**INTERNSHIP REPORT ON**

# AN ANALYSIS OF TRAINING AND DEVELOPMENT PROCESS OF MERCANTILE BANK PLC


**Supervised By**

**Md. Arif Hassan**

**Assistant Professor**

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

**Prepared By**

**Zerin Farabi**

**ID: 172-14-2443**

Major in Human Resource and Management

Faculty of Business & Entrepreneurship

Department of Business Administration

Daffodil International University


Date of submission: 10th MAY 2025

## Letter of Transmittal

Date: 6th May 2025

To,

Mr. Md. Arif Hassan

Assistant professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: **Prayer for the submission of Internship Report.**

Respected Sir,

It is with great pleasure that I present my internship report, which is titled "An Analysis of Training and Development Process of Mercantile Bank PLC." This I was given as a half recruitment task to finish the MBA program.

I made every effort to correctly prepare this internship report.

I want to express my gratitude for all of your help and advice throughout my internship and report preparation.

I therefore hope and pray that you will be obedient and live long enough to receive my internship report.

**Sincerely Yours**

Name: Zerin Farabi

ID: 172-14-2443

MBA Program (Major in HRM)

Faculty of Business & Entrepreneurship

Daffodil International University

# Declaration

I hereby attest that I am the author of the internship report on "An Analysis of Training and Development Process of Mercantile Bank PLC." I made every effort to gather pertinent data so that the report would be unique and focused. No other course, degree, or fellowship has received this report. I prepared the entire report in a unique way.

Zerin

…………………………………………
Name: Zerin Farabi
ID: 172-14-2443
MBA Program (Major in HRM)
Batch: 47th
Faculty of Business & Entrepreneurship
Daffodil International University

# Certificate of Approval

I certify that the report in question, "An Analysis of Training and Development Process of Mercantile Bank PLC," is the original work of Zerin Farabi, ID-172-14-2443, Major in Human Resource Management, Faculty of Business & Entrepreneurship, Daffodil International University. Farabi completed her internship under my guidance and submitted it to Daffodil International University to partially fulfill the requirements for the Masters of Business Administration (MBA) degree. I believe it will be beneficial to her job development in the near future.

**…………………………………………**
**Mr. Md. Arif Hassan**
**Assistant Professor**
**Department of Business Administration**
**Faculty of Business & Entrepreneurship**
**Daffodil International University**

# Preface of Forward

I want to start by sincerely thanking the Almighty Allah for providing me with the courage and poise I needed to complete the assignment on time. An internship report is a crucial component of an MBA program since it allows students to gain real-world experience by seeing and participating in the day-to-day activities of the selected company over the course of three months. I completed my internship at MERCANTILE BANK PLC.

First and foremost, I would like to thank my esteemed supervisor, Mr. Md. Arif Hassan, for his unwavering leadership, insightful counsel, support, and recommendations during the internship. I express my gratitude to the manager of MERCANTILE BANK PLC for his ongoing support and occasionally insightful recommendations. I also want to express my gratitude to all of the officers who, in spite of their heavy job during this time, gave me their full cooperation. Finally, I would like to emphasize the fantastic workplace that has allowed me to do and watch a lot of banking operations throughout my internship.

# Abstract (Summary)

MERCANTILE BANK PLC is a reputable bank in our nation. One of the main drivers of the economies of developing nations is commercial banking. They serve as financial middlemen by raising money for one organization and transferring it to another, all the while turning a healthy return after covering the fund's expenses. The banking industry in Bangladesh has been working to increase the number of branches. The services offered by the 55 banks in the financial markets are crucial to the public and the government. to understand the true performance of commercial banks. Conventional banking and Islamic banking operate very differently from the principle.

The Introduction chapter opens the report. The summary of MERCANTILE BANK PLC is then displayed in this report. The paper then discusses Training & Development at MERCANTILE BANK PLC, demonstrating the relevance of training and development in a company, as well as its goals, training needs analysis (TNA), and techniques. Next, based on MERCANTILE BANK PLC Limited, the research analyzes training and development and its significance. The study's results, recommendations, conclusion, and bibliography are presented in the last chapter.

Here, I also talked about some of the things I discovered while doing my internship. For example, the bank is unable to follow appropriate HRM guidelines. The bank is unable to meet all of the goals set forth by HRM. Additionally, MERCANTILE BANK PLC's training department only takes a brief time to train its officers, and some senior level officers do not obtain training from training institutions. The absence of an efficient internet banking system for customers is another shortcoming. I then suggested solutions to the issues, such as the bank implementing appropriate HRM policies and goals and providing all officers with the necessary training to improve banking services. In order to compete with other commercial banks, MERCANTILE BANK PLC should also create an efficient online banking system. Additionally, all officers should be required to attend international seminars in order to improve their knowledge of banking and establish a suitable working atmosphere within the bank.

## Table of contents

# Chapter -1

# Introduction

### 1.1 Introduction

As part of the MBA program requirements, all students must complete a minimum three-month internship with an organization to gain practical experience. Upon completing the internship, students are required to submit a report following the guidelines provided by their supervising instructor.

