



Daffodil
International
University

An Internship Report

On

**An Analysis of Training and Development Process of Mercantile Bank
Limited (MBL)**

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Letter of Transmittal

Date: 18-12-2022

To

Nujhat Anjum Ani

Senior Lecturer

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Subject: Submission of Report.


Dear Madam,

With due respect, I would like to inform you that it is a great pleasure and privilege to present the Report titled " An Analysis of Training and Development Process of Mercantile Bank Limited (MBL)." which was assigned to me as a partial recruitment for the completion of BBA program.

Throughout the study I have tried the best of my capacity to accommodate the information and relevant issues as possible and tried to follow the instruction. Hopefully in future I can apply the ideas in my working sector.

I am grateful to you for your kind guidance and cooperation at every step of my endeavor during preparing this report. It will be a great reward for my effort which I have applied in this report and if you kindly take some time to go through the report and evaluate the research literature.

Sincerely yours,



Sanjida Mostari

ID No. : 181-11-5783

Department of Business Administration

Student's Declaration

I do therefore seriously pronounce that the work introduced in the temporary job report titled "An Analysis of Training and Development Process of Mercantile Bank Limited (MBL)" is unique work done by me under the supervision of Nujhat Anjum Ani, Senior Lecture, Department of Business and Administration. I have not done this report beforehand to present some other college/school/establishment/association for any scholarly authentication/ degree/ recognition or other comparable purposes.

The work I have exhibited does not rupture any current copyright and no bit of this duplicated from any work done before for a degree or something else.

I additionally attempt to reimburse the office against any misfortune or harm emerging from rupture of the doing without commitment, assuming any



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Letter of Acceptance

I hereby declare that the concerned report entitled “An Analysis of Training and Development Process of Mercantile Bank Limited (MBL)” is an original work by Sanjida Mostari, ID No: 181-11-5783, Major in Human Resource Management, Department of Bachelor of Business Administration, Daffodil International University. She has completed her report under my supervision and submitted this report as a requirement of BBA program. I have gone through this paper and no signs of plagiarism have been observed in it.

I wish every success in her life.



Nujhat Anjum Ani

Senior Lecturer

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Acknowledgement

I would like to cordially give thanks to those, who have helped me during making this report successfully and I want to show my gratitude to Almighty God, who made my each attempt successful.

Nujhat Anjum Ani, my supervisor, for her constant spontaneous support, efficient care and constructive recommendations and suggestions regarding this report, which was really very helpful for me to prepare this Internship Report on the topic – “An Analysis of Training and Development Process of Mercantile Bank Limited (MBL)”.

Md. Humayun Kabir, Senior Vice President, Dhanmondi Branch of Mercantile Bank Limited, who has helped me from the beginning of my Internship course. I would like to thank him for his generous help by giving some authentic information about the bank.

Executive Summary

In an era of globalization and free trade, the method and structure of bank management are evolving. Mercantile Bank Limited (MBL) is constantly adapting to this environment of constant change. The bank's strategies are straightforward and transparent.

This report describes the outcomes of a three-month internship at Mercantile Bank Limited (MBL) as required by Daffodil International University's curriculum. This report's primary objective is to investigate MBL's training and development processes. In MBL, administrators at various ranks provide training and growth opportunities.

The whole report is divided into five sections for reader convenience. The first section of this report consists of the introduction, research background, research aims, methodology, data sources, and study limitations. The second section of this report provides the organization's specifics and other information. This report's third section describes the training and development activities, elements, and strategies MBL is utilizing and is required to train and develop its personnel. The fourth and fifth sections of the study include the report's analysis, recommendations, and conclusion based on the data acquired from their annual reports, face-to-face interviews with workers and staff, and the questionnaire. It has been determined that most employees are satisfied with their working environment, benefits, and other organization provided amenities.

This report contains information from the organizational annual report, internet publications, studies, and books.

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Lists of Abbreviations

Abbreviations	Elaborations
ADC	Auto-Delivery Channel
ATM	Automated Teller Machine
BBA	Bachelor of Business Administration
BIBM	Bangladesh Institute of Bank Management
CAMS	Certified Anti-Money Laundering Specialist
CDCS	Certificate for Documentary Credit Specialists
CEO	Chief Executive Officer
CSDG	Certificate for Specialists in Demand Guarantees
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
IP	Intellectual Property
MBL	Mercantile Bank Limited
MBTI	Mercantile Bank Training Institute
MSS	Market Stabilization Scheme
ROI	Return on Investment
SME	Small and Medium Enterprises
SOD	Secured Over Draft
SWOT	Strength Weakness Opportunities and Threats

Chapter: 01

Introduction

1.1 Introduction

Bangladesh is one of the least developed countries in the world. Bangladesh is bringing about a transition in the socio-economic sector, where banks cannot overemphasize their importance. Most of a country's wealth is derived from agriculture and industry, where banking facilities play a significant role. A nation cannot make any development without a bank. Following commercial banking leaders in Bangladesh's banking industry, Mercantile Bank Bangladesh Limited is one of the banks with the most rapid growth. A group of astute investors founded Mercantile Bank Limited (MBL) with the intention of making a substantial impact to the finance sector for Bangladesh's sustained economic growth. The Bank has been initiated by an ambitious transformation plan, charismatic leadership, and insightful planning's that have given it a solid platform to seize new possibilities. MBL provides client support using modern technology through specialists who are also working on cutting-edge, demand-driven banking. In every aspect, Mercantile Bank Limited adheres to banking regulations. The Mercantile Bank Limited play the most significant part in a country's developmental process. Transparent banking practices, an equitable attitude to customer interactions in a competitive, progressive program, and a safe and healthy banking environment benefit the employees. They provide excellent service to consumers who deposit money with the bank, which is advantageous for the bank. Mercantile Bank Limited follows reasonable HR policies and procedures to fulfil its financial objectives. Training and development refer to a company's intentional efforts to enhance its workers' job-related abilities. Training and training practices: talents, abilities, attitudes, personal skills, and conduct are vital for effective job performance. Training or development is acquiring or enhancing one's talents and relevant specialized expertise. Successful training and development organizations see their employees not as their most valuable assets but as their most important collaborators. For several reasons, today's business climate emphasizes these individuals more. This internship report addresses further training and development-related themes. The ancient and modern axiom "Our greatest assets are our staff."

1.2 Literature review

Training

Employee training is a method used by companies to mold employees' abilities and enhance their potential. To close the gap among subjective qualifications (the ability to act and use competencies to achieve organizational goals) and objective qualifications (the greatest degree of education attained and requirements imposed on employees), a simple method of changing work behavior and level of competencies (knowledge, abilities, and skills) as well as employee motivation is used. This increases labor productivity. Training exercises that companies might employ can be carried out both on the job and in other environments (Urbancová et al., 2021).

Development

One of the most crucial aspects of human resource management is employee development. Employee development refers to the process of enhancing both an individual employee's and an organization's capabilities. As a result, employee development includes both an individual employee's growth and the employee's overall development because when employees of an organization enhance the organization, the organization will flourish more and employee performance will rise. As a result, employee performance and employee development are closely related. Employees' performance will improve as they get more developed since they will be happier and more dedicated employees. When employee performance improves, the effectiveness of the organization will follow (Hameed & Waheed, 2011).

