every way. It's the method via which supervisors and executives improve their abilities to do their current positions and take on new ones. The purpose of training is to increase proficiency and knowledge among employees. Development is an ongoing procedure that aids in the growth and improvement of an organization's workforce (Otoo and Mishra, 2018). 'Management development' or 'executive development' are common synonyms when discussing this concept in the context of managers and executives.

In business, the process of improving an employee's knowledge, skills, talents, and competencies for future to increase performance, productivity, and career advancement within a company is referred to as employee development. It entails a range of initiatives, programs, and activities intended to assist staff members in growing their potential and gaining new abilities. The scope of

employee development covers a wide range of areas where employees' skills are furnished with developmental programs. By providing job-related coaching and mentoring facilities, employees get appropriate knowledge of how to efficiently perform an assigned task (Anwar and Shukur, 2015). Besides, employees are assigned a challenging task that enhances new skills, and knowledge of employees. So, involving employees in developmental projects and assignments is beneficial for both the organizations and its employees. Sometimes, the jobs of the employees are rotated and the scope of the work is widened by the company which motivates employees to learn more and gain critical insights about the jobs (Ismael et al., 2021). Job rotation and enlargement are the two most important skills that play a crucial role in employee development.

In addition to these factors, employee performance management aids in analyzing the current and desired levels of employee performance, as well as any gaps between the two. Performance management in the organization nowadays helps to overcome the performance gap and skill gap (Abogsesa and Kaushik, 2017). Thus, it provides feedback on performance based on the previously assigned jobs. To overcome such difficulties and challenges, employees are provided with professional training that includes e-learning and educational training.

2.3 Employee Training and Development

In Strategic Human Resource Management (SHRM), the initiatives of training and development (T & D) play a crucial role in aligning the human resources of an organization with its strategic objectives. Training and development in SHRM focus on developing employees' skills and knowledge to enable them to affect to the long-term goals hold by the organization (Delery and Roumpi, 2017). It enhances employee skills and knowledge that provides them with insights about how to approach a particular solution. Programs that include training and development are designed to enhance the skillset and knowledge base of an employee, allowing them to contribute more effectively to the organization's strategic objectives. This includes developing technical, leadership, and interpersonal skills.

Training and development also help in succession planning so that the top authority is filled with experienced, skilled, and well-prepared employees. Programs of training and development are used to identify and develop future leaders within the organization, ensuring that there is a talent pipeline for critical positions (Dachner et al., 2021). Building and nurturing a learning organization is another factor fostered by training and development programs. It helps build a culture of

continuous learning, where employees are encouraged to seek out opportunities to develop their skills and knowledge.

Training and development efforts are implemented to support change management culture in the organization (Armstrong, 2020). Employees are usually resistant to the changes and they may defend the changes incorporated in the organization. The efforts of training and development are useful to support organizational change initiatives by helping employees adapt to new processes, procedures, and technologies.

Effective training and development in SHRM require a deep understanding of the organization's strategic objectives, the skills and knowledge needed to achieve those objectives, and the employees' current and future capabilities (Habib et al., 2015). SHRM can help to create a competitive advantage for the organization through its human resources if the efforts of training and development are aligned with the strategic objectives of the organization.

2.4 Productivity and Performance

Research confirms the efficacy of training and development programs in boosting workers' productivity. Many companies provide their staff with numerous possibilities for professional development, including both in-person training and online training. According to Engetou (2017), apprenticeship arrangement for freshers, management training of the company, mentoring programs by supervisors, new employee training, sales training, etc. are some of the most prevalent forms of training and development that is offered to an employee. Within a business, improving employee performance and productivity is mostly accomplished via such initiatives by the organization.

Equipping an employee with training programs provide employees with opportunities to gain expertise in areas directly related to their jobs. Employees that possess the essential abilities and information do their jobs more effectively and efficiently, which raises production and productivity. So, enhancing knowledge and skills are the core values of the training programs (Rodriguez and Walters, 2017).

An increase in confidence occurs due to the result of such initiatives for the staff. The employees of an organization become more motivated and effective at work when their knowledge and skills

are improved because they feel more equipped to handle their obligations through such initiatives (Younas et al., 2018).

Adaptation to technological advancements made the impact sharper and more concrete. Technology is always changing in today's quickly changing workplace. Employees benefit from training and development programs that keep them abreast of new technical developments and teach them how to use them to their advantage in the workplace. Employee productivity, competitiveness, and quality of work are all boosted by these initiatives at the organization (Jeni and Al-Amin, 2021).

Collaboration and Knowledge Sharing is other conquering aspect of the training and development initiatives. Interactive sessions and workshops are a common part of training and development programs that allow staff members to contribute their insights and expertise (Karim, 2019). Encouraging staff members to share knowledge and cooperate to accomplish shared objectives, promotes a culture of cooperation and teamwork inside the business. Performance and productivity both rise as a result of improved teamwork.

Increased job satisfaction attracts employees to sustain in the organization. When given training and growth opportunities to the employees, they feel appreciated by the company. As a result, people feel more satisfied in their jobs since they know that their personal and professional development is valued. Employee satisfaction increases the likelihood that they will be motivated and productive at work (Bell et al., 2017).

T & D involves in employee retention as it aims to foster morale and reduce absenteeism at the workplace. By providing training and development opportunities, an organization shows its dedication to its staff members' professional development. A corporation that supports its employees' professional growth will retain more of its workforce (Asfaw et al., 2015). Reducing the time and resources required for hiring and onboarding new staff, happens in less turnover that increases productivity.

2.5 Research Gap

There have been many studies done on how T & D affects the output of the employees, but there are still many unanswered questions that need to be explored. Some of these gaps are identified to provide the scope for further conduction of research work.