As part of my MBA program curriculum, I begin my internship at **Mercantile Bank PLC**. The internship report I am working on is **"Training and Development Practices at Mercantile Bank PLC."** Mercantile Bank PLC is a banking organization and registered under the **Companies Act of Bangladesh**. It offers various financial services and contributes significantly to the advancement of trading, commerce's, industries, the overall, economic development of the our country.

### 1.2 Study Background

Within the MBA program at **Daffodil International University**, it is required to student to complete a three-month internship with a professional organization to gain practical exposure and connect academic learning with real-world business practices. I was fortunate to carry my internship at **Mercantile Bank PLC**, a fast-growing private commercial bank in Bangladesh. Bank offers a extensive variety of financial solutions and holds a significant position in contributing to the nation's economic development.

During my internship, my study area centered is the Training and Development practices of Mercantile Bank PLC, where I had the opportunity to observe and evaluate how the bank invests in improving employee skills and performance through well-structured training and development initiatives.

## 1.3 Scope of the Study

Mercantile Bank PLC is now a prominent banking institution in Bangladesh, operating through 151 branches nationwide. The scope of this report is confined to the bank's organizational structure, functions, and operations within Bangladesh, with a particular emphasis on its activities in the Foreign Exchange Branch, rather than covering the bank's entire operations.

Since I was assigned to Mercantile Bank PLC, the focus study is specifically restricted to this branch. This report highlights the Training and Development practices of Mercantile Bank PLC and provides in-depth insights into the bank's operational framework and strategic approach to employee growth and development.

## 1.4 Objective of the Report

### Broad Objectives

The main objective of this report is to analyze the training and development processes of Mercantile Bank PLC.

### Specific Objectives:

1) To gather knowledge about training and development of an organization.
2) To analyze the training and development process of Mercantile Bank PLC
3) To find out some problems related to training and development process of Mercantile Bank PLC

### 1.5 Methodology

The findings in this report are based on firsthand insights gathered during my internship at Mercantile Bank PLC. To ensure a comprehensive analysis, I utilized a mixed-method approach, combining direct interactions with bank personnel (including structured interviews with managers) and a review of internal documents. This dual strategy allowed me to cross-verify data for accuracy.

**Primary sources of data:**

- Acquiring knowledge about different organizational systems at Mercantile Bank PLC.
- Interacting with relevant staff members at my designated branch of Mercantile Bank PLC.
- Engaging in fieldwork alongside bank officers and meeting customers to gain a deeper understanding of customer interactions and service delivery.
- Reviewing manuals and official documents of Mercantile Bank PLC for comprehensive insights.

**Secondary sources of data:**

- Relevant records and reports from the past few years of Mercantile Bank PLC.
- Textbooks and reference materials that offer banking knowledge and theoretical perspectives.
- Official websites of Mercantile Bank PLC for the latest data, policies, and industry-related information.

### 1.6 Limitations of the Study

In every organization, external individuals face certain limitations, and as an intern, my access to detailed information and learning experiences was somewhat restricted. Some of the main constraints include

a) Limited Time: The three-month internship period was relatively brief for acquiring a deep understanding of the organization's operations.

b) Confidentiality Concerns: Due to the company's confidentiality policies, accessing crucial internal data was not feasible.

c) Restricted Information Sharing: Banks typically do not disclose internal or sensitive data to interns or external parties.

d) Insufficient Time for Report Compilation: The limited duration assigned for preparing this report was inadequate for gathering and analyzing extensive data.

# Chapter 2

# TRAINING PROGRAM OVERVIEW AT MERCANTILE BANK PLC

## 2.1 Overview of training In Mercantile Bank PLC

Successful training programs empower employees with competencies to perform in their lines of work directly impacting organizational performance. In Mercantile Bank PLC, such programs expose the employees to major banking processes, regulatory requirements, and strategic goals, making coherence between personal and corporate achievement to allow them to perform well towards organizational goals. Organizations establish structured training programs not only to develop employee competencies but also to encourage employees to perform well in their lines of work.

Training is an organizational strategic instrument that equips employees with skills and knowledge required to boost productivity and attain profitability objectives. Training's primary function is to foster a good company culture, encourage employees, and create a proactive attitude among employees. Training also provides employees with career advancement, personal development, and skill improvement, above and beyond the requirements of their work. Most companies create proprietary training programs tailored to their employees, hiding certain strategies from public knowledge to preserve their competitive edge.

The Human Resource (HR) Department plays an important role in planning and implementing training programs. HR departments organize required training sessions, particularly for the management personnel and key employees, to provide them with the know-how required to be good team leaders. HR also places emphasis on establishing good employee relationships, a factor that plays a key role in enhancing teamwork as well as general workplace productivity. HR-conducted motivational training programs improve the bond between supervisors and line managers, leading to more coordination and communication.

Lastly, well-structured training and development programs not only increase worker productivity and effectiveness but also contribute directly to organizational performance, job satisfaction, and sustainability in the long run. When properly utilized, training ensure that workers possess the foundation knowledge, motivation, and tools required to prosper in their working life and attain the maximum individual and company gains.