Rationale of Training & Development

The significance of training and development to incorporate teamwork, creativity, and a culture of ongoing improvement into human resources in the workforce is highlighted through improved business processes and enhanced organizational potential (Myrna L. Gusdorf, 2009). The concept of human capital is connected to Garry Becker's employee restructure in terms of spending on staff training and development to improve the administration's human capital (Paton, Peters, & Quintas, 2005). A similar idea was published in the same manner that training and development enable a company to train and develop personnel in order to continue hiring new employees with the purpose of replacing and upgrading its workforce. This assurance in staff replacement and

advancement results from the employees' capacity for appropriate advancement and transformation management as a result of training and development (Qasim, Mehwish, & Akram, 2011). It also alters the way workers operate through advantage of training and development processes by emphasizing the benefits of enhanced employee capabilities (Karl, Alan, & Guenole, July 2010). As a result, training and development are strategic components of the organizations' objectives and mission. Numerous research have been carried out to determine how staff training affects organizational productivity. There is no question that training and development would improve performance at work (Hung, 2010). According to a survey from the National Economic and Development Office, high performing organizations train their employees for an average of 8.9 days per person, or 2.8 days per year. This is why many well-known corporations make significant investments in staff training and development. Days/Employees are annuals of underperforming enterprises (Garner, 2012).

Employees participating in training and development programs report higher organizational support and work satisfaction levels. When employers invest in their staff via training and development, they see positive effects in their workers' performance and attitude (Karl, Alan, & Guenole, July 2010). If an employee has the will to learn, a developmental assignment may help them reach a new level of competence. Employees' skills improve with the help of assignments designed to help them grow as leaders. A company may help a new employee learn the ropes via training and mentoring opportunities. The HR department is tasked with organizing these types of events and assigning managers open to acquiring new skills a set of tasks designed to help them grow professionally and contribute more effectively to the business's success. The human resources department must consider the complexity of management if they want to help employees get new skills (Lisa, Paul E., Joyce E. A., & In-Sue, 2009). A company's success depends on its staffs' efforts, and its success depends in large part on the quality of the training and education provided to those individuals. Staff development allows employees to further their knowledge by participating in various classes, seminars, and workshops. All these factors significantly impact how hard staff work to reach the organization's objectives. Management should care deeply about their staffs' growth and set aside enough funds for that reason. Other organizations may use these methods for training their employees (Ngala & Odebero, 2010). An integral part of every professional development program is thoroughly examining training requirements. Training need analysis encompasses a wide swath of HRM and HRD, touching on nine subfields: training plan;

goal setting; employee development; change management; career advancement; and employee knowledge; employee skill; employee ability; and employee knowledge; attitude toward learning; and employee motivation. Analysis of training requirements involves considering both current circumstances and desired future outcomes. This research aimed to assess how training requirement analysis correlates with HRM and HRD. We now know that training and development transform people's habits to benefit the company. Through the identification of training needs, we can boost workers' enthusiasm (Iqbal & Khan, 2011). Organizations that want to become industry leaders in service delivery must invest in their employees' professional growth and development. When developing employee learning and growth strategies, businesses must also pay close attention to how those plans are implemented and assessed. An organization's knowledge, skill, and competence can only improve with the help of a well-executed training and development program. All personnel need to be on the same page concerning the company's vision to achieve success. More effort is put into employee development and training for organizations that succeed in all three. Human resources must ensure that the organization's goals, values, and purpose drive strategic planning efforts. Businesses need to foster a culture of continuous learning and open communication among employees to achieve success. In addition to facilitating individual growth and achieving corporate goals, effective communication and performance evaluation play a crucial part in both (Naris & Ukpere, 2009). A comprehensive training and development program has been shown to reduce workplace disputes. Those companies that invest in their employees' growth and development tend to have a lower rate of employee conflict. Despite the prevalence of computers today, investing in the growth of one's workforce is crucial to a company's success and profitability. It is widely understood that the company needs to spend extensively on training and development. Research reveals that training and development is an investment, not a cost, yet some companies still see it that way. Without investment, we are unable to obtain profit. No company can hope to remain competitive without investing in its employees' training and development. The cost of training is high, but the cost of not training is much higher (Shadare, 2010). Competency evaluation is crucial for measuring results. Encouragement aids academic performance. Thus, we advise that our staff members exercise caution when conducting independent assessments of their cognitive learning results, considering the context in which these outcomes are acquired. We need to push for more studies on self-assessment and how teachers and trainers can create reliable forms of self-evaluation that foster continuous education (Sitzmann, Ely, Brown, & Baue, 2017).

This investigation aimed to examine Mercantile Bank Limited's methods of professional development training. MBL was founded in 1983 as a public limited company. It's doing incredible things for Bangladesh's economy. The significance of a bank's employees in maintaining a competitive edge in a global market is widely understood. The bank has set up four staff colleges to give its employees a wide range of training and development possibilities. These colleges provide workers with the chance to further their education and skills. Staff College offers courses for a wide variety of staff types. The MBL intends to provide a training library for instructional purposes. A variety of operational and behavioral training options are outlined here.

1.3 Background of the study

Training and development increase the effectiveness of workers, allowing them to work in a variety of sectors and various professions. Training programs offered by Mercantile Bank Limited aim to improve employee performance so that employees may deliver excellent customer care and get no complaints. Training helps employees advance their careers. And also increase employee happiness in the workplace. The Bank can perform successfully in competitive marketplaces because its highly qualified workers are up to speed on the most recent banking information, practices, and strategies. Training and development for organizational personnel are more effective.

1.4 Origin of the report

After finishing all BBA coursework at Daffodil International University, I now have the opportunity to begin my professional and practical life with the commencement of my internship. The fundamental purpose of the internship is to get insight into service life and how to develop the concepts taught during the BBA curriculum. The primary objectives of the internship are:

- To get banking sector experience.
- To get familiar with the company and its culture.
- Comparing the actual situation with the theoretical knowledge gained through the BBA software.
- To fulfil all internship requirements.
- To learn how to apply academic knowledge to practical problems.
- Determine the general characteristics and functions of the organization.

Mercantile Bank Ltd. is a well-known private bank in Bangladesh. It became incorporated on 2nd June 1999 as a public limited company under the Companies Act 1913. As of November 2021, MBL has 384 branches, including 151 Branches & 02 Offshore Banking Units, and more than 5112 staff. In addition, MBL maintains its own 190 ATM Booths and 20 Cash Deposit Machines (CDMs). MBL obtained “AmCham CSR Excellence Award” December 04, 2021. It also received National Productivity and Quality Excellence Award- 2016 (Mercantile Bank Limited, 2021). I have been assigned to the Dhanmondi branch of MBL in Dhaka for my internship. In this branch, there are six separate sections:

- Accounts Opening
- Remittance
- General Banking
- Investment Department
- ADC (Auto-Delivery Channel)
- Foreign Exchange
- SME Banking

I have obtained a great deal of knowledge about them and worked around the department because of this. I spend most of my time working with the Foreign exchange & SME banking sector and gathering information about their HR operations and policies. However, there was limited information about HR policies and practices at the branch office. After finishing my internship, I will compile a report including their financial information and HR rules and procedures by MBL.

1.5 Scope of the study:

I worked at a well-known bank as an intern. The last level of my BBA degree requires that I major in human resources management. This report's primary focus is preparing and developing the Mercantile Bank Limited. This report will be prepared using the training and development method. This report will provide an overview of the fundamental MBL banking and Training and Development information for employees followed in MBL.