While numerous studies (Abogsesa and Kaushik, 2017; Karim, 2019; Anwar and Shakur, 2015; Younas et al., 2018) have demonstrated the favorable effects of T & D on worker performance and overall output, additional investigation is necessary to explore the long-lasting benefits of such initiatives.

While many studies (Asfaw et al., 2015; Ismael et al., 2021; Engetou, 2017) have looked at the positive effects of the programs relating to training and development on individual employees' performance, not nearly as much attention has been paid to how these initiatives affect the overall effectiveness of an organization's operations.

Lack of research is still prevailed on the effects of training and development programs on "soft skills" like communication, leadership, and teamwork, even though many studies have focused on the effects of training programs and development programs specifically on the technical skills of the employees.

Overall, further research should be carried out relating to the impact of training and development on various aspects of employee and organizational performance, as well as the long-term impact of these programs should be covered. This will help organizations design more effective training and development programs that can contribute to their overall success.

Chapter 3: Methodology

3.1 Research Design

In business research, the term “research design” implies that it is an outline of how the research will be conducted following certain methodologies and approaches to get the desired outcome. Taking a methodical and organized approach, the research design process lays the groundwork for the collection of data and analysis of them appropriately (Bell et al., 2022). The procedure is crucial to guaranteeing the study's validity, reliability, and the production of useful data. It allows the researcher to define what types of study or approach should be suitable to extract the outcome. Several research approaches are incorporated to conduct the study and they are descriptive, experimental, causal, and exploratory (Hair et al., 2019).

This study followed a descriptive approach to investigate the impact. This research approach usually refers to the investigation of the impact and followed a structured methodology (Saunders and Tosey, 2015). The correlation coefficient is usually used in this research approach to explore the relationship.

Again, a quantitative approach to data analyses was incorporated to find out the association among the variables. Numerical data were extracted from the Likert scale and the data were analyzed to extract the evidence for and against the hypotheses. Hypotheses were formulated to test whether there is a relationship among the variables. The hypotheses were tested using the regression model.

3.2 Sources of Data

The data as the input of the study are of two major forms; primary sources which are first-hand data and secondary sources which are already established data. According to Gupta and Gupta (2022), the collection of primary data refers to the data that are usually collected from the respondents as first-hand data using questionnaires, interviews, surveys, observations, etc. These data usually do not exist in any other sources rather they are collected by the researcher or on behalf of the researcher. The secondary sources of data are the data that already exist in published sources or journals. They are already collected, analyzed, and interpreted by the researcher to get the desired outcomes.

3.2.1 Primary Sources of Data

The data were collected through a survey which is a questionnaire consisting of several research questions to gain insights from the employees of the bank. The questionnaire includes the Likert scale and close-ended questions. Each variable in the questionnaire contains four questions that

are rated by the respondents. Besides, interviewing the employees of the bank enhanced the research work.

3.2.2 Secondary Sources of the Data

The collection of the data involves books, related articles, journals, magazines, websites, etc. The articles that are published in google scholar relating to T & D are studied to support the secondary data sources. In addition, books related to research methodology were crucial sources to support the data sources.

3.3 Sampling Plan

3.3.1 Target Population

The target population consists of the employees of Sonali Bank Limited who will be receiving training and have already received training. The total number of employees in Sonali Bank Limited is 18115 and they all are included as the target population of the study.

3.3.2 Determination of Sample Size

Convenience sampling does not involve any recommended or standard sample size requirement, as it is a type of non-probability sampling. However, the study involved multiple regression analysis that requires the following formula to identify the required sample size. According to Green (1991), the required sample size for the multiple regression analysis should be determined using the following formula, $N > 50+8m$

Where m is the independent variable (predictors)

Here, 2 independent variables are causing the sample size to be 66, the required sample size for the study is 66 or more.

3.3.3 Sampling Technique

The questionnaires were distributed to the employees of the bank in a non-random manner which is referred to as no probability sampling. Participants in non-probability sampling are chosen for the study in a non-random fashion. Each person in the population does not have a known chance of being included in the sample when using non-probability sampling methods, as opposed to probability sampling (Hair et al., 2019).

Under the non-probability sampling method, convenience sampling was followed to collect data. In this approach, individuals are chosen based on their ease of access. Though quick and easy, this

method may not be representative of the population as a whole due to people's propensity to self-select.

3.4 Instrument Design

A questionnaire was designed and developed that is consist of two main sections- demographic information and research-related questions. A Likert scale was developed to rate the research-related topic in the questionnaire. The research-related questions were subdivided into four categories- training methods, development methods, performance, and productivity. Under each category, there are four to five questions related to the variables. The Likert scale ranges from 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree, and 5 is strongly agree.

3.5 Theoretical Framework

The study has four variables that include Training, Development, Performance, and Productivity. Training, and Development are the two independent variables and Performance, and Productivity is the two dependent variables. A framework has been developed below:



3.6 Hypotheses Development

3.6.1 Set One Hypotheses

H0: There is not a significant relationship between employees training and employee's performance.

H1: There is a significant relationship between employees training and employee's performance.

H0: There is not a significant relationship between employees' development and employee's performance.

H2: There is a significant relationship between employees' development and employee's performance.

3.6.2 Set Two Hypotheses

H0: There is not a significant relationship between employees' training and employee's productivity.

H3: There is a significant relationship between employees training and employee's productivity.

H0: There is not a significant relationship between employees' development and employee's productivity.

H4: There is a significant relationship between employees development and employee's productivity.

3.7 Methods for Data Analysis

Descriptive and inferential statistical methods were employed to examine the information gleaned from the questionnaires. To summarize and present information clearly and concisely is the focus of descriptive statistics which is a subfield of statistics. These statistical measurements help a researcher characterize and interpret the most salient features, trends, and patterns in a dataset. In business research, percentiles, frequency distribution, dispersion of the variables, central tendency, etc are covered as outlining descriptions of the dataset (Bell et al., 2022).