## 2.2 Training & development plan objective:

- That encourage professional advancement and growth in employees' respective fields.
- Organizational improve efficiency by providing employees with skills, motivation, innovative thinking, and ongoing development.
- To develop a dynamic and productive team that drives sustainable growth and long-term organizational benefits.
- To foster an environment centered on maximizing profitability and ensuring long-term success in the banking sector.
- To uphold high professional standards and a strong reputation, enhancing the company's standing in the industry.

## 2.3 Main objectives of training & development:

The goals of training and development are crucial for the advancement and success of both employees and organizations. Below are the key objectives that hold significance across different industries:

- Enhances job-related knowledge and boosts employee motivation for improved performance.

- Assists employees in defining their objectives and offers a structured approach to achieving them.

- Encourages employee motivation and establishes an efficient working framework within the organization.

- Strengthens relationships between line managers and subordinates, fostering effective communication and teamwork.

- Provides clear directions for goal attainment, ensuring employees understand the roadmap to success.

- Identifies areas requiring improvement, particularly for enhancing banking services and overall organizational effectiveness.

- Supports the development of an efficient communication system to improve customer service and internal interactions.

- Ensures employee satisfaction by fostering a supportive and growth-focused workplace.

- Helps employees adjust to changes and adapt to evolving challenges, technologies, or business strategies.

- Offers valuable insights for enhancing leadership, communication abilities, and overall workplace attitude.
- Improves employees' skill sets and contributes to a positive work culture, driving overall organizational growth.

- Strengthens the organization's reputation and enhances employees' standing within the industry.

- Ultimately, training and development contribute to increased company profitability by improving productivity, efficiency, and innovation.

### 2.4 The training & research academy of Mercantile Bank PLC.

Mercantile Bank PLC possesses a Training and Research Academy in its Head Office under the supervision of the Human Resource Development (HRD) Division with an objective to increase employee competencies and capabilities. The training institute is well-equipped with a proficient library, newest training technologies, skilled trainers, and state-of-the-art infrastructure, and thus it is one of the best training institutes among private sector banks.

The academy regularly organizes various training programs like initial ones, specialist courses, and seminars on various topics related to banking to fulfill the needs of employees in their careers. Along with that, MBL ensures regular professional development of officers through enrollment of the same at prestigious organizations like the Bangladesh Institute of Bank Management (BIBM) and the Bangladesh Bank Training Academy (BBTA). Sending officers abroad for advanced training is also the key element in the bank's strategy for competitiveness in the world. A research unit specifically also aids HRD activity by providing assistance in preparing new materials and methods of training.

In 2008, the academy organized 33 training programs, and 1,173 Executives and Officers attended in total. Furthermore, 56 Executives and Officers visited BIBM training, 13 visited BBTA training, and 7 were sent abroad for international training to enhance their skills.

All this inclusive training program reflects MBL's commitment to staff development so that its human resource becomes qualified, motivated, and well-qualified to match the dynamic demands of the banking sector.

## 2.5 Mercantile Bank PLC Training & development:

This study predominantly investigates the training and development efforts of MBL (currently known as Mercantile Bank PLC), which indicate the bank's efforts to advance the skills and capabilities of employees. The bank acknowledges the significance of training programs, especially in identifying performance gaps and improving the inputs of employees to their routine work.

After the training needs have been established, managers review the performance of the employees and report the findings to headquarters. Depending on these reports, the Human Resource (HR) department creates a training plan for various levels of officers. These officers are then enrolled in the certified training centers of the bank to receive specialized training.

The training centers seek to improve the performance of employees on the job, empowering them and associated skills necessary to deliver the best outcomes in their specific roles. The programs are meant to assist employees to develop to their career potential, eventually increasing the profitability of the bank and the quality of its reputation in the industry.

Through different training programs, the staff gain the capability to perform with greater motivation, developing a work culture of productivity, efficiency, and a positive organizational culture. Not only does this enhance individual development but also the bank's strategic objectives, making the bank successful and progressive over time.

## 2.6 Training Programs at Mercantile Bank PLC

**Foundation Courses:**

Foundation courses are basic training programs specifically developed for the new recruits of Mercantile Bank PLC. These courses are compulsory for all new members before they start their official duties within the organization. The foundation training includes fundamental banking concepts and consists of subjects such as marketing policy, foreign exchange, account management, loan procedures, and other key features of the banking industry.

Their objective is to give new employees a proper overview of the company's operations, policies, and procedures. Through these programs, employees are able to acquire beneficial knowledge and skills that enable them to easily transition into the company and perform their work effectively. The foundation courses are instrumental in preparing employees with the various challenges they are going to face on the job and pave the way for their future career progression in the bank. Various programs are scheduled under this course to ensure that all the new recruits are properly trained.

# Chapter 3

## Introduction

### 3.1 Introduction

Training and development are crucial events for a group to enhance the effectiveness of its work. It assists workers acquire both theoretical knowledge and practical skills for their profession advancement. Nearly every organization provides adequate training for their staff, focusing on their work sector and personal growth. Nowadays, companies make significant efforts to train staff and executives to improve their performance in the workplace while also fostering positive relationships with their managers and colleagues. During the training, employees receive various certifications, and the company continues to pay them their salaries.