1.6 Objectives of the study

1.6.1 Broad Objective

The main objective is to prepare this report to introduce of the HR practices and techniques that have been used by the organization for the developing their employees through training.

1.6.2 Specific Objectives

- To know about Training & Development process of Mercantile Bank Limited.
- To analyze the training and development techniques of Mercantile Bank Limited.
- To explore the Mercantile Bank Training Institute (MBTI)

1.7 Methodology

This report is compiled thoroughly and systematically. I've used several approaches to examine, assess, and recommend data collecting from the outset. The Survey Research Technique is used to collect the necessary data. Mercantile Bank employees will be asked to complete a quantitative questionnaire for this research. I have adopted the concept of the Self-Administered Questionnaire, in which respondents independently achieve specific items. Using the likert summated scale, I can guarantee 30 responses in a concise amount of time. It was challenging to collect MBL information because the employees were preoccupied with their jobs and did not want to share their HR processes and policies. The primary reason is that they do not work in the HR department and have little HR knowledge. They understood they were assisting me with this information. The following technique has been used for the collection of data:

1.7.1 Data collection technique:

The term "data collecting methods" refers to procedures for gathering and evaluating various types of data. Data that describes a given subject's features, qualities, and other unquantifiable attributes is referred to as qualitative data. This covers individual viewpoints, descriptions of a certain setting, action, or conduct, as well as the caliber of a specific product. Since qualitative data is sometimes difficult to quantify with statistics, it is instead examined for its characteristics or patterns. Quantitative data, on the other hand, refers to data that can be measured or quantified, such as numbers, the percentage of the respondents or study participants, and data that meets certain parameters of measurement (Roselin Manawis, 2022). In this report both quantitative and qualitative data has been studied.

1.7.1.1 Sources of Data Collection

The data are collected from two different sources:

1.7.1.1.1 Primary sources:

- The practical working experience in banking.
- Interaction with the Mercantile Bank employees.
- Personal observation.

1.7.1.1.2 Secondary sources:

- Annual report, articles, materials for training
- Periodical statements, brochures, booklets, etc.
- Official Mercantile Bank Ltd. website.
- Mercantile Bank Ltd. Documentary File.

1.7.1.2 Data Process and Analysis

- I gathered information based on my knowledge.
- The study includes a thorough analysis, working variables, future forecast, and working concepts.

1.7.2 Sampling

Population: A population is a collection of individuals with comparable characteristics from whom data may be obtained and assessed.

The target demographic included the Mercantile Bank's employees.

Sample: The non-probability convenience sampling approach was utilized for sample size, questionnaire design, and data analysis to acquire the information.

Sample Size: 30 individuals were explicitly selected from the target group.

Questionnaire Design: A questionnaire consisting of closed-ended questions was developed.

Data Analysis: The facts acquired from both primary and secondary sources have been organized to provide a comprehensive overview of the Mercantile Bank's training and expansion program. Included in the study were both qualitative and quantitative analyses. Standardized quantitative questions were scaled up. In my investigation, I used several computer software, including Microsoft Office, Microsoft Excel, and Google Forms.

1.8 Limitations of the study

There was some limitation, and they are:

- Three months of internship program time is insufficient to gather information and prepare the report.
- Insufficient information, workers have always been busy and do not share MBL personal information.
- Lack of MBL website information.
- Knowledge is confidential and has not been exchanged by subordinates as they do not violate their policy.
- I was nervous about asking them something and writing the report as it was my first time in a realistic job area.
- The entire report is focused on yearly reports and details on the internet.

Chapter: 02

Organizational Overview

2.1 Overview of the study

For the growth and advancement of a service-oriented company like banking, a workforce that is well-educated, devoted, capable, and entrepreneurial is required. Banking institutions have been essential to any developed country's overall financial and socioeconomic progress since the first emergency and the start of modern civilization. The economic markets, which is composed of the following bankers and is adept at identifying promising industrial sectors in need of import and export assistance to grow, is mostly to blame for our country's economic development. People depend on banking services to process cash, move money, and fund different business and industrial endeavors in our fast-paced world. General banking processes should thus be improved in order to provide valued customers with better daily financial services. Given that bank is indeed a service industry, it need to believe the clients are supreme. Bangladesh Bank, our nation's national bank, and the gov't of our nation have vowed to give concerned people significant support in all facets of general banking. Like other commercial banks, both national and non-nationalized, the mercantile bank limited offers a variety of financial services and products to the nation. I thus believed that being an intern, I should have specific knowledge in this extremely well-known field.

The corporate world is becoming more and more lively and competitive. If a business cannot keep up with the rate of economic development, it will find it challenging to operate and provide services in a quick, expanding, and unpredictable market. The company contributes significantly to the development of a nation's economy. As a result, I believe that as a student with a business background, I should be a part of any firm to get useful and adaptable corporate experience before starting our professions. The internship provides a link amongst our classroom learning and practical knowledge, allowing me to get corporate experience while also getting me ready to lead a brand-new, competitive venture. I've interned in several MBL divisions, including the Dhanmondi Branch in Dhaka. I'll try to provide an overview of the training and development process of Mercantile Bank Limited here.

2.2 About Mercantile Bank Limited

The capital of Bangladesh, Dhaka, is home to the financial and banking services provider Mercantile Bank Limited. On May 20, 1999, it was established as just a Public Limited Company with insignificant amount of financial obligation for the banking industry under the Bank Companies Act of 1991, and on June 2, 1999, it started conducting business. Efficiency is our strength, according to MBL's motto, and "Bangla Bank" is featured on its logo. The initial authorized capital of taka eight hundred million was split between eight million common shares, each worth taka one hundred. The Bank sold shares to the general public on February 16, 2004, and February 26, 2004, on the Chittagong Stock Exchange and the Dhaka Stock Exchange, respectively. A distinguished history of delivering exceptional services across a variety of financial services while increasing resource effectiveness was achieved by the bank. It has established itself as progressive commercial bank in the corporate sector because to its varied loan and deposit offers, which appeal to both corporate and individual clients. The Bank has been in operation for more than 10 years by providing its clients with fresh prospects, offering specialized services, and maintaining a strong banker-client relationship. In addition to earning money through interest now it has a benchmark for financing commercial transactions and foreign currency exchanges. Non-fund businesses including insuring, asset management, mutual fund management, investment accounts, and commission-based enterprises like a security, domestic remittance, overseas remittance, and so forth have increased the public's access to the Bank's services. To successfully meet the needs of its multi-segment customer base, MBL provides all such comprehensive banking facilities to its individual and business customers under a strong branch network spread across the entire nation. This is done while operating under the constant direction of the Board of Directors. In Bangladesh, the MBL owns 129 branches spread throughout 45 districts. By supplying its clients with fresh and cutting-edge goods and services, they continue to grow every day.

