

“An analysis of Human resource management system of enterprises of Bangladesh with special emphasis on employee training and development”

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BY

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Declaration

I hereby declare that the thesis “An analysis of Human resource management system of enterprises of Bangladesh with special emphasis on employee training and development”,

Submitted to Dhaka University for the Degree of Doctor of Philosophy is my original work and no part of the thesis has been submitted for the award of any Degree, Diploma, Associateship, Fellowship, or other similar title of any University or Institution.

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This report is, dedicated to the **Almighty ALLAH**, the merciful and the magnanimous.

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Abstract

A good number of research works have already been conducted on HRM system of various organizations but no clear solution has been found out to evaluate the effectiveness of HRM system. Though researchers and practitioners are quite curious about the field of HRM in Bangladesh, but they have limited access to the current status of HRM research due to nonexistence of any central database or any electronic warehouse. Enterprises of Bangladesh are increasingly giving importance on Human Resource Management as a strategic issue. Similarly there are very few studies found on training and development system which was conducted by a selected sector. But there is no clear analysis found on training and development system in most of the enterprises of Bangladesh.

Employee training and development is a major sector of HRM practices. The present study is a little attempt to find out the selected sample organizations' employee training and development practices as well as finding their barriers in this regard.

Research showed that training and development has a positive co-relation between organization's performances and productivity. But all the enterprises of Bangladesh are not so much serious about this issue. In order to get the answer to the research question as raised above, I would like to undertake a research study involving the selected enterprises of Bangladesh.

The research described in this thesis aims to study human resource management systems of Bangladeshi enterprises and also specifically major emphasis has been put on employees' training and development. The study is both descriptive and analytical. It begins with a discussion on the HRM System of Bangladeshi enterprises with major emphasis on employee training and development and ends with barriers and practices in employee training and development programs along with the probable solutions for it. The study was based on both primary and secondary data.

There are different patterns of human resources management system in different organizations and in different countries. The researcher has tried to explain the different types of human resources management functions and also various patterns of employee training and development system.

The study is limited to the human resource management and specially training and development of the listed companies of Dhaka Stock Exchange LTD. The study is limited to the sample size of 48 enterprises. The sampling has its own basis. The study, in general, is analytical and descriptive in character.

Since the study is first of its kind, the result drawn from the study cannot be compared with any other similar research findings.

This study strived to fill the gap by presenting a substantial number of research studies conducted so far in different aspects of HRM in context of Bangladesh. Various problems in employee training and development programs along with the solutions have been brought to lime-light to enable the planners and experts in the field for taking certain policy discussions to promote the employees in various enterprises.

This study would benefit the researchers, practitioners, policy makers, students, and various stakeholders by offering the status of research on HRM practices and especially employee training and development in Bangladesh. This study would definitely augment the current research and practice of HRM in developing countries by showing the contemporary scenario of HRM in Bangladesh. In Bangladesh, the researcher observed that the pattern of human resource management system is different in different enterprises. So, that their system of employee training and development system is also different. That is why, the study is undertaken to analyze employee training and development system of Bangladeshi enterprises.

The study is conducted to identify HR system of different enterprises of Bangladesh and also how they operate various HR functions. Moreover, the study conducted to get answer of the researcher's questions that what system the enterprises follow to discharge their HR functions.

Finally, the researcher had done an in depth study on training and development which is a vital function of human resource management. Lastly, another reason of this study was to identify the lacuna in HRM system of Bangladeshi enterprises and suggest a sound and useful HR system for better performances of the enterprises.

Therefore, the researcher believes that objectives of this study have been identified by the findings and suggestions of the study.

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Sabnam Jahan

ACRONYMS

Abbreviation	Illustration
HRM	Human resource Management
P/A	Performance appraisal
MBO	Management by objective
R/S	Recruitment and selection
T & D	Training and development
HRP	Human resource planning
OD	Organizational Development
J/A	Job analysis
J/D	Job description
BIA	Bangladesh Insurance Academy
DSE	Dhaka Stock Exchange
SEC	Securities exchange Commission
GL	Global leadership
NBFI	Non banking financial institutes
CMT	Cash management training
NCB	National Commercial Bank
BM	Behavior modeling
AVM	Audio visual method
TNA	Training need assessment
ACR	Annual confidential report
HRIS	Human resource information System
C& B	Compensation and benefits
TDC	Training and development Centre
TNE	Training need evaluation