Organizations invest in training sessions for both employers and staff, covering development, space maintenance, and necessary equipment. This investment contributes to the development of employee skills, operational efficiency, and overall business activities. It enables organizations to grow more rapidly and achieve higher profitability. The company's training and development initiatives are essential to its growth, maintenance, marketing, and production. Well-structured training boosts employees' motivation, enhancing their mindset and performance in their roles. In summary, companies organize training programs to ensure the smooth operation of all systems within the organization on a daily basis.

### 3.2 Training and development:

Training is a structured approach implemented by organizations to develop the skills and knowledge of their workforce. It serves as a learning opportunity that enables employees to grow, enhance their performance, and apply innovative thinking in their responsibilities.

Conversely, training can also be viewed as a practical means to carry out tasks more effectively and with greater efficiency.

**Development:**

Development refers to an employee's personal growth, driven by their own creativity. It helps employees adapt to new changes and acquire knowledge related to their job. Development is a forward-looking process. Employee development encompasses management skills, creating a positive work environment, and applying effective techniques in their tasks. Essentially, training is designed to teach employees how to perform their tasks to perfection, equipping them with the knowledge and confidence needed to excel. It enables them to contribute meaningfully to the organization's success while supporting their personal and professional growth. Therefore, training is a crucial element of organizational success, as it enhances employee performance and leads to better overall results.

### 3.3 Training vs. Development

| Training | Development |
|---|---|
| Definition: Training targets immediate skill gaps, enabling employees to master job-specific tasks ( loan processing or compliance protocols at MBPLC). | Definition: Development cultivates long-term competencies, such as leadership or strategic thinking, preparing employees for future roles. |
| Nature: Training is specific and task-oriented, designed to improve immediate performance in particular tasks or positions. | Development is broader and emphasizes an individual’s overall growth, preparing them for wider responsibilities. |
| Perspective: Training has a short-term focus, aiming at enhancing immediate skills and job performance. | Development takes a long-term view, focusing on building competencies and preparing employees for future leadership positions. |
| Target Audience: Training is typically aimed at new employees or those needing skill upgrades for their current job. | Development targets mid-career employees, helping them advance in their careers and prepare for higher-level roles. |

| Training | Development |
|---|---|
| Focus: Training is concentrated on job performance and increasing efficiency in a specific role. | Development centers on career growth, leadership development, and an employee's overall progress within the organization. |
| Approach: A trainer usually leads training sessions, providing direct instructions and guidance to enhance job-related skills. | Development relies on self-motivation, with employees being internally driven to learn and grow. |
| Objective: The purpose of training is to enhance job performance in the current position and ensure operational efficiency. | The objective of development is to prepare employees for future roles, strengthening their overall capabilities and fostering long-term career growth. |

## 3.4 Training and Development Objectives:

- **Employees Development Promotion:** Training and development initiatives within a company assist employees in their career progression as well as in increasing the profitability of the company. These initiatives help employees create a work environment that supports personal and professional development.

- **Obsolescence Prevention:** Organizations always seek trends and innovations to stay competitive, enhance profitability, and enhance the image of their company. By practicing training and development, employees are up-to-date with the latest trends in the business.

- **Newcomer Support:** Training is essential for nearly all the employees in a company, especially when a newcomer joins. New workers must be trained and developed to build their career successfully in the company.

- **Linking Strategy to Action:** Training and development allow employees to set goals and develop actionable plans. This creates a strong connection between strategic planning and successful implementation.

- **Company occupational safety regulations:** Training and development makes employees sensitive to health and safety regulations within the company. It informs them on how to avoid hazards and helps in creating a safe and conducive working environment.

**3.5 Role of Training and Development**

- **Enhanced Employees Achievement:** Training is necessary for nearly every employee at the company. Companies provide training to new and veteran employees, which helps them perform better and successfully finish their work tasks. Every employee is crucial in increasing the profits of a firm. Proper training enhances enthusiasm, provokes intellectual development, and boosts confidence. Such development leads to improved performance and helps employees develop a successful career in the organization.

- **Better Employee Satisfaction and Morale:** Training helps in empowering employees with effective knowledge that assists in profitability and develops a helpful, safe, and inspiring work environment. It enhances job satisfaction**.**

- **Building Weaknesses:** Employees of any organization may have skill deficiencies or weaknesses. Training programs identify such weaknesses and provide directed instruction to help employees enhance their skills. This exercise widens their knowledge and reduces stress. Organizations identify weaknesses and institute different levels of training to correct them. Training also enables employees to identify their own areas of improvement, allowing them to develop a stronger career by overcoming weaknesses. It also lessens reliance on others, creating more self-sufficiency.

• **Consistency:** An efficient training and development system makes the employees well acquainted with their job assignments and duties while maintaining the goal of profitability maximization. To maintain consistency, the employees must be compliant with organizational procedure and policy. Training makes all the employees proficient, dedicated, and loyal to the corporate goals.

• **Enhanced Quality Requirements Maintenance and Better Performance:** A company achieves its maximum profitability when its employees are worried about optimizing productivity while maintaining quality control. In order to enhance productivity, employees need to maintain standards of quality, which can be enhanced with adequate training programs.