In contrast, the purpose of inferential statistics is to derive data about a broader population from a sample of that group. The data from the sample is analyzed statistically to conclude the wider population from which it was obtained. Hypotheses, regression models, ANOVA, etc. tests are performed in inferential statistics to conclude a larger population.

Data gathered from the questionnaires were analyzed by incorporating different statistical tools including frequency distribution, mean, standard deviation, and correlation coefficient, regression analysis to outline the impact and desired results. The statistical calculations were performed using SPSS Version 29.

Chapter 4: Company Profile

4.1 History of SBL

When it comes to banking in Bangladesh, few institutions can compare to Sonali Bank Limited, a commercial powerhouse that serves consumers, businesses, and the government alike. It was founded in 1972 and has since grown to become one of the country's largest state-owned banks. Sonali Bank has made important contributions to Bangladesh's economic growth thanks to its dedication to quality and client happiness. After the liberation war of Bangladesh, SBL was established under the Nationalization Order, 1972 which is also the presidential order to incorporate private banks into the public. SBL was established by incorporating the then banks named Premier Bank, Bank of Pakistan, and Bank of Bahawalpur.

The company- SBL was registered under the registrar as a public limited company on June 3, 2006, and the company has recently changed its name to Sonali Bank PLC. Being a public limited company, the bank started its operation on November 15, 2007. Prior to that, the bank's ownership was not 100% owned by the government rather it was distributed among the shareholders.

4.2 Key Information of SBL

Currently, the company's chairman is Mr. Ziaul Hasan Siddiqui who is prominent in directing the banking sectors. Besides, the other most crucial position of the bank is the managing director which is held by Mr. Md. Afzal Karim, supported by deputy managing director Mr. Niranjan Chandra Debnath. The company's secretarial position is filled up by Mr. Mr. Tauhidul Islam who is a prominent and certified company sectary having vast experience in banking. The company started its journey with a paid-up capital of Taka 4530.00 Crore and authorized capital of Taka 6000.00 Crore. The company provides employment opportunities to 18,115 employees.

4.3 Vision, Mission, and Strategic Objectives of SBL

4.3.1 Vision

"Globally prominent, socially responsible, market-leading financial organization" is the vision that the bank strives for in its future.

4.3.2 Mission

With the goals of improving people's lives, benefiting stakeholders, and fostering the country's economic growth, we're committed to offering a wide selection of high-quality items that address a variety of demands.

4.3.3 Strategic Objectives

1. More effort should be made to reach the underserved and unbanked citizens of the country by expanding existing pilot programs that bring banking services to those areas.
2. Achieving competitive advantage by reducing costs relative to rivals.
3. Maintaining our industry-leading status through dedicated service to our clientele.
4. Putting money into the economy's main drivers and top priorities.
5. Using new technologies to continuously improve the services that we provide to our customers frequently.
6. Providing outstanding service to the cause of the world's poorest regions and communities.
7. Increasing the proportion of low- and no-cost deposits relative to total deposits, so enhancing the deposit mix, and ensures the financial health of the organization.
8. Strengthening excellent corporate culture, a culture of motivation and leadership, proper training, and supervision at all levels to maintain competitive advantages of management is step eight. It is in the process of bettering corporate governance.
9. Creating an efficient system for the human resource to attract and retain the best talent, and to develop that talent into fully functional human capital through comprehensive education and experience in all facets of the workplace.
10. Tend to increase financing for small and medium-sized businesses, microfinance institutions, and women business owners based on demonstrated need, as well as diversify investment across industries, sizes, economic goals, and locations.
11. Costs should be minimized throughout the board, and revenues should be maximized by offering a wide range of high-quality products and services.
12. Establishing a robust control environment and a culture of sound compliance within the Bank in ensuring a strong internal control and compliance culture.
13. Protecting the Bank's assets and the interests of its depositors and other stakeholders through the implementation of a culture of sound and effective risk management.
14. Make sure the government's exchequer and transactions (government receipts and payments) get the attention they deserve so that the economy can expand as planned.

4.4 Main Functions of SBL

4.4.1 Financing in Trade and Business

SBL provides a variety of financing options including trade and business to stimulate economic activity across a variety of sectors. Credit to Business, Overdraft, Loans for housing (Urban), Loans for housing (Commercial), Loans for cars or transportation, Brickfield/Gold Ornament Loans, FDR/DPS/SDS Loan, etc. are some of the available credit options are served to the business.

4.4.2 Banking Service for Individuals

With its professional workforce and the country's largest network of over 1226 locations, SBL offers its clientele a comprehensive suite of retail banking options for individuals. The quickest local and international remittance services are available through SBL. T.C. and Taka drafts can be used to send money abroad. Sonali Bank Limited's normal operations include the maintenance of savings and checking accounts, the issuance of pay orders, demand drafts, mail transfers, telegraphic transfers, etc.

4.4.3 Forms of Deposit

SBL provides numerous options for customer deposits. Here is a list of them: Term Deposit Scheme (TDS), Sonali Bank Millionaire Scheme (SBMS), Triple Benefit Scheme (TBS), and Rural Deposit Scheme (RDS).

4.4.4 Agricultural Loans

SBL offers low-interest, unsecured loans to farmers so that the country can become self-sufficient in food production under the national agricultural policy.

4.4.5 Microfinancing

Sonali Bank Limited manages more than twenty microcredit-related initiatives, such as (Corp, Shrimp culture, Women development, and Poverty Alleviation), the Rural Livelihood Project (RLP), the Daridro Bimochon Shahayata program, etc.

4.4.6 Banking and Financing for SMEs

Financial support for SMEs is given top priority by SBL to alleviate poverty. SBL is trying to better the lives of women and poor business owners by instituting a priority-based Small and Medium-Sized Enterprise (SME) financing policy.