2.3 Organizational Overview

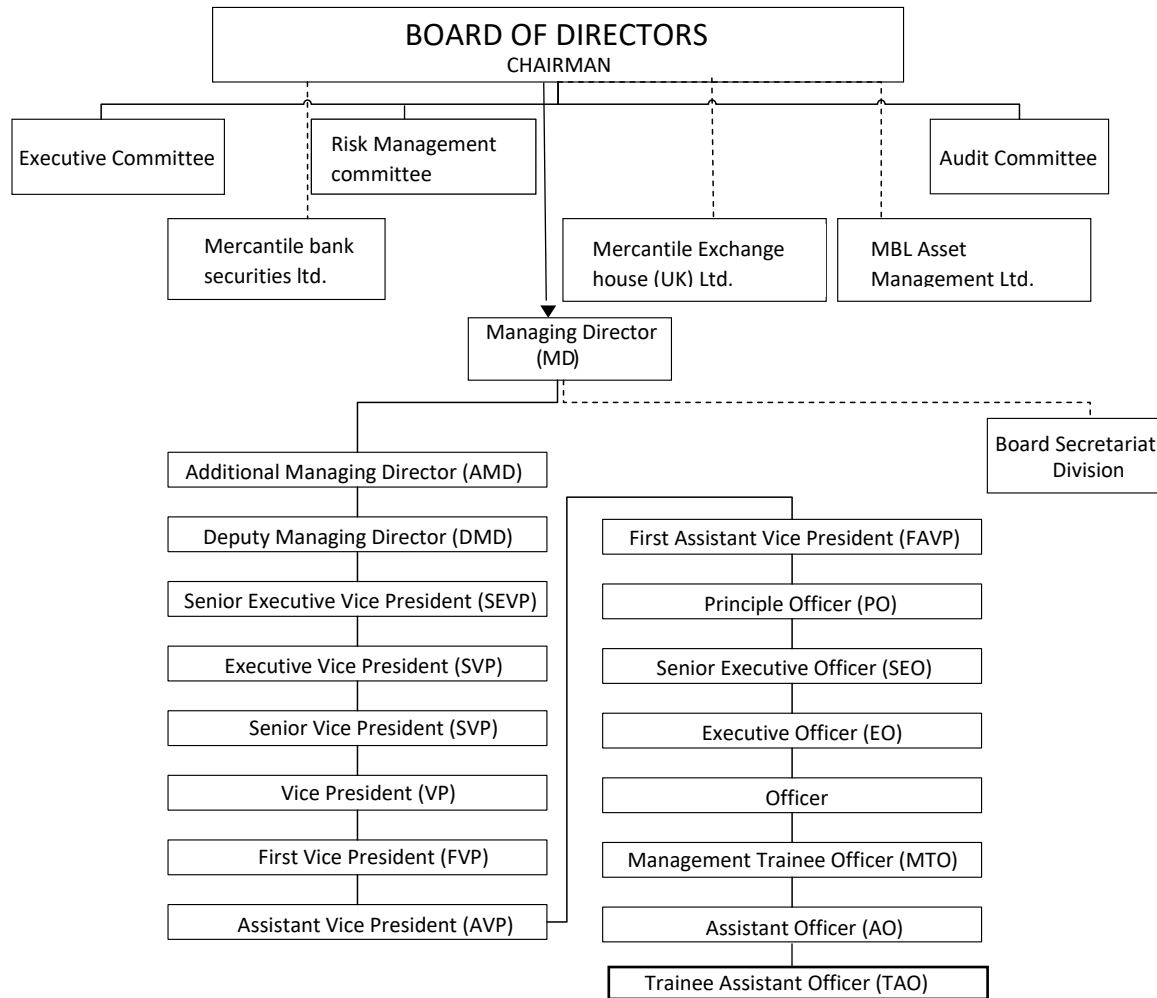


Figure 1: Organizational Structure

2.4 Business philosophy

MBL values all three groups equally: customers, staff, and shareholders. Financing inclusion is how MBL hopes to accomplish significant company growth. They offer solutions based on a best possible customer satisfaction across every client segments at the lowest possible cost, while also enhancing the well-being of our staff members and shareholders. With a strong dedication to provide improved client services, MBL is always creating new, cutting-edge goods and services that meet the demands of our customers. They provide their employees with a modern benefits package and a pleasant working atmosphere. MBL never forgets its shareholders and works hard to improve their financial situation and share value, which has paved the way for their development and advancement.

2.5 Mission

Their mission is to become the most compassionate, focused on fair growth via diverse resource deployment, while being a healthy and sustainably profitable bank.

2.6 Vision

Their vision is to establish themselves as the most conscientious corporation and the greatest corporate citizen in the world.

2.7 Aim and Objective:

- To boost the value of shareholders
- To accomplish economic value addition

- To rule the market in product development
- To rank among the three most effective financial organizations in Bangladesh
- To rank among Bangladesh's top five banking institutions in regard to market share across all important service sectors.

2.8 Core values

- **Customer gratification:** All actions of MBL are centered upon delivering excellent customer service. They recognize that the success of their business depends on their ability to satisfy their customers.
- **Innovation:** In order to strengthen their business, they are encouraging innovation. They believe the conception and practice of implementing change with the goal of achieving perfection and the conviction that change is a unavoidable.
- **Moral Guidelines:** In all of our views and deeds, we remain accountable, moral, truthful, and open.
- **Upholding HR Activities:** Recognizing workers' untapped potential, honoring their value and dignity to promote effective professional growth, and putting the well-being of individuals first in HR policy and procedures are all important.
- **Obligation:** They constantly prioritize upholding their promise to their esteemed depositors as reliable custodians of those funds and to all other stakeholders in the same way.
- **Societal Accountability:** They constantly strive to behave and react in a sustainable way while bearing in mind community and our nation. Also to protect the environment.
- **Shareholders Significance:** Value creation and enhancement for our equity holders.

2.9 Products and services

Under products and service Mercantile Bank Limited. Here below in the sorts

1. Deposits Schemes:

- Current Deposit Account
- Savings Bank Account
- Special Noticed Deposit Account
- Fixed Deposit Account
- Masik Munafa Amanat Prokolpo (MMAP)
- School Banking
- Non Chequeable Savings Bank Account (NSB A/C)
- MBL Bonus Sanchay Hishab
- Masik Sanchaya Prokolpo (MSP)
- Troi-Masik Munafa Amanat Prokolpo (TMAP)
- Super Munafa Amanat Prokolpo (SMAP)
- Aporajita Masik Munafa Prokolpo (AMMP)
- Savings Bank Account for MSS
- Poribar Surokkha Amanat Prokolpo (PSAP)
- Digun Briddhi Amanat Prokolpo (DBAP)
- MBL Prabasi Sanchaya Hishab
- MBL Prabasi Masik Sanchaya Prokolpo

2. Corporate Loans:

- Funded Credit Facilities
- Non - Funded Credit Facility

3. Retail Loans:

- Home Loan
- Car Loan
- Personal Loan
- House Furnishing Loan
- Doctor's Loan

- Education Loan
- Secured Over Draft (SOD)
- Refinance Scheme for Green Product/Initiatives

4. SME Financing:

MBL has the following product ranges that are appropriate for the needs of the various economic segments and industries in order to support SMEs.

5. Agriculture Loan:

To ensure food security in the country, Mercantile Bank Limited has various agricultural loan products with the aim of increasing the flow of credit to agriculture and various related supporting sectors to expand food production and employment activities.

6. Mercantile Bank Islamic Banking:

By requesting formal approval from Bangladesh Bank for the operation of its Islamic banking program, Mercantile Bank has begun its "Islamic Banking Operations" (Taqwa) with the goal of serving its clients who want Islamic Shari'ah-Based Financial services and are devoted to living an Islamic culture.