• **Innovation:** Workers are encouraged to develop innovative ideas through ongoing training. They are kept updated on the newest trends and learn how to adapt to changes in their work. As new developments emerge, the workers require additional training to effectively integrate changes into their work processes.

• **Less Employee Turnover:** Poor performance has a tendency to lead to high employee turnover and loss in productivity. Train employees properly with the required competencies to effectively carry out their responsibilities, reducing turnover rates and overall stability in the company.

• **Enhanced Company Image and Reputation:** Highly qualified employees are an asset to a company. They enhance its growth and success. Effective employees apply the right strategies to enhance company performance. Training makes it possible for companies to have a good reputation in the job market because employees are qualified with skills, they perform their functions, and uphold professional standards**.**

## 3.6 Training and Development Procedure

- **Identify Training Requirement:** Training and development first phase is process involves recognizing particular skill gaps of employees and pinpointing the areas where improvement is needed. Once these gaps are recognized, the organization designs a training plan based on both employee development needs and organizational goals. The human resource department is responsible for organizing and managing.

- **Establish Corporate Training Goals:** Second phase is, organizations set clear goals for training that must be met. They assess employee requirements and then create appropriate training programs. This process helps identify skill gaps and outlines ways to address them. Setting clear training objectives bridges the gap between employee capabilities and organizational goals.

- **Formulate a Training Strategy:** Third step involves developing a training action plan, which outline steps that needed to reach a goal. It includes managing employees, organizing training activities, and defining learning objectives. Additionally, the plan must be reviewed by a supervisor, and prior to implementation.

- **Execute Training Programs :** This phase focuses on executing the training program and understanding its significance within the organization. Companies provide training both internally and externally, covering job-related and organization-wide topics. Once the training program is fully conducted, it supports the company's overall progress and goal achievement.

- **Evaluate & Revise Training:** The final stage involves assessing the effectiveness of the training provided to employees. Organizations must evaluate training programs to determine their impact and relevance in the workplace. This assessment helps refine future training efforts and ensures employees gain the necessary skills to thrive in their organizational roles. Employees also analyze how effectively the training enhances their work performance.

### 3.7 Training and Development Strategies:

**1. Digital learning:** This type of understanding utilizes various technologies for training. Some examples include:

- Basic computer-based learning and programs.
- Programs with a multimedia component.
- Researching and understanding PC parts such as RAM and ROM.
- A projector is used to display videos.
- presentations on video with international officials

**2.** Simulators are utilized to create real-world experiences within the workplace. Key aspects include:

- Real-life work experiences.
- Practical knowledge that helps reduce time taken to learn.
- Lower training costs associated with understanding the system.
- Minimized risks during actual work.

**On-The-Job Training:** On-the-job training involves performing actual tasks while learning how to do them.

It includes:

- Job rotation procedures.
- Mentorship for new employees.
- Job-specific instructional training.
- A combination of observation and hands-on experience.
- Essential in addition to classroom training.

On-the-job training boosts confidence and equips employees with practical skills to create reports, demonstrating their efficiency and learning. This method is also known as apprenticeship training, where supervisors coach employees.

**4. Coaching/Mentoring:**

Illustrations of mentoring and coaching include:

- Assisting managers in achieving professional development.
- Fostering relationships between officers and managers.
- Encouraging others to participate in coaching programs.
- Allowing participants to ask questions during seminars for deeper insights.
- Helping employees acquire the desired skills from others.

Coaching and mentoring give employees the experience to perform professionally and facilitate the achievement of personal goals.

**5. Lectures:**

Lectures are typically conducted in a classroom setting, with information drawn from various sources like books. Although the content may sometimes be difficult to fully comprehend, lectures provide an efficient way to convey a large amount of information quickly and at a low cost. However, they can sometimes become monotonous.

**6. Collaborative learning sessions**:

Group discussions and tutorials are popular and simple forms of training, where a group exchanges ideas and collaborates to understand concepts. Key features include:

- Clarifying concepts for learners.
- Encouraging participants to ask questions.
- Reducing boredom during training.
- Sharing insights on effective working methods.
- Creating a broader learning experience.

These typically occur in classrooms where people discuss various topics.

**7. Scenario-based learning:**

Scenario-based learning is an exercise that assesses how well an employee performs in a given role. Key features include:

- Employees perform tasks and gain insights into their work.

- It helps in team-building and understanding teamwork.
- Practical knowledge is gained through role-playing activities.
- It allows employees to practice their skills in a safe environment.
- An effective learning method.

**8. Management Games:**

**Management games** allow employees to experience and practice handling real-world workplace situations in a simulated environment. Some common examples of these games include Simulating business situations for organizations.

- Helping managers assume various roles.
- Managing overall business scenarios.
- Encouraging employee creativity in the business environment.
- Facilitating problem-solving in the workplace.
- Generating innovative ideas.
- Implementing new strategies.

**9. Outdoor Training:**

Outdoor training refers to training activities conducted outside of classrooms or computer-based environments. The main goal is to enhance fieldwork knowledge. Features include:

- Adventure training—where participants train in natural environments with limited resources.