4.4.7 Financing for Industry

To promote the creation of jobs, the deployment of resources, the growth of GDP, and the development of industry across the country, SBL provides long-term financing and working capital loans to businesses of all sizes, from mom-and-pop operations to multinational conglomerates. Credit schemes such as the scheme for Cottage industries, and Small Industries, and Industrial Financing where large investments are required often offered by Sonali Bank, and the Financing Large Scale Industries through Banks' Consortium are among the most prominent.

4.5 Organogram of SBL

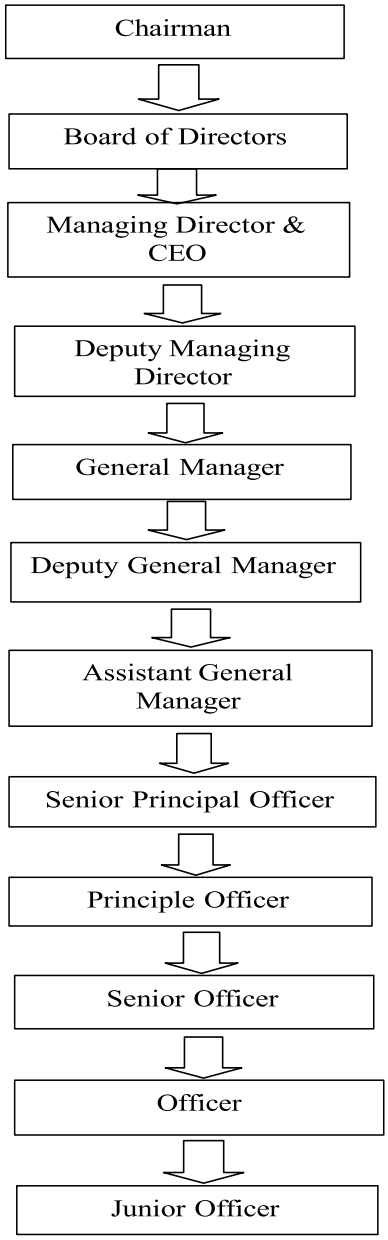


Figure 1: Organogram of SBL (Adopted from the company website)

The chairman is the very top-level authority in SBL. The chairman is also the chairperson of the board of directors of SBL which consists of an executive committee, audit committee, and risk management committee. The Board of Director's Chairman (or the Chairman of any committee constituted by the Board or any Director) shall not participate in the management or conduct of Bank business. Instead, he visits branches of regulated banks and investigates funding operations

on behalf of the Board. The chairman of the board of directors of a bank can initiate an investigation into the bank's activities or seek information about those activities. He presents the results of his inquiry or any other relevant data to the Board or the Executive Committee at their next meeting, where appropriate action is taken.

To make speedy decisions on critical topics and carry out normal work in between Board meetings, an Executive Committee has been constituted with Directors. The Executive Committee at Bangladesh Bank operates following the mandate set forth by the Board of Directors.

The Board of Directors subcommittee on auditing, known as the Audit Committee, always follows the Bangladesh Bank's guidelines. And they aid in the establishment of internal control mechanisms that provide an accurate and impartial picture of business operations. Whenever a significant cyber risk, threat, incident, or update is detected, the Board's top risk profile is updated and presented for evaluation to the Risk Management Committee.

The CEO & Managing Director of SBL supervises all the work of Deputy Managing Directors. He is responsible for the execution of all of the banking operations and reports to the BOD. The Deputy Managing Directors supervise the work of General Managers at different divisions of SBL. General Managers oversee divisional branches and offices through Deputy General Managers. Deputy General Managers supervise the day-to-day banking operations through Assistant General Managers and Senior Principal Officers. Senior Principal officers sometimes act in charge of the branch where the GM/AGM is absent. However, the general banking activities are performed by all the latter positions including Principal Officers, Senior Officers, Officers, and Junior Officers.

Chapter 5: Data Analysis and Findings

5.1 Demographic Data of the Respondents

The questionnaires were distributed to the respondents and their demographic data including gender, age, marital status, education level, occupational status, and experience were extracted from their responses. The demographic data of the respondents have been summarized using frequency distribution in the following table.

Table 1: Frequency Distribution for the Demographic Data

Sequence	Demographic Item	Frequency	Percent	Cumulative Percent
	Gender			
a)	Male	45	64.3	64.3
b)	Female	25	35.7	100
	Age			
a)	Less than 30	37	52.9	52.9
b)	30-40	16	22.9	75.7
c)	40-50	13	18.6	94.3
d)	Above 50	4	5.7	100
	Material Status			
a)	Single	29	41.4	41.3
b)	Married	41	58.6	100
	Education Level			
a)	Graduation	27	38.6	38.6
b)	Masters	43	61.4	100
c)	Others	0	0	100
	Occupational Status			
a)	Officer	27	38.6	38.6
b)	Senior Officer	24	34.3	72.9
c)	Principal Officer	07	10.0	82.9
d)	Senior Principal Officer	09	12.9	95.7

e)	Manager	03	4.3	100
	Experience			
a)	Less than One Year	30	42.9	42.9
b)	2-3 Years	09	12.9	55.7
c)	4-6 Years	04	5.7	61.4
d)	6-above	27	38.6	100

a) Table 1 displays the distribution of Sonali Bank Limited's survey respondents by "gender". Participants include 45 males (64.3%) and 25 females (35.7%). It indicates that females are also increasing their participation compared to males in the banking industry and receiving training to upgrade themselves.

b) Table 1 shows that among those who answered the "age" question, 52.9 percent were under the age of 30, followed by 22.9 percent aged 30 to 40 and 18.6 percent aged 40 to 50, and finally 5.7 percent aged above 50 years.

c) Table 1 displays the marital status of all employees: 29 (41.4%) are single while 41 (58.6%) are married.

d) Table 1 shows that out of the total number of respondents, 61.4 percent have a Master's degree indicating 43 employees did their Master's. Again, the rest of the 38.6 percent or 27 employees have graduate degrees.

e) According to Table 1, the vast majority of the respondents are officers. There are 27 (38.6%) officers, 24 (34.3%) senior officers, and 7 (10%) principal officers. Besides, there are 9 (12.9%) senior principal officers and 3 (4.3%) managers who were assisted in the study.

f) In terms of experience, in Table 1, 30 employees (or 42.9%) have less than one year of experience, 9 (12.9%) employees have 2-3 years of experience, just 4 (5.7%) have between four to six years of experience, and 27 (38.6%) have more than six years of experience.