7. Agent Banking:

To include under banked individuals under one roof, Mercantile Bank Limited launched its Agent Banking Service. In August 5th, 2019, Bangladesh Bank granted the Bank authorization to launch Agent Banking throughout the nation. At first, they were given the go-ahead for launching their Agent Banking business with five Agent Branches.

8. Further Services:

- Online Banking
- Locker Service
- I-Banking
- Foreign exchange Business service
- ATM facilities
- My cash (Mobile Banking) (Mercantile Bank Limited, 2021)

Chapter: 03

The training and development process of MBL

3.1 Training and Development Concept

3.1.1 The idea of training-

Human Resource Management considers training to be one of the most important tasks. According to the definition of training, it is a systematic, well-planned, and ever-evolving process that give trainee the information, skills, and abilities they need to continue their tasks effectively and efficiently.

Training also affects how a person behaves in terms of their relationships with the organization's workgroups, thoughts, and expertise. Managers have recognized the organization's success criteria in recent years, and these characteristics heavily depend on the workforce's knowledge, talents, skills, and competencies.

Through the development of technical personnel, training employees interferes with the expansion of the quality of the goods and services offered by businesses in a competitive marketplace.

3.1.2 The idea of development-

Activities intended to gain new information or skills towards a developing goal are referred to as development. To improve the abilities of employees, organizations offers development programs. Workers development is becoming considerably more of a skilled and analytical responsibility in any company's current professional settings

3.1.3 Training and Development Goals

3.1.3.1 The function of training and development in organizations

Businesses receive outstanding benefits from training and development. The major benefits are enhanced customer service and productivity. Due to enhanced performance in numerous staff training programs, productivity has undoubtedly grown. Thus, there is no doubt that training and development promote both workplace performance and organizational productivity, but it must be remembered while creating training and development programs that the strategic goal of training is to produce creative thinking and innovation. These will then strengthen the organization's knowledge base by enabling it to gain a competitive edge.

Furthermore training and development encourages employees to participate actively in decision making

Additionally, it has been claimed that consistent training enhances workers' self-respect, drive, and confidence. In a similar vein, they think that training and development are what improve employee happiness with their jobs, advance work efficiency, and produce a return on investment (ROI) that results in more seasoned, effective, and productive workers. They become more dedicated, devoted, and helpful to the company as a result

This is backed by the fact that training encourages people to be pleased with their jobs, independent, and self-assured

Training thus increases loyalty, which in turn pushes the mark to perform well. It is believed that the employees' enhanced performance is important

3.1.3.2 Training and Development's Function in the Banking Sector

It is well acknowledged that banking involves a broad category of services. The highest level of social involvement is seen in the service sector. Customers engage with staff members, and it is through this interaction that the bank's initial impression is created. The customer is therefore the most significant factor influencing productivity of the company, sustainability, and reputation

development, according to visitors. Without a question, a company's most valuable asset is its people

Customers acquire a variety of experiences while using services that need both mental and physical interaction with service providers, such as staff

This knowledge leads us to the conclusion that personnel need to be qualified to deliver a satisfying service to clients with the least likelihood of client churn or client dissatisfaction. It is evident that training is definitely pushed into the workforce through some systematic process of skill.

3.1.3.3 The Relationship between Employee Training and Performance

In order to raise an organization's production level, training is regarded as an essential asset. Employees benefit from it not just personally, but it also helps them learn and operate more effectively. So, the only way to effectively boost employee performance is to convey corporate goals to the workforce and increase individual productivity

The idea that spending money on employee training in decision-making, cooperation, problem-solving, and interpersonal connections would have a positive impact on employee growth and employee performance further supports it.

3.1.3.4 Productivity and Employee Development

As there is so much advantage in spending in development programs, the majority of successful firms take the advancement of their workforce into consideration and invest in their training. These results in abilities and capacities that boost productivity and morale.

3.1.3.5 Job satisfaction and training

Various HRM experts have provided varying justifications for the notion of job satisfaction in the literature. When the needs of the employees for the job are balanced with the original purpose of the task, job satisfaction is ensured. It is said that other literary intellectuals evaluate job satisfaction using criteria including needs, differences, value attainment, equity, and models of interpersonal or biological characteristics.

3.1.3.6 Employee Motivation and Training

Different writers of literature have different definitions of motivation. However, there are certain terms like desire—wishes, wants, goals, goal demands, and incentives—in all these classifications. Motivation is described as a quality that enables someone to go toward a certain goal. In contrast, motivation is sometimes described as a person's willingness to work hard and persistently to achieve organizational goals in the hope that their efforts would result in the realization of a particular goal that emerges (Jeni et al., 2021).

3.2 The HR Division of MBL

The HR division of MBL performs a range of tasks and services. They are entirely in charge of human activities including hiring, training, and development, compensation benefits, relationships between internal and external stakeholders, employee data, and personnel rewards, and many more.

The Managers and supervisors of MBL are specially focused on creating and implementing successful HRM systems, procedures, and techniques. They invest a lot of effort in making sure workers are happy. Employers look for fresh approaches to improve the environment at in order create pleasant and supportive workplace

Humans are an organization's most precious resource, according to this bank. Without workforce, a company's tangible resources lose their value. A company's bank details could be completely funded. They could have the most cutting-edge machinery in its workplace and a warehouse full of premium input goods. But if employees don't participate, it wouldn't matter what else was done.

In order to accomplish the intended goals of the company, this is indeed a series of steps to bring about a transformation in the knowledge, competence, and mindset of the company's personnel. There is no limit to the process of training. It's also vital for prior employees to obtain training when their employment change.

To teach its executives and employees, MBL developed a Training Institute. Numerous fundamental and advanced training courses have previously been offered by this Institute. The

Bangladesh Institute of Bank Management (BIBM) and other workshops in Bangladesh and abroad received a large amount of representatives for extensive training on various banking topics.

The company encourages expertise and views its staff as its most valuable resource and the cornerstone of its effectiveness and power. It refers the worker to a training facility for additional guidance. During this training period, the teacher instructed them on accounts and finance, foreign currency, and credit. It is known as general banking. Each employee is welcome to participate in this program. It may finish in 5 business days, 2 days, or 3 days.

However, Executive officers including First Vice Presidents and Vice Presidents, must go through technical training. The bank gives its workers the best training possible so they can do their duties effectively. Once they have gotten instruction, they will be able to easily do their job.

3.3 Training and Development Roles

Training presently plays a significant role in the organization. Here is a description of the role of training and development:

- **Organizational Culture:** Training and development enhance the organization's corporate culture and effectiveness. It contributes to the formation of a learning culture inside the organization.
- **Development of skills:** Preparation and growth are essential for employees to raise their awareness and abilities. It sets the boundaries of human intellect and the entire personality of the employee.
- **Utilization of Human Resources:** Training and development help to utilize human resources to assist workers in achieving corporate and individual objectives.
- **Productivity:** Training and development help employees achieve the organization's long-term goals.
- **Team Spirit:** Training and development generate and expand the possibility of operating as a team, allowing the organization to achieve its objective. It offers opportunities for teamwork.
- **Organizational Environment:** Training and development establish a positive environment for the firm so that employees feel comfortable at work and believe that the organization is theirs.