- Low-impact programming—training with minimal equipment.
- High-impact programming—training that involves more equipment for outdoor exercises.
- Outdoor training typically involves more participants and less equipment, relying on natural resources, though it carries some risks due to the Organizational climate.

**10. Multimedia content:** Multimedia content are an effective training method. Features include:

- Visual media can enhance understanding of organizational processes.
- They help in shaping one's relationship with the company.
- Film and video presentations are concise learning tools.
- The visual and cinematic nature of films makes learning more engaging.
- They provide extensive knowledge in a short time.
- Participants can ask questions directly during video presentations.

**11. Practical case analysis:**

Practical case analysis provide a quick way of learning through real-life examples within the company. Key features include:

- Providing practical knowledge to understand the program.

- Illustrating real organizational scenarios.
- Offering insights into achieving organizational goals.
- Helping to reduce employee turnover and identifying methods to address it.
- Collecting in-depth information that benefits learners.

**12. Planned Reading:**

Planned reading serves as preparatory reading before formal training to gather more information. Key features include:

- Performed before the actual training program.
- Planned reading ensures that the training process is more effective and manageable.

**3.8 Methods for Evaluating Training**:

**1.Participant Feedback and Satisfaction**:

Satisfaction evaluation is commonly used to measure employee motivation and engagement with the training process. For instance, when employees are satisfied with their training environment, they feel more comfortable learning. Participation reactions help clarify doubts during seminars or training sessions, promoting better learning and ensuring expectations are met.

**2.The Process of Learning and Understanding:**

This method is to evaluate the extent to which participants have learned from the training. This involves assessing their understanding through assignments or exams. It helps identify knowledge gaps and evaluates how well employees apply what they've learned.

**3.Measuring Business Improvement:**

To measure business improvement, organizations organize training programs to enhance employee skills, helping them grow within their specific job roles. These programs aim to improve their performance and readiness for new tasks.

**4. Return on Investment (ROI):**

The final stage of training evaluation is ROI, which assesses the costs and benefits of the training. Companies invest in training programs, including costs for trainers, course materials, administration, and facilities. These investments aim to improve business conditions and enhance overall organizational performance.

# Chapter 4

## Training and Development  Mercantile Bank PLC

**4.1 Training and Development of Mercantile Bank PLC :** Mercantile Bank places significant a focus on staff training as well. organizes training programs for new recruits. No employee can advance in the bank without going through interviews and providing evidence of significant advancement in their position. High-qualified trainers are also hired by Mercantile Bank to improve the abilities of its managers and staff.

At the start of each financial year, the bank assesses the performance of every employee, assigns them ratings, categorizes them by grade, and compiles a list of top-rated employees for promotion. Employees with lower ratings receive urgent training to improve their performance. Senior employees and those eligible for promotion also undergo training this process.

The bank arrange various levels of training sessions; for senior employee, it occasionally sends them abroad to participate in seminars and training programs organized by international banking institutions. However, these training sessions are relatively brief. On the other hand, junior employees and new recruits receive training at the bank's own training institute, located in Dhaka, the training sessions are supervised by Mercantile Bank's head office and are designed to identify employees' strengths and weaknesses. This process helps employees address their shortcomings and gain a better understanding of how to contribute to the organization's success.

**4.2 Mercantile Bank PLC's Training and Development Procedure:**

**On the job Training**

a) **Job performance training :** Job performance training refers upon joining the organization, the system provided to an employee  when they first join the organization. The initial instruction familiarizes them with the basic processes and working methods within the organization.

**b) Job Rotation:** Mercantile Bank has developed its own structured approach to job rotation. The bank takes proactive measures to ensure better job performance and provides necessary training to employees for effective role transitions.

**c) Coaching:** The coaching program enhances employees' ability to formulate questions and broadens their knowledge in job-related experiences and organizational development. It improves theoretical understanding and equips employees with essential concepts for their roles.

**d) Assistant to Position:** To secure a higher position within the organization, employees must undergo advanced training and gain practical experience. They receive guidance under an experienced and successful manager within the company.

**e) Committee Assignment:** Committee assignments assist individuals within the organization in the decision-making process. This allows employees the opportunity to develop and refine their problem-solving abilities.

**f) Virtual equipment models :** Virtual equipment models refer used of mechanical device to familiarize employees with product usage and decision-making processes. These tools, designed by senior trainers, provide hands-on training without relying on theoretical knowledge.

**Outdoor Training:**

Mercantile Bank organizes outdoor training sessions for employees. As part of this initiative, officers are sent abroad for company visits and participation in international seminars. Through these experiences, they learn the importance of teamwork and global best practices. However, some senior officers do not receive training from designated institutes, which may hinder their professional growth.

**Off-the-Job Training**

**a) Case Analysis:** Training sessions at Mercantile Bank's head office incorporate case studies of successful individuals. Through the analysis of these case studies, employees refine their decision-making skills and gain a deeper understanding of the challenges faced in the workplace. These real-life examples enable senior officers and supervisors to provide practical demonstrations of career progression, organizational duties, and professional ethics.

**b) Scenario-driven learning:** Scenario-driven learning is essential for higher level employee within the company. It simulates real-world scenarios where each participant is assigned a specific role to perform. By engaging in role-play exercises, supervisors and senior officers enhance their performance, stay motivated, and learn how to handle challenging situations within the organization.