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1.1. Introduction

Human resource is the most important out of four basic resources of an organization such as human, physical, financial, and information resources (Griffin, 2002, p. 6). Proper management of the human resources is also decisive to the success of an organization. The study is about human resource management system in Bangladeshi enterprises. The study aims first for knowing the pattern and problems of human resource management in Bangladeshi enterprises. An attempt has also been made to know in depth about employee training and development program in the enterprises in Bangladesh. The main purpose of the study is to provide an analysis of how Bangladeshi enterprises perform their human resource practices including employee training and development programs, the extent to which such programs has been successful in achieving their learning outcomes and finding the barriers in such programs. Data have been collected from various listed companies of Dhaka Stock Exchange LTD. It was found that although considerable efforts had been made to train the largest possible number of employees, there was a still a gap between what Bangladeshi enterprises could do and what they had been expected to do in order to meet the demands of increasing economic reforms. Limited resources, lack of willingness of the participants, lack of time of the participants, less encouragement from the higher authority, shortage of suitable qualified academic staff are examples of some of the apparent obstacles to the implementation of employee training and development programs in Bangladesh. It has been indicated by the studies that systematic needs assessment and program evaluation are badly lacking in the organizations. The study is a further contribution to the ongoing challenges to remain competitive in the international market by

removing all the barriers in the human resource management and employee development programs. The study also concludes with recommendations for concerned authorities to remove the problems and adjust to the challenges.

Although HRM practices are requisite in enhancing organizational performance and competitive advantage (Becker & Huselid, 1998), surprisingly very insufficient numbers of studies have been conducted on HRM practices in Bangladesh and other developing countries (Budhwar & Debrah 2001, p. 4; Mahmood, 2004, p. 7; Singh 2004). In Bangladesh, due to nonexistence of any central database or any electronic warehouse, a researcher has to collect all the research works physically from sources scattered throughout the country (Azim, 2008, p. 221). That is why, it is very much thorny for a researcher to collect research works to conduct literature survey for further research in Bangladesh context. Though researchers and practitioners are quite curious about the field of HRM in Bangladesh, they don't know about the current status of HRM research and practice.

Human resource is a nation's prime asset, a company's prime asset, an organization's prime asset (Chowdhury 2011). Nowhere this statement is true in Bangladesh due to its large and high density of population. A development strategy in this country that does not put human resource on top of its priorities would undermine the development process itself. Bangladesh's biggest development success stories all capitalized on the country's number one resource, its people. Like everything else, the span of human resource management is changing fast. It's high time for all organizations to recognize that the real challenge for Human resource management is to lead the way on several strategic fronts - development of formal systems for creating a "learning" organization, effective deployment of human resources for maximum return to the company, and enhancing the competencies of the workforce. Six activities

are needed to achieve efficiency and efficacy in the system of management for an enterprise. These include: Procurement, Production, Personnel, Finance, Marketing and Research & Development (R & D – Now getting replaced through a term entitled: “Innovation”). Synergistic approach on a holistic basis is needed to achieve high performing purpose of an organization. This piece looks at HRM / HRD from futuristic point of view. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organizations are essential to achieving organizational objectives.

1.2 Statement of research problem :

Bangladesh is a growing economy and is known to be a developing country. As it is announced by the policy makers, the country is trying to reach towards a sustainable development. Sustainable development requires material resources and human resources. Material resources may be available if we have enough money and other supports internally and externally. But human resources especially the right human resources are not available automatically. Human beings are subject to behavior. It is known that behavior is difficult to predict and subject to variation depending on circumstances. In Bangladesh workers are working in the factories, mills and enterprises and they are employed on the basis of payment of compensation, but it is observed that enterprises of Bangladesh are suffering from the lack of devoted workforce. In such an over-populated country having lots of enlightened, educated and qualified people, it is observed that they are not being able to contribute to the efficient running of the enterprises efficiently and effectively. This phenomenon is also more evident from the labor disturbances observed in the mills, factories and enterprises. We often hear that the policy makers of the country announced a lot of plans, programs and policies to develop human resources factors, but unfortunately, we do not see any result of the announcement. In this situation, our question is: Despite all announced good intentions from macro and micro level why there are

conflicts and disturbances, production loss and quality deterioration, etc leading to interruption in normal working condition affecting the flow of development of industry.

Employee training and development is a major sector of HRM practices. Trained employees tend to stay with the organization. They seldom leave the company. Training makes the employees versatile in operations. Growth indicates prosperity, which is reflected in increased profits from year to year. Accidents, scrap and damage to machinery and equipment can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well. Future needs of employees will be met through training and development programmers. Employee training and development is a major sector of HRM practices. The present study is a little attempt to find out the selected sample organizations' employee training and development practices.

Research showed that training and development has a positive co-relation between organization's performances and productivity. But all the enterprises of Bangladesh are not so much serious about this issue. In order to get the answer to the research question as raised above, I would like to undertake a research study involving the selected enterprises of Bangladesh.