- **Obsolescence Prevention:** Training and development programs provide creative individuals with opportunities and assist managers. To prevent personnel issues caused by an individual's age, temperament, drive, or handicap to adapt to technological developments inside the business.
- **Quality:** Training and development enhance employees' jobs and work-life quality.
- **Healthy Work-environment:** Training and development promote a healthy work environment for employees, helping them to perform at their highest level for the firm.

3.4 Mercantile Bank Limited Training Scheme

- An in-depth comprehension of the short- and long-term goals of the Mercantile Bank Limited.
- A solid knowledge of the bank policies and initiatives.
- Making a personnel strategy, a plan for the demand for labor, and a plan for the supply of labor.
- Creating a training plan for both the short term and the long term.
- Executing the training program.
- Rearranging the course or strategy after conducting an assessment (if needed).

Network Instruction

- Maintenance of the Branch Network
- IP Telecommunications
- Email server administration
- Internet correspond
- Virus updates and maintenance

Hardware Instructions

- Card Division Instructions
- Basic Hardware Setup Instructions

Vise related Instruction

- International Compliance with Visas

3.5 Training and Development Approaches

Employee orientation for new hires: Mercantile Bank Limited's Human resource development organizes an orientation session for newly hired employees.

Product Education: To assist the concerned personnel in learning enough regarding the products that the Bank offers, product training is offered, such as depository product education, loan item education programs, and product operating training.

Skill development: MBL offers a variety of skill-related training programs, such as credit courses, selling and negotiating techniques, project management, and so forth, to improve the employee's abilities for certain areas.

On job training: On-the-job training constitutes the core of the curriculum. This training regimen is sometimes called "Soap Training." Listed below is the method of the on-the-job training program:

- **Instructor Preparation:** The instructor isolates conceptual components to develop a lesson plan and choose training techniques.
- **Trainee Preparation:** Place the learner where the instructor desires in the training program. Relate the trainee's assessment of his requirements to his advancement.
- **Present the Task:** The trainee should be given the overall task. Describe to him the known things that are unknown and the simple and complex things. Adjust his position accordingly. Describe each step involved in the task.
- **Tryout the Performance:** Trainers must explain to trainees all preceding procedures and keep learning and motivation in mind. A response to the output should be provided.
- **Follow Up:** Provide a reasonable conclusion from the outset.
- **Self-study:** Mercantile Bank Limited offers its staff members a number of possibilities for self-directed education, including education leave and cash incentives for professional certifications including the Banking Diploma, CDCS, CSDG, and CAMS.

Conference and training for management development: All staff participating the workshop receive strategic views, corporate objectives, management goals, and customer centered skills which assist them in comprehending and handle their tasks more effectively.

Off-the-job training: Off-the-job training methods are given below:

- **Classroom Lectures:** The purpose of lectures is to demonstrate organizational techniques or problem-solving abilities.
- **Movies and Videos:** Using multi-media talents that are difficult to demonstrate via standard teaching approaches.
- **Simulation Exercises:** Actually, training is for executing the task. This incorporates case study, role-playing, and group discussion, among other things.
- **Computer Training:** The computer is an essential item in the workplace. Computer training is crucial because employees need to know all available technologies.
- **Case Study:** Providing trainees with a case study to solve is quite beneficial. The case study will clarify the conceptual framework.
- **Outdoor Seminars:** The practice of sending staff to seminars. Numerous universities arrange programs and invite students to attend seminars with our assistance.
- **University Related Programs:** Some university organizes events and invites employees to give students inspiring speeches. Therefore, organizations send workers to strengthen their interpersonal skills.

Training for Particular Skills: For developing the essential skills and achieve high levels of performance, several practical learning programs are organized.

3.6 Training and Development Steps

There are five steps involved in training and development. The chart is given below:

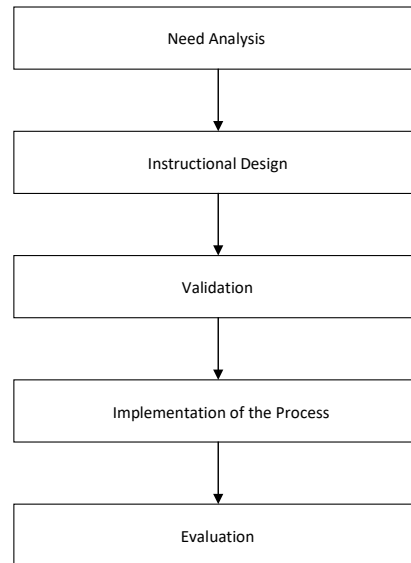


Figure 2: Steps of Training and Development

- **Need Analysis:** The training process's first step is psychological. It recognizes the actual quality of task execution needed, analyzes the talents of the expected pupil, and creates genuine moderate skills and position objectives for execution. Organizational analysis is basically a systematic evaluation of the organization's objectives, resources, proper use and distribution of resources, potential development, and environment. To increase the company's productivity, it must choose where the focus should be on education.
- **Instructional Design:** In the second-foot measure indication design, individuals choose the content of the training program material, including workbook tasks.
- **Validity:** Speaking in front of a small group of delegates during a training session is the third phase in which the speaker's vulnerability is stifled.
- **Implementation of the Process:** The fourth phase is introducing the curriculum after training the desired staff population.

- **Evaluation:** Fifth is an evaluation or assessing phase in which management rates the success or failure of the programs. Evaluation of tasks is the primary emphasis of venture analysis. It must acquire many skills and training essential to do the job effectively. This is a systematic evaluation of the needed professions to identify work contents, knowledge, skills, and abilities. The primary components are the activities, implementation techniques, how people learn these abilities, and overall employee performance expectations. On the other hand, Evaluation of workforce internal and external factors impact the caliber of workforce required by a business. The social, economic, political, and technical circumstances in which the firm works also influence the quality of its personnel. The workforce analysis considers these factors when determining the appropriate level of work quality. In order to meet the employee analysis's stringent quality standards, the unique coaching desires of the workers are established. These include (1) specific areas in which workers need training, (2) the capacity of current employees to study new competencies, (3) the time frame for training, and (4) job design and refurbishment via the use of new work techniques and technology.

3.7 Mercantile Bank Limited Training Institute

The main learning facility of MBL, the Mercantile Bank Training Institute (MBTI), at which the company's personnel are taught and guided toward reaching optimal outcomes all year long.

In order to generate value throughout the company by developing a workforce with leading capabilities to produce sustainable, increased performance and reinforce our reputation, MBTI—the career education and growth organization in the commercial banking industry—was founded in 2002. With the help of MBTI, staff may get the expertise and resources they need to succeed in the present positions as well as place themselves for future career prospects. The knowledge-driven teaching materials are largely based on innovation, greater consumer involvement, quick resolving issues, in addition to goods and processes.

Programs for Mercantile Bank Training Institute courses are designed especially to satisfy the needs of personnel as well as developing professional skills at work. Extensive foundational programs for entry-level Executives make up workshops. The Mercantile Bank Training Institute

also organizes trainee, executive, and advanced training programs that include pertinent areas of financial services and banking such general banking, credit, foreign exchange, marketing, and accounting, among others.

A three-dimensional aim has been set by the Training Center:

- To ensure that all staff perform their jobs consistently
- To develop a pipeline of qualified personnel and provide them the tools they need to take on additional responsibility when the need arises
- Make sure the employees receive "customized" training.