**c) Lectures:** Lectures are one of the simplest and most effective methods for employee training. Mercantile Bank utilizes lecture-based training for new recruits and officers at its training center. This method helps learners improve their communication skills and enables them to interact with trainers by asking questions. A well-structured lecture ensures employees gain a clear understanding of key concepts.

**d) Demonstrations:** Demonstrations provide a visual and practical approach to training by exposing employees to real-world working environments. Through hands-on experience, employees develop skills applicable to various sectors. This training method is particularly effective at Mercantile Bank, where new employees are sent to the market to assist with account openings and loan processing. This approach benefits both the employees, through hands-on learning, and the bank, through improved services.

**e) Videos and Films:** One of the most effective training methods for employees and managers is the use of video presentations and film screenings during training sessions. However, Mercantile

Bank does not currently incorporate video and film-based training techniques in its off-the-job training programs.

### 4.3 Training Need Analysis of Mercantile Bank PLC

Mercantile Bank has a vast workforce in different departments that comprise of new hires as well as seasoned professionals from other companies. However, all employees undergo specific training and assessments related to the bank's operations and systems. Adequate training provides employees with essential knowledge relevant to their roles and allows them to contribute more meaningfully in the advancement of corporate objectives.

Enhancing skills and developing innovative concepts through training helps employees appreciate their roles better, provided that it also increases their value and experience in the banking sector. Training enables bankers to understand their roles better, thereby improving their performance appraisal scores. High performance appraisals foster increased promotion potential within the bank.

Training is all about acquiring new skills and developing new ideas, and it makes employees more competent at their jobs while contributing to their value and experience in the banking sector. Due to training, bankers will know more about their work and be more proficient at their job, thereby resulting in higher marks on performance appraisals. A good performance appraisal, in turn, makes the possibility of their promotion high in the company.

## 4.4 Advantages of Training and Development

### 1) Enhanced Employee Loyalty:

When a company offers adequate training to its employees, it creates a positive image of the organization, which in turn supports their career development within the bank. Training gives the company a competitive advantage by improving the work environment. It also reduces employee turnover and increases enthusiasm for work. According to senior management, the bank's turnover rate has decreased by 33% in recent years.

### 2) Training Future Leaders:

Training and skill enhancement are essential in transforming employees into future leaders, providing them with opportunities for leadership roles within the company. Many future leaders emerge from fresh recruits and newcomers. The organization's human resource department identifies and selects potential leaders from both internal employees and external candidates.

### 3) Workforce Empowerment:

Workforce empowerment involves giving employees the power to make decisions and take initiative to achieve their professional goals. Employees and leaders feel more comfortable and confident when given the autonomy to manage their tasks. A workplace that fosters independence and a positive environment enables employees to create value in their roles and work with confidence. Employee empowerment is considered a modern approach to enhancing motivation.

### 4) Increased Workplace Engagement:

Well-trained employees can integrate more easily into an organization, and their skills make them highly sought after by top companies. Training and development help lower the company's employee turnover rate while boosting engagement among the best employees. It also creates a more favorable workplace, develops new skills, and enhances employees' understanding of work processes.

### 4.5 Management-Level Training Programs

**Career Stages and Training Programs**

**• Early Career:**

The early career stage in the workplace refers to employees with 5–10 years of experience working alongside senior officers. These employees take on greater responsibilities in project management and business operations. At Mercantile Bank, early-career professionals receive training at the bank's own training institute.

**• Mid-Career:**

Mid-career employees undergo training at the banks training institute and are sometimes sent to other companies or field assignments to gain insights into industry advancements. This exposure helps them develop leadership skills, generate innovative ideas, and strategize effectively. Such training plays a crucial role in motivating, and guiding others within the organization.

**• Top Level:**

Top management comprises CEOs and senior executives. They oversee training programs that form the foundation of a company's success. Top managers schedule corporate training programs to help employees identify risks, manage them well, and create a more conducive work environment and greater productivity.

### 4.6 Methods of Evaluating Training Programs of Mercantile Bank PLC

Mercantile Bank PLC conducts satisfaction surveys to determine the success of its training schemes. To that end, trainees are surveyed by trainers upon completion of training. They also measure employees' improvement in skills and overall satisfaction with training.

The participants are occasionally asked about their experience, e.g., what they liked best about the training and whether they managed to enhance their skills. Training is a critical element of expanding employees' knowledge regarding their job, encouraging them, and enhancing workplace satisfaction, resulting in better job performance.

**Practical Use of Behavior Principles:**

Behavioral application is the third step in assessment of Mercantile Bank training practices. In this step, emphasis is put on the building of new competency that employees need to enhance knowledge. It refers to the amendment of work system and environment so that employee capacity and competence could be enhanced.

Apart from this, behavioral application allows for progress monitoring and advancement of new ideas. It is also the cause of job satisfaction in a company. Satisfaction and learning both take place through this process. New ideas are implemented in different sections of work by employees under this process.

**Measuring the Business Improvement**

The fourth step focuses on evaluating business improvement. This involves organizing training programs to ensure continuous benefits for the organization. These training sessions are arranged by the company to enhance organizational success.