1.3 Rationale of the study:

The main reason of doing this research is to find out HRM system of selected important enterprises of Bangladesh which is descriptive in nature and also to identify employee training and development system of the selected enterprises, which is an analytical study. A good number of research works have already been conducted on HRM system of various organizations but no clear solution has been found out to evaluate the efficiency and effectiveness of HRM system. Those studies were either not comprehensive or suffered from methodological

lacuna. The topic, that has been selected, is very important regarding this objective and conducting such a study is very essential in the context of Bangladesh. Enterprises of Bangladesh are increasingly giving importance on Human Resource Management as a strategic issue. This is because we have reached to an economy which is characterized by competition both locally and globally. Similarly, there are very few studies found on training and development system which was conducted by a selected sector. But there is no clear analysis found on training and development system in most of the enterprises of Bangladesh.

The primary source in the survey which is mainly focused on listed companies of Dhaka Stock Exchange LTD and also some other organizations like national and international NGOs, readymade garments, etc. The researcher is interested in making some new issues and policies for proper utilization and developing manpower resources of the enterprises of Bangladesh.

It is universally recognized that the strategy set for an organization's human resource management should maximize return on investment in the organization's human capital and minimize financial risk. Human Resources may set strategies and develop policies, standards, systems, and processes that can implement these strategies in a whole range of areas.

The following are typical of a wide range of organizations:

- Maintaining awareness of and compliance with local, state and federal labor laws
- Recruitment, selection, and on boarding
- Employee record-keeping and confidentiality
- Organizational design and development
- Performance, conduct and behavior management
- Industrial and employee relations

- Human resources (workforce) analysis and workforce personnel data management
- Compensation and employee benefit management
- Training and development (learning management)
- Employee motivation and morale-building (employee retention and loyalty)

Implementation of such policies, processes or standards may be directly managed by the HR function itself, or the function may indirectly supervise the implementation of such activities by managers, other business functions or via third-party external partner organizations.

Another reason for conducting such a study is that there are not many researches done particularly on HRM Systems, methods or practices of organizations which covers maximum sectors of Bangladeshi enterprises and also their employee training and development system. Some studies are found which also have highlighted the issues of HR practices but with no logical conclusions. More over, it is noted that many of them are lacking methodological perfection. Some studies made their conclusion only on few enterprises which were not representing the important sectors of industry and economy. However, it is a modest effort to review some of the studies in support of the researcher's observation and statement. The research described in this thesis aims to study human resource management systems of Bangladeshi enterprises and also specifically major emphasis has been put on employees' training and development.

Though researchers and practitioners are quite curious about the field of HRM in Bangladesh, they are found to know little about the current status of HRM research and practice. This study strived to fill the gap by

presenting a substantial number of research studies conducted so far in different aspects of HRM in context of Bangladesh

This study would benefit the researchers, practitioners, policy makers, students, and various stakeholders by offering the status of research on HRM practices and especially employee training and development in Bangladesh. This study would definitely augment the current research and practice of HRM in developing countries by showing the contemporary scenario of HRM in Bangladesh.

There are different patterns of human resources management system in different organizations and in different countries. The researcher has tried to explain the different types of human resources management functions and also various patterns and systems of employee training and development system.

Finally, it can be concluded by saying that, the findings, conclusions and recommendations of this study will help the entrepreneurs and organizations of Bangladesh in designing a sound human resource management system leading towards the achievement of the strategic goals of the enterprises.

1.4 Effective Human resource Management System

HRM :

Human Resources Management is the process of acquiring, training, terminating, developing and properly using the human resources in an organization.

HRM System:

The operational definition of system is by what way or in what arrangement HRM is conducted in an organization. Arrangement means the way they run. Some organization doesn't conduct HRM activities through HR department, administration division conducts and looks after HR activities. We know HR activities are: HRP, Job analysis, Recruitment, selection, training, performance appraisal, promotion, compensation etc. HRM System is the way or method undertaken by the organization to conduct HR activities.

Precisely to say Human Resources Management System encompasses the following:

- 1) Administrative structure of HRM in an enterprise.
- 2) Functional aspects covered under HRM system in an enterprise.
- 3) Ways and means or methods of conducting HRM function in an enterprise.
- 4) Methods of evaluating the outcome of HRM activities in an enterprise.

Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, tribal, federal and licensing organization guidelines. Training and development activities provide all involved system with the tools they need to develop professionally, increase their knowledge,

effectively work with family, and build their capacity to perform the tasks associated with their positions within the system of care.

In fact in this research we shall try to search for a high performance work system (HPWS) and its feasibility in the context of the enterprises of Bangladesh thereby leading to the achievement of strategic aim of the enterprises.