5.2 Reliability Analysis

Reliability analysis is a method of investigating the characteristics and properties of the scales that demonstrate the data. The study aimed to collect data from 70 participants, and they received 70 questionnaires that were determined to be of sufficient quality for statistical analysis. This level of participation allowed for sufficient data collection to conclude the impact. In reliability analysis, Cronbach's Alpha was calculated as it shows the tool's reliability based on the responses of

respondents. The value closer to 1 is more trustworthy compared to the value closer to 0. Therefore, the measurement scale of data can be regarded as consistent and trustworthy when the reliability values of questionnaire items exceed the alpha value. The SPSS version 29 of the Statistical tool is used for the analysis. Cronbach's Alpha value that supports the reliability analysis is shown in the following table-

Table 2: Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Training Methods	5	0.909
Development Methods	5	0.922
Performance	6	0.952
Productivity	5	0.699

The Alpha value in Table 2 indicates the internal consistency of the data that have been collected. A higher Alpha value implies that the data are reliable to conduct the study. The coefficient of reliability is satisfactory. Table 2 displays the compatibility of the specified variables with the reliability tests via their reliability values, which range from 0.952 to 0.699 and are thus near to the value 1. Thus, the scale is both accurate and trustworthy.

5.3 Descriptive Statistics

Statistics were calculated to provide a descriptive overview of the data, including means and standard deviations for each variable and responder. Calculated means represent respondents' median levels of agreement and disagreement. In contrast, standard deviation measurements are used as a primary indicator of dispersion. Here is a table with the results of some mean and standard deviation calculations:

Table 3: Rates of Training and Development Types on Employees' Performance and Productivity

Sections	Descriptions	Mean	SD
Training Methods	On-the-job training	3.79	0.946
	Off-the-job training	3.77	1.010
	Orientation and induction	3.64	0.933
	Foundation training programs	3.69	1.136
	Technical training programs	4.17	0.680

Development Methods	Behavioral & Self-assessment Programs	3.59	1.028
	Scheduled Effective Feedback	3.67	0.847
	Enhancement & Job Satisfaction Program	3.57	1.162
	Development Of Leadership Traits	3.10	1.298
	Job Rotation & Challenging Job Transfers	3.56	1.016
Performance	Effectiveness	3.76	0.859
	Efficiency	3.67	0.959
	Economy	3.97	0.742
	Quality	3.86	0.856
	Applications	3.99	0.876
	Cost	3.46	1.017
Productivity	Improved Quality of products and services	3.81	0.889
	Fewer Defects, Failures & Malfunctions	4.10	0.965
	Reduction of Staff Turnover & Absenteeism	3.46	1.138
	Good Customers Service	3.96	0.806
	Improved Employees Behavior	4.01	0.771

Table 3 shows how respondents ranked the importance of the questions relating to the programs of training and development to their organization's performance and productivity. The above table 3 has noticed the following observations:

a) **Training Methods:** From Table 3, there is a large mean of 4.17 possessed by the “technical training programs”. It has a standard deviation of 0.680. The second highest mean in the independent variable- training is "on-the-job training" which has a mean value of 3.79 and a standard deviation of 0.946. The mean value of the "Training Methods" ranges from 4.17 to 3.64 and the standard deviation ranges from 0.680 to 1.136. So, the data collected through the questionnaires shows an impact on the performance of the employees in the bank, thus, there has an impact due to the independent variable “Training Methods”. According to the data, the vast majority of people polled believe that training improves staff productivity and performance.

b) **Development Methods:** The value of mean and standard deviation for “Scheduled Effective Feedback” are respectively 3.67 and 0.847 which is the highest in terms of mean. The mean for the “Behavioral and Self-Assessment Programs” is 3.59 which is the second highest and the standard deviation for it is 1.028. According to the respondent’s data, the vast majority of people asked believe that development in professional skills and knowledge has a positive effect on work output.

c) **Performance:** This is a dependent variable having the highest mean of 3.99 for the "Application" and the standard deviation of it is 0.876. The element of criterion-based including “Economy” has the second-greatest mean 3.97 and a standard deviation of 0.742. The mean for “Cost” is 3.46 and the standard deviation is 1.017, making it the lowest-scoring category. According to the data, most respondents believe that within the organization programs relating to training and development have a positive effect on the performance of the employee.

d) **Productivity:** It is a dependent variable having “Less defects, failure, and malfunctions” has the highest mean value of 4.10 and the value of standard deviation is 0.965. With a mean score of 3.81 and a standard deviation value of 0.889, the frequency of “Improved Quality of Product and Services" is at its lowest. According to the data, the vast majority of people interviewed agree with the statement that both the independent variables training and development have substantial and positive effects on the dependent variable “productivity”.