Chapter: 04

Analysis and Findings

4.1 Analysis and Interpretation

Table 1: Concerning the training program

Question-1: Employees are pretty pleased with the training program					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	1	2	4	4
Neutral	3	8	24	9	72
Agree	4	6	24	16	96
Strongly Agree	5	15	75	25	375
Total		n= 30	Σf.x= 125		Σx ² f= 547

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f \cdot x}{n} \\ &= \frac{125}{30} \\ &= 4.16 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f \cdot x)^2}{n}}{n}} \\ &= \sqrt{\frac{27}{30}} \\ &= 0.95 \end{aligned}$$

This analysis indicates that the mean is close to rating star 5 which is "strongly agree" that they are pleased with the trainer. Therefore, the majority of staff are pleased with the MBL training program

Table 2: Concerning the trainer

Question-2: Employees are pleased with the trainer					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	5	20	16	80
Strongly Agree	5	25	125	25	625
Total		n= 30	Σf.x= 145		Σx ² f= 705

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f \cdot x}{n} \\ &= \frac{145}{30} \\ &= 4.8 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f \cdot x)^2}{n}}{n}} \\ &= \sqrt{\frac{4.2}{30}} \\ &= 0.14 \end{aligned}$$

This analysis indicates that the mean is close to rating star 5 which is "strongly agree" that they are pleased with the trainer. Therefore, the majority of staff are pleased with the MBL trainer.

Table 3: Training materials

Question-3: The training material is relevant to the work responsibilities					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	9	36	16	144
Strongly Agree	5	21	105	25	525
Total		n= 30	Σf.x= 141		Σx ² f= 669

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f.x}{n} \\ &= \frac{141}{30} \\ &= 4.7 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{42.3}{30}} \\ &= 1.41 \end{aligned}$$

The analysis illustrates that the mean is above rating star 5. As a result, an intern might conclude that MBL training material is related to work content. Consequently, most staff highly believed that training material was relevant to their jobs.

Table 4: Training program's outline of activities

Question-4: MBTI's training program provides clear outline of activities					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	10	20	4	40
Neutral	3	16	48	9	144
Agree	4	4	16	16	64
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 84		Σx ² f= 248

$$\begin{aligned} \text{So, mean} &= \frac{\sum f.x}{n} \\ &= \frac{84}{30} \\ &= 2.8 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\sum x^2 f - \frac{(\sum f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{12.8}{30}} \\ &= 0.43 \end{aligned}$$

This analysis shows that the mean is close to rating star 3. Therefore, it suggests that the training outline of activities are not perfectly understandable at MBL, employees are neutral with their opinion. They are neither significantly satisfied nor significantly less satisfying.

Table 5: Achieving organizational objective

Question-5: A training program is designed to achieve organizational objectives					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	19	76	16	304
Strongly Agree	5	11	55	25	275
Total		n= 30	Σf.x= 131		Σx ² f= 579

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f.x}{n} \\ &= \frac{131}{30} \\ &= 4.4 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{6.97}{30}} \\ &= 0.23 \end{aligned}$$

This analysis indicates that the mean is more than rating star 4. Most Mercantile Bank Limited staff "agreed" that the training program is geared toward achieving the organization's objectives; however, few employees strongly agreed.

Table 6: Training boosts motivation

Question-6: Training may boost the motivation of the employee					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	15	60	16	240
Strongly Agree	5	15	75	25	375
Total		n= 30	Σf.x= 135		Σx ² f= 615

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f.x}{n} \\ &= \frac{135}{30} \\ &= 4.5 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{7.5}{30}} \\ &= 0.25 \end{aligned}$$

The analysis illustrates that the mean is near to 5 .As an intern, I can say that the training offered by MBL enhances the motivation of its employee.

Table 7: MBTI uses latest technology

Question-7: MBTI uses the latest technology in the training program					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	16	32	4	64
Neutral	3	10	30	9	90
Agree	4	4	16	16	64
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 78		Σx ² f= 218

$$\text{So, mean} = \frac{\sum f.x}{n}$$

$$= \frac{78}{30}$$

$$= 2.6$$

$$\text{So, Standard deviation} = \sqrt{\frac{\sum x^2 f - \frac{(\sum f.x)^2}{n}}{n}}$$

$$= \sqrt{\frac{15.2}{30}}$$

$$= 0.50$$

This analysis indicates that the mean is in close proximity to rating star 3 which is neutral; therefore it can be concluded that employees neither considerably believe nor significantly less believe that advanced technologies have been used.

Table 8: Training improves competency

Question-8: Training can improve the employee's competency					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	14	56	16	224
Strongly Agree	5	16	80	25	400
Total		n= 30	Σf.x= 136		Σx ² f= 624

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f \cdot x}{n} \\ &= \frac{136}{30} \\ &= 4.53 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f \cdot x)^2}{n}}{n}} \\ &= \sqrt{\frac{7.47}{30}} \\ &= 0.25 \end{aligned}$$

The analysis illustrates that the mean is close to rating star 5 which is “strongly agree”. Therefore, it may be said that training can enhance an employee's competency level.

Table 9: Training increases employee productivity

Question-9: Employee productivity may be increased via training					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	13	52	16	208
Strongly Agree	5	17	85	25	425
Total		n= 30	Σf.x= 137		Σx ² f= 633

$$\text{So, mean} = \frac{\sum f.x}{n}$$

$$= \frac{137}{30}$$

$$= 4.6$$

$$\text{So, Standard deviation} = \sqrt{\frac{\sum x^2 f - \frac{(\sum f.x)^2}{n}}{n}}$$

$$= \sqrt{\frac{7.37}{30}}$$

$$= 0.25$$

This analysis indicates that the mean is above 4 thus, it is found that the training offered by MBL increases the productivity of its employees.

Table 10: Training improves worker comprehension

Question-10: Training enhances workers' understanding of new procedures and banking policies					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	0	0	9	0
Agree	4	14	56	16	224
Strongly Agree	5	16	80	25	400
Total		n= 30	Σf.x= 136		Σx ² f= 624

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f.x}{n} \\ &= \frac{136}{30} \\ &= 4.53 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{7.47}{30}} \\ &= 0.25 \end{aligned}$$

This analysis indicates that the mean is near to rating star 5 which “strongly agree”; therefore, it can be said that MBL's training helps to increase employees' awareness of new procedures and banking policies.

Table 11: Evaluation of training performance

Question-11: MBTI evaluates the training performance effectively					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	0	0	4	0
Neutral	3	21	63	9	189
Agree	4	7	28	16	112
Strongly Agree	5	2	10	25	50
Total		n= 30	Σf.x= 101		Σx ² f= 351

$$\begin{aligned} \text{So, mean} &= \frac{\sum f.x}{n} \\ &= \frac{101}{30} \\ &= 3.4 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\sum x^2 f - \frac{(\sum f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{11}{30}} \\ &= 0.36 \end{aligned}$$

The analysis shows that the mean is 3.4 which is in near to “neutral”. Therefore it can be concluded that the staffs are impartial in agreement.

Table 12: Employees receive international training

Question-12: Employees receive foreign training for global experience					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	4	4	1	4
Disagree	2	20	40	4	80
Neutral	3	6	18	9	54
Agree	4	0	0	16	0
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 62		Σx ² f= 138

$$\begin{aligned} \text{So, mean} &= \frac{\sum f.x}{n} \\ &= \frac{62}{30} \\ &= 2.1 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\sum x^2 f - \frac{(\sum f.x)^2}{n}}{n}} \\ &= \sqrt{\frac{10}{30}} \\ &= 0.33 \end{aligned}$$

This analysis indicates that the mean is 2.1. So it can be concluded that majority of staff strongly opposed and disputed that they obtain training abroad.