To achieve this, the bank must provide training at different levels, ensuring that employees develop the necessary skills. Additionally, the organization must continuously improve its training programs to drive overall growth and efficiency.

**Return on Investment (ROI)**

The final move in the assessment of training process is Return on Investment (ROI Mercantile Bank PLC assesses training effectiveness through ROI analysis, comparing operational improvements (e.g., reduced transaction errors) against costs like instructor fees and materials, managing personnel, course fees, and other charges associated with the training programs. Afterward, the company calculates the benefits gained from these training investments.

**4.7 Methods of Management Development Program of Mercantile Bank PLC**

A few aspects regarding a person's skill development can occur while on the job. Below, we will discuss various methods, that include three common on-the-job techniques:

- Rotating Job Roles
- Serving as an Assistant in a Higher Position
- Participating in Committee Work

Additionally, there are three off-the-job methods:

• Lecture-based courses and seminars

• Simulation exercises

• Outdoor training

### 4.8 Training Institute of Mercantile Bank PLC

Mercantile Bank PLC's training institute was founded in 1999 and is located at the Head Office. For extended workshops, the bank utilizes various training centers. Since its establishment, the institute has been offering a range of training programs focused on different aspects of banking to enhance the knowledge, skills, and attitudes of the bank's employees.

### 4.9 Training Courses of Mercantile Bank PLC

Training facility To meet the industry's professional demands, Mercantile Bank PLC's Training & Research Academy regularly hosts seminars, specialist programs, and foundation courses in a range of banking domains. For professional growth, officers are also often sent to the Bangladesh Bank Training Institute (BBTI) and the Bangladesh Institute of Bank Management (BIBM). It's also common practice to send officers abroad for advanced training. The Human Resource Development (HRD) operations are further supported by a research section.

# Chapter-5

## Findings and Recommendations

### 5.1 Findings of the Study

• In the training development sector, Mercantile Bank PLC follows both on-the-job and off-the-job training techniques; however, bank does not arrange off-the-job training techniques such as video and film-based training sessions.

• The training period at Mercantile Bank PLC is relatively short for its officers, which may limit the depth of knowledge and skill development.

• Some senior-level officers are not instructed by designated Training venues, which can restrict their continued professional growth.

• Mercantile Bank PLC currently lacks an effective online or short-course training system that could provide flexible learning opportunities for its officers.

• Unlike other banks, Mercantile Bank PLC does not frequently send its officers abroad for training or to attend international seminars, which limits exposure to global banking trends and practices.

• For mid-level managers, Mercantile Bank PLC typically provides training after a gap of 3 to 5 years, which is a long interval and could hinder timely skill development and career growth.

• Mercantile Bank PLC does not offer laboratory-based training facilities for its officers, which could be beneficial for improving practical skills and enhancing interpersonal capabilities.

## 5.2 Recommendations

- Enhance Off-the-Job Training Programs introduce structured off-the-job training methods, such as video-based and film-based training sessions, to supplement on-the-job training. Develop interactive e-learning modules to provide flexible learning opportunities.

- Extend the training period increase the duration of training sessions to ensure officers acquire in-depth knowledge and practical skills.

- Ensure continuous professional development for Senior-Level Officers designate specific training programs for senior officers to support their ongoing professional growth. Provide mentorship programs and leadership development courses implement an Effective Online and Short-Course Training System.

- Develop an online learning platform with short-term certification courses to enhance officers' skills partner with professional institutions to offer relevant training.

- Encourage International Exposure and Global Best Practices Facilitate overseas training programs and international seminars for officers to learn global banking trends and best practices. Collaborate with foreign financial institutions for knowledge exchange programs.

- Reduce the training gap for mid-Level managers conduct training programs at shorter intervals. Offer leadership and management training workshops regularly.

- Establish Laboratory-Based Training Facilities Set up practical training labs to enhance hands-on experience in banking operations. Introduce simulation-based learning for real-world banking scenarios.

## 5.3 Conclusion

As a leading organization, Mercantile Bank PLC has built a strong reputation as one of the top ranking banking institutions in our country.It is committed to business innovation and constant progress. Mercantile Bank PLC has positioned itself as a reliable partner in fostering consumer growth. With a highly skilled and experienced workforce, the bank is well-prepared to seize opportunities in the banking industry.

Mercantile Bank PLC has been a trailblazer in introducing a variety of new products and services to the country's banking sector. Moreover, it stands out in the industry due to its vast branch network across the nation.

This report aims to assess the strengths and challenges faced by Mercantile Bank PLC, establishing the bank as a strong contender in Bangladesh’s highly competitive banking market. Given the intense competition in the sector, Mercantile Bank PLC must concentrate on strategies such as product diversification, market forecasting, and proactive measures to maintain its competitive edge. The report will also provide recommendations to help the bank address its challenges and leverage emerging opportunities.

## References

**Journal:**

Annual Report 2022 of Mercantile Bank PLC.

Guidelines Manual of 2019.

**Book**

Dessler “human resource management”10th edition

**Others**

Human Resource Department of Mercantile Bank PLC hand note