Table 4: Overall Means and Standard Deviation for Training, Development, Performance, and Productivity

Variables	Means	Standard Deviation
Training Methods	3.8114	0.551
Development Methods	3.4971	0.767
Performance	3.7833	0.578
Productivity	3.8686	0.588

The overall mean and standard deviation of all the variables were calculated using SPSS software. The overall mean of the independent variable “training methods” is 3.8114 and the overall standard deviation of it is 0.551. The overall mean of “development methods” is 3.4971 which is less than the other independent variable “training methods”. Again, the overall standard deviation of the

"development methods" is 0.767 which is higher than the "training methods". It indicates that there is a large dispersion in the data set compared to training methods. Descriptive data show that the programs relating to training and development have a considerable effect on improving performance. As the value of the mean for the first dependent variable- employee performance has surpassed the mean value of the two independent variables- training, and development, it may be concluded that training and development initiatives of the bank have a significant impact on employee performance.

5.4 Pearson's Correlation Coefficient

According to Patten and Newhart (2017), Pearson's correlation coefficient (r) quantifies the degree to which two variables are linked. Researchers frequently employ this technique to understand the impact of independent variables on dependent ones. Usually, the researcher tries to find out if the value of the correlation coefficient between the two variables, which could be anywhere from -1.0 to +1.0, is statistically significant at the 1% or 5% level.

Table 5: Correlation Matrix

Variables	Training	Development	Performance	Productivity
Training	1			
Development	0.266	1		
Performance	0.311	0.446	1	
Productivity	0.368	0.394	0.608	1

The independent variables-Training, development, and the dependent variables- performance, and productivity were all shown to have positive correlations in Table 5. Table 3 shows the relationship between employee performance and various forms of training and development. From the above table, the following observation has been noticed:

a) "Performance" and "Productivity" has the highest correlation (r= 0.446, p<0.01) in the matrix. The second highest correlation in the above matrix is "Performance" and "Development" having r=0.446, p<0.01. The third highest correlation in the matrix is between "Performance" and "Training" having r=0.311, p<0.01. These correlations among the variables are positive and thus indicating a positive impact on the dependent variable.

b) “Productivity” and “Performance” has the highest correlation in the matrix having r=0.608, p<0.01. The second highest correlation is between "Productivity" and "Development" where the value of r is 0.394, p<0.01. The third highest correlation in the matrix is between “Productivity” and “Training” having the value of r is 0.368, p<0.01. These correlations among the variables indicate that there is a positive correlation with the dependent variable.

5.5 Regression Analysis (Hypothesis Testing)

According to Patten and Newhart (2017), regression analysis is a tool that follows a statistical method for determining the strength of correlations between independent and dependent variables. The research here uses regression analysis to check the hypotheses.

Table 6: Model Summary for Training, Development, and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489[a]	.239	.216	.51134
a. Predictors: (Constant), Development, Training				
b. Dependent Variable: Performance				

In Table 6, R square is the value for the coefficient of determination that demonstrates the changes in dependent variables (i.e., Performance) that occurs due to independent variables (i.e., Development, Training). From Table 6, it has been concluded that 23.9% of variation will cause changes in the dependent variable- "Performance" due to the change in the two independent variables- "Training" and "Development". The R square in Table 6 has demonstrated such changes are possible due to the changes in "Training" and "Development" considering the standard errors of 0.51134.

Table 7: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.501	2	2.750	10.519	<.001[b]
	Residual	17.519	67	.261		
	Total	23.019	69			
a. Dependent Variable: Performance						

b. Predictors: (Constant), Development, Training

From the ANOVA table 7, the value of *p* is less than 0.001 which indicates that the variables have got significant relationships between the independent variables- "Training, and Development" and the dependent variable- "Performance". This implies that the model has got more systematic variation than unsystematic variation and it is fit for further conduction of the study.

The independent variables predict the "performance" as the value of F (2, 67) = 10.519, p<0.01 which indicates that the two factors "Training, and Development" have an impact on the "Performance".

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.925	.464		4.151	<.001
	Training	.217	.116	.207	1.976	.041
	Development	.294	.083	.391	3.535	<.001
a. Dependent Variable: Performance						

Here, in Table 8, the coefficient is calculated to determine the impact of each of the variables on the dependent variables. Unstandardized beta is calculated to determine the impact on dependent variables, for example, every one unit increase in "training" will increase "performance" by 21.7%. Also, one unit increase in "development" will increase the "performance" by 29.4%. However, the results reveal that "training" has a positive impact on "performance" (B=0.217, t=1.976, p=0.041).

The unstandardized beta coefficient (B) measures the strength and direction of the association between the training of employees and their subsequent job performance. The unstandardized beta value in this situation is 0.217, suggesting a favorable association between training and performance.

The t value in Table 8 is used to determine the significance of the relationship. It is used to collect evidence against the null hypothesis. Here, the t-value is 1.976 and the p-value is 0.041 suggesting the null hypothesis to be rejected and thus, H1 is accepted.

Table 8 also represents that "development has a significant impact on the "performance" (B=0.294, t=3.535, p=0,001), therefore, H2 is supported and the null hypothesis is rejected.

Table 9: Model Summary for Training, Development, and Productivity				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.230	.207	.52342
a. Predictors: (Constant), Development, Training				
b. Dependent Variable: Productivity				

In Table 9, R square is the value for the coefficient of determination that demonstrates the changes in dependent variables (i.e., Productivity) that occurs due to independent variables (i.e., Development, Training). From Table 9, it has been concluded that 23% of variation will cause changes in the dependent variable- “Productivity" due to the change in the two independent variables- "Training" and "Development". The R square in Table 9 has demonstrated such changes are possible due to the changes in "Training" and "Development" considering the standard errors of 0.52342.

Table 10: ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.475	2	2.737	9.991	<.001[b]
	Residual	18.356	67	.274		
	Total	23.831	69			
a. Dependent Variable: Productivity						
b. Predictors: (Constant), Development, Training						

From the ANOVA table 10, the value of *p* is less than 0.001 which indicates that the variables have got significant relationships between the independent variables- “Training, and Development” and the dependent variable- “Productivity”. This implies that the model has got more systematic variation than unsystematic variation and it is fit for further conduction of the study.