Table 13: Training reduces absence

Question-13: Training has a good correlation with reducing excessive absence					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	7	7	1	7
Disagree	2	16	32	4	64
Neutral	3	7	21	9	63
Agree	4	0	0	16	0
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 60		Σx ² f= 134

$$\text{So, mean} = \frac{\Sigma f \cdot x}{n}$$

$$= \frac{60}{30}$$

$$= 2$$

$$\text{So, Standard deviation} = \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f \cdot x)^2}{n}}{n}}$$

$$= \sqrt{\frac{14}{30}}$$

$$= 0.47$$

The analysis illustrates that the mean is 2 which is the rating star “disagree”. It can be noted that the majority of staff disagreed and strongly disagreed with the statement that training may favorably impact absence levels.

Table 14: Training program is structured

Question-14: MBTI 's training program gives detailed assignments and responsibilities					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	0	0	1	0
Disagree	2	16	32	4	64
Neutral	3	10	30	9	90
Agree	4	4	16	16	64
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 78		Σx ² f= 218

$$\begin{aligned} \text{So, mean} &= \frac{\sum f \cdot x}{n} \\ &= \frac{78}{30} \\ &= 2.6 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\sum x^2 f - \frac{(\sum f \cdot x)^2}{n}}{n}} \\ &= \sqrt{\frac{15.2}{30}} \\ &= 0.50 \end{aligned}$$

This analysis indicates that the mean is in close proximity to rating star 3 which is neutral; therefore it can be concluded that employees neither considerably believe nor significantly less believe that the training program include specific tasks and obligations.

Table 15: Different training areas

Question-15: MBL has other sections of training area apart from MBTI					
Responses	Rating stars (x)	Frequency (f)	Total number of stars (f.x)	(x ²)	(x ² f)
Strongly Disagree	1	7	7	1	7
Disagree	2	16	32	4	64
Neutral	3	7	21	9	63
Agree	4	0	0	16	0
Strongly Agree	5	0	0	25	0
Total		n= 30	Σf.x= 60		Σx ² f= 134

$$\begin{aligned} \text{So, mean} &= \frac{\Sigma f \cdot x}{n} \\ &= \frac{60}{30} \\ &= 2 \end{aligned}$$

$$\begin{aligned} \text{So, Standard deviation} &= \sqrt{\frac{\Sigma x^2 f - \frac{(\Sigma f \cdot x)^2}{n}}{n}} \\ &= \sqrt{\frac{14}{30}} \\ &= 0.47 \end{aligned}$$

The analysis illustrates that the mean is 2 which is the rating star “disagree”. It can be noted that the majority of staff disagreed and strongly disagreed with the statement that aside from MBTI, MBL has additional training areas.

4.2 SWOT Analysis

Strengths

- High Brand Value
- Consisting of cutting-edge technologies
- A distinguished and knowledgeable board of directors
- Source of effective and knowledgeable personnel
- An extensive network of branches and ATMs
- A wide selection of goods and services offered at affordable prices to satisfy the needs of different customer classes
- Adequate financial standing to satisfy all obligations
- A long history of having a good credit rating
- Strict moral and ethical standards throughout Bangladesh.

Opportunities

- Investigating unique commercial opportunities as Islamic banking
- Promoting complementary goods and services
- Technological change
- Financial Integration
- According to the World Bank's Global Economic Perspectives, Bangladesh's economy is expected to increase 6.9% by financial yr. 2022–2023 as a result of robust export performance and a recovery in domestic consumption.

Weaknesses

- Concentrated credit
- There is insufficient automation with regard to various internal report generating
- Non-performing loan recoveries typical low

Threats

- Owing to the Russia-Ukraine War, a new geopolitical perspective.
- Post Pandemic of COVID-19

- Market for capital is not stable.
- Digital protection
- Changes in exchange rates

4.3 Findings

This report focuses on the training and development of Mercantile Bank Limited (MBL). Then, each answer is examined for both valid and invalid information. The following are:

- **Limited Budget:** Mercantile Bank Limited is conscious of the management development program. But the budget for employee training is not adequate for foreign training.
- **Require early notification:** In MBTI, the HR manager does not provide advance notice of training to selected staff, which prevents the staff from gaining an accurate understanding of the instruction.
- **Insufficient emphasis:** Mercantile Bank Limited does not place sufficient emphasis on pre-and post-training evaluations. MBL should pay more attention to pre-training and post-training evaluations so that employees can do better
- **Require Scientific Training Evaluation:** The approaches to training assessment are not scientific. MBL should have scientific approaches in the training sector.
- **Lack of Technology advancements:** Mercantile Bank Limited has not emphasized the latest technology in the training program. Without using the latest technology, it won't be beneficial for MBL.
- **Require a Clear view:** The training program has not been clarified and structured.
- **Require absence management training:** When managers and supervisors receive training in absence management, they have the confidence to address staff illness and absenteeism concerns, which typically results in lower absence levels.

Chapter: 05

Recommendations and Conclusion

5.1 Recommendations

Though Mercantile Bank Limited (MBL) is performing well, it has some crucial areas to improve, which are prescribed below:

- **Use of Advance technology:** MBL needs to utilize more modern technologies and technological resources to keep pace with the changing times.
- **Increase training areas and numbers:** The Bank should increase its training numbers and areas because MBL does not have any other section of training area apart from MBTI, which is located in Dhaka. Employees outside of Dhaka branches face problems reaching here for training for other branches.
- **Use of scientific Evaluation Programs:** The approaches of the training program should be scientific.
- **Provide a Clear view:** The training method should be more clarified and structured.

Because without a clear view, an organization can do their work correctly.

- **Pre- and Post- training:** Mercantile Bank Limited should use pre- and post-training performance evaluation approaches to assess before and after training.
- **Evaluation programs to boost performance:** HRD should give Mercantile Bank Limited's trainers expert advice, usually about how vital the training program is and how to improve it.
- **Fund for advance training:** The Bank must fund enough for the advance training program from abroad, if necessary.

5.2 Conclusion

Bangladesh currently has plenty of banks in the banking sector. So, there is a high degree of rivalry amongst these banks. To do better and work well in banks, their employees should be trained more in customer service. They would naturally perform well if employees were highly motivated. The HR department should give those proper incentives and training to inspire them. There is an excellent need for well-structured and well-practiced HR policies in any organization. Bangladesh is not likely to have any significant input from non-public corporate banks at this discretion. This file is a continuity of Mercantile Bank Limited. As a unique trade bank, MBL has succeeded with one hundred and fifty branches in particular, and MBL's administrative and human resources are excellent. With the assistance of a crew from the most discovered and scholarly group, the entire licensed Bank MBL manages and operates that outstanding finance and Banking expert. Effective training programs can be performed so that employees give the organization their best. And the assessment approaches should also be relevant, not biased or critical. For performance evaluation, a few methods should be implemented. With HR practices and policies, Bangladesh's banking sector has grown significantly, and the instruction is only efficient if all instructional material is used before, after and throughout the training project. It will also grow further in the future by implementing practices and policies for human resources.

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