The independent variables predict the “productivity” as the value of F (2, 67) = 9.991, p<0.01 which indicates that the two factors “Training, and Development” have an impact on the “Productivity”.

Table 11: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.864	.475		3.925	<.001
	Training	.302	.119	.283	2.548	.013
	Development	.244	.085	.318	2.863	.006
a. Dependent Variable: Productivity						

Here, in Table 11, the coefficient is calculated to determine the impact of each of the variables on the dependent variables. Unstandardized beta is calculated to determine the impact on dependent variables, for example, every one unit increase in "training" will increase "productivity” by 30.2%. Also, one unit increase in "development" will increase "productivity” by 24.4%. However, the results reveal that "training" has a positive impact on "performance" (B=0.302, t=2.548, p=0.013).

The unstandardized beta coefficient (B) measures the strength and direction of the association between the training of employees and their subsequent productivity. The unstandardized beta value in this situation is 0.302, suggesting a favorable association between training and productivity.

The t value in Table 11 is used to determine the significance of the relationship. It is used to collect evidence against the null hypothesis. Here, the t-value is 2.548 and the p-value is 0.013 suggesting the null hypothesis to be rejected and thus, H3 is accepted.

Table 11 also represents that “development has a significant impact on the “productivity” (B=0.244, t=2.863, p=0,006), therefore, H4 is supported and the null hypothesis is rejected. The results are summarized in the following table:

5.6 Discussion of Findings

This research was conducted on Sonali Bank Limited in Bangladesh to outline the effectiveness of the programs of training and development in improving staff performance and output. The vast

majority of responders affirmed the significant impact of training and development programs on their efficiency and effectiveness. Methods of training and development, as reported by respondents, opened up new opportunities for workers to succeed in their work, leading to higher levels of efficiency and output.

The study incorporated the respondents' rating data that is tested reliable through the reliability tests. It is measured through Cronbach's Alpha which ranges between 0 to 1. The Alpha value close to 1 is more reliable to conduct the study. The value from Table 2 demonstrates that the collected data set is reliable as it ranges from 0.952 to 0.699.

Table 3 demonstrates the mean and standard deviation for the questions rated by the respondents. The mean for most of the questions ranges between 3.4971 to 3.8686 whereas the standard deviation ranges from 0.551 to 0.588. The value of the mean indicates the tendency of the respondents which is mostly to agree. The standard deviation calculation indicates the deviation or the dispersion in the collected data compared to the mean value.

Table 5 demonstrates the correlation that defines the strength of the relationship between the variables. “Performance” and “Development” has a positive association having $r=0.446$, $p<0.01$. Again, “Performance” and “Training” is positively correlated having $r=0.311$, $p<0.01$. These correlations among the variables are positive and thus indicating a positive impact on the dependent variable. “Productivity” and “Development” are correlated with each other as the value of r is 0.394, $p<0.01$. “Productivity” and “Training” has a positive association having the value of r is 0.368, $p<0.01$. These correlations among the variables indicate that there is a positive correlation with the dependent variable.

The regression models in Table 6, table 7, and Table 8 have discussed the evidence that results in rejecting the null hypotheses and accepting the hypotheses. In model 6, the value of R square implies the combined effect of the two variables- “Training, and Development” on the dependent variables- "Performance". The model summary has outlined that 23.9% of changes in "Performance" is accountable due to the "Training, and Development". Table 7 ANOVA demonstrates the level of significance which is indicated by the p value. It implies the model is suitable to conduct the study. The significance level in this study is 0.05 upon which the model will predict inappropriate results. In table 7, the value of p is less than 0.01 indicating a significant impact exists on the dependent variable. The F statistics predict the overall variation as a whole in

the regression model that is measured by the variance in the dependent variables. In Table 7, the F statistic is 10.519 which represents the variance as a whole in "Performance".

Table 8 describes the data that is the basis for the decision regarding the acceptance and rejection of hypotheses. The unstandardized beta (B) is 0.217 which measures the strengths and direction of association between the variables. The t value involves determining the significance of the relationships. However, the p-value also describes whether there is a significant impact on the variables. From table 8, H1 (B=0.217, t=1.976, p=0.041), H2 (B=0.294, t=3.535, p=0,001) are accepted and the null hypotheses are rejected based on their beta coefficient, t value, and p-value.

From table 11, H3 (B=0.302, t=2.548, p=0.013), H4 (B=0.244, t=2.863, p=0,006) are accepted and the null hypotheses are rejected based on the collected evidence.

Correlations, coefficients, and regressions are computed based on the responses of 70 questionnaire recipients. The aforementioned conclusion was reached after running a linear regression on the gathered data to verify a causative link between training and development (independent variable) and performance and productivity (dependent variables). The probability of the f-statistic reveals the degree of research relevance. Training and development, the study's independent variable, is significantly related to employee performance and productivity, the study's dependent variables. In conclusion, the derived values from the aforementioned tables show conclusively that the independent variable training and development increase employee performance and productivity.

Chapter 6: Conclusion and Recommendations

6.1 Introduction

The study found that training and development contributed positively to performance and production. Most of the bankers polled believed that trying out novel methods of professional development is beneficial for employees and the business as a whole. Training and development programs that are targeted to the needs of individual employees, job functions, and managerial experience and education will yield the greatest results for firms. Therefore, investing in training and development is crucial for any business because it yields a certain return on investment.

6.2 Summary of Findings

The study has demonstrated a conclusion based on the evidence that is tested through the regression. The two different models have identified the outcomes, but the conclusions are quite similar. All the null hypotheses are rejected as the evidence goes against the null hypotheses; thus, the hypotheses are accepted with adequate evidence. A table is drawn below to summarize the results of the hypotheses:

Table 12: Results of Hypotheses

Hypotheses	B	t	P value	Results
H1	0.217	1.976	0.041	Supported
H2	0.294	3.535	0.01	Supported
R square	0.239			
F ((2, 67)	10.519			
H3	0.302	2.548	0.013	Supported
H4	0.244	2.863	0.006	Supported
R square	0.230			
F (2, 67)	9.991			

Therefore, the study has concluded that the programs relating to training and development has a substantial impact on the performance and productivity of employees of Sonali Bank Limited.

6.3 Recommendations

6.3.1 Recommendations for the Employers

1. The company should push for training and development strategies that are transparent and easily understood by employees.

2. The training policies should be actively fostered by employers, managers, and decision-makers. Besides, a culture of learning should be initiated and maintained.

3. The company should provide mandatory training for all employees to better acquaint them with the company's annual plan and objectives. Such initiatives can create a sense of deep knowledge about the company's strategy and directions.

4. The workplace should be made more amenable to knowledge transfer, which is the responsibility of the employer. They also need to allocate enough funds to training to enhance existing training programs.

5. For workers to learn and grow in a variety of ways, employers should offer necessary training and development opportunities to the employees that enhance them to perform the job in the right manner.

6.3.2 Recommendations for the Employees

1. Workers need to appreciate the value of training and development opportunities in helping them grow professionally. Professional knowledge and skills can upgrade an employee that will improve his/her career in the banking sector.

2. To improve their abilities and expertise, workers should take part in training and development programs. Employees should have a hunger for professional growth and development which is enhanced by such initiatives.

3. Workers should be encouraged to take part in training programs and should be held accountable for improving their skills and knowledge as a requirement of the job.

6.4 Conclusions

Performance and productivity of the employees can be improved with the planned efforts – training and development which is arranged by the organizations. The study aims to explore whether such initiatives can make substantial improvements in the output of an employee. Several techniques were followed to collect the required data from the respondents. However, the collected data were analyzed, and concluded that there are significant interrelations among the developed variables in this study. Thus, the study has come to know that choosing appropriate and necessary training and development initiatives can make employees productive and efficient as well. Technical know-how and basic and foundation training can align the employee's knowledge to the bank's environment. On-the-job and off-the-job training methods often improve the efficiency of the

employees that create fewer faults, and mistakes during the working periods. Computer and technical skill development can bring efficiency to the workflow of the banks.

Apart from these, the research tries to explore the behavioral and self-assessment initiatives from time to time that can outline the improvement and contribution of the employees in the banks. It also helps to discover the skills and knowledge gap of the employees. Following the gaps and requirements, scheduled feedback is necessary which is provided by the banks to their employees.

The bank also follows job rotation techniques to change the work and the workplace. Sometimes, challenging jobs are entitled to the employees to upgrade their skills at different levels of the bank. The bank arranges different recreational and annual activities including sports and cultural programs, and family get together to enhance personal and professional satisfaction while serving the bank. Thus, different job satisfaction and enhancement programs are offered by the bank to remove the monotony and retain the satisfaction of the employees. Following the employee development program, the bank sometimes organizes special programs that aim to improve the leadership skills and ability to fulfill the successors of the bank who will lead the future.

Therefore, the training and development programs incorporated by the bank aim to ensure improved quality of products and services which is achieved through such initiatives. Besides, fewer defects, faults, and malfunctioning is occurring due to their efforts in employee development. The study found that after receiving such training and development, the employees can serve good customer service and improved employee behavior. Also, it happens to reduce the turnover rate and absenteeism in the bank.

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Appendix 1

QUESTIONNAIRE

Dear Respondents,

This is Emranul Abedin Undergraduate student in the Department of Business Administration, Sonargaon University (SU). We are currently gathering data for our article entitled "Impact of Training and Development on Employee Performance and Productivity: A Case of Sonali Bank Ltd.".

Please note that your data provided by you will not be mentioned and will be kept confidential. Your participation in this study will be highly appreciated. Thank you in advance for your kind cooperation and dedicating your time.

Demographic Information

Please insert tick (☑) in the box for your appropriate answer.

Gender: Male ☐ Female ☐

Age: Less than 30 ☐ 30-40 ☐ 40-50 ☐ 50- above ☐

Education Level: Below Graduate ☐ Graduate ☐ Masters ☐ Refused and others ☐

Marital Status: Single ☐ Married ☐

Your experience of working in Sonali Bank Limited:

Less than one year ☐ 2-3 years ☐ 4-6 years ☐ above 6 years ☐

Occupational status:

Manager ☐ Senior Principal Officer ☐ Principal Officer ☐ Senior Officer ☐

Officer ☐

Others please indicate……..

Close-ended Questionnaires

Please put tick (☑) mark with the answer you choose and here 1 represents for "Strongly Disagree"; 2 for "Disagree"; 3 for "Neutral"; 4 for "Agree"; 5 for "Strongly Agree".

Question 1: Please rate the following listed possible benefits of e-payment systems in Sonali Bank Limited.

Training Methods	**1**	**2**	**3**	**4**	**5**
On the job training					
Off the job training					
Orientation and induction					
Foundation training programs					
Technical training programs					
Development Methods	**1**	**2**	**3**	**4**	**5**
Behavioral & Self-assessment Programs					
Scheduled Effective Feedback					
Enhancement & Job Satisfaction Program					
Development of Leadership Traits					
Job Rotation & Challenging Job Transfers					
Performance	**1**	**2**	**3**	**4**	**5**
Effectiveness					
Efficiency					
Economy					
Quality					
Applications					
Cost					
Productivity	**1**	**2**	**3**	**4**	**5**
Improved Quality of product and services					
Less Defects, Failure & Malfunctions					
Reduction of Staff Turnover & Absenteeism					
Good Customers Service					
Improved Employees Behavior					