High Performance Work System is a name given to a set of management practices that attempt to create an environment within an organization where the employee has greater involvement and responsibility. More specifically, HPWS has been defined by Bohlander et al (2004) as “a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment and flexibility” (Bohlander & Snell, 2004, p. 690)

High-performance work system (HPWS) practices include:

- *High-involvement employee practices (such as job enrichment and team-based organizations),*
- *High commitment work practices (such as improved employee development, communications, and disciplinary practices)*
- *Flexible work assignments.*
- *Other practices include those that foster skilled workforces and expanded opportunities to use those skills.*
- *Spend time and money in new/current employee training*

1.5 The importance and objectives of Human Resource Management System:

In organizations, it is important to determine both current and future organizational requirements for both core employees and the contingent workforce in terms of their skills/technical abilities, competencies, flexibility etc. The analysis requires consideration of the internal and external factors that can have an effect on the resourcing, development, motivation and retention of employees and other workers.

External factors are those largely outside the control of the organization. These include issues such as economic climate and current and future labor market trends (e.g., skills, education level, government investment into industries etc.). On the other hand, internal influences are broadly controlled by the organization to predict, determine, and monitor—for example—the organizational culture, underpinned by management style, environmental climate, and the approach to ethical and corporate social responsibilities.

A Human Resource Management System (HRMS) or Human Resource Information System (HRIS) refers to the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin on software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary

developed predecessors, which makes this software application both rigid and flexible.

The function of Human Resources departments is generally administrative and common to all organizations. Organizations may have formalized selection, evaluation, and payroll processes. Efficient and effective management of "Human Capital" progressed to an increasingly imperative and complex process. The HR function consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments and salary. To reduce the manual workload of these administrative activities, organizations began to electronically automate many of these processes by introducing specialized Human Resource Management Systems. Human Resource Management Systems encompass:

1. Payroll
2. Work Time
3. Appraisal performance
4. Benefits Administration
5. HR management Information system
6. Recruiting/Learning Management /Training System
7. Performance Record
8. Employee Self-Service

The **payroll module** automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay cheque and employee tax reports. Data is generally fed from the human resources and time keeping modules to calculate automatic deposit and manual cheque writing capabilities. This

module can encompass all employee-related transactions as well as integrate with existing financial management systems.

The **work time module** gathers standardized time and work related efforts. The most advanced modules provide broad flexibility in data collection methods, labor distribution capabilities and data analysis features. Cost analysis and efficiency metrics are the primary functions.

The **benefits administration module** provides a system for organizations to administer and track employee participation in benefits programs. These typically encompass insurance, compensation, profit sharing and retirement.

The **HR management module** is a component covering many other HR aspects from application to retirement. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities. Leading edge systems provide the ability to "read" applications and enter relevant data to applicable database fields, notify employers and provide position management and position control. Human resource management function involves the recruitment, placement, evaluation, compensation and development of the employees of an organization. Initially, businesses used computer based information systems to:

- produce pay checks and payroll reports;
- maintain personnel records;
- Pursue talent management.

Online **recruiting** has become one of the primary methods employed by HR departments to garner potential candidates for available positions within an organization. Talent Management systems typically encompass:

- analyzing personnel usage within an organization;
- identifying potential applicants;
- recruiting through company-facing listings;
- recruiting through online recruiting sites or publications that market to both recruiters and applicants.

The significant cost incurred in maintaining an organized recruitment effort, cross-posting within and across general or industry-specific job boards and maintaining a competitive exposure of availabilities has given rise to the development of a dedicated Applicant Tracking System, or 'ATS', module.

The **training module** provides a system for organizations to administer and track employee training and development efforts. The system, normally called a Learning Management System if a stand alone product, allows HR to track education, qualifications and skills of the employees, as well as outlining what training courses, books, CDs, web based learning or materials are available to develop which skills. Courses can then be offered in date specific sessions, with delegates and training resources being mapped and managed within the same system. Sophisticated LMS allow managers to approve training, budgets and calendars alongside performance management and appraisal metrics.

The **Employee Self-Service module** allows employees to query HR related data and perform some HR transactions over the system. Employees may query their attendance record from the system without asking the information from HR personnel. The module also lets

supervisors approve O.T. requests from their subordinates through the system without overloading the task on HR department.

Many organizations have gone beyond the traditional functions and developed human resource management information systems, which support recruitment, selection, hiring, job placement, performance appraisals, employee benefit analysis, health, safety and security, while others integrate an outsourced Applicant Tracking System that encompasses a subset of the above.

The common HR objectives are:

To look out for the well being of all employees of the company, provide leadership and direction to employees of the company, career development planning for all employees of the company, ensure thorough training of nationwide employees, to provide individual employees with orientation on the company at the time of joining, to provide employees with solutions to their problems.

1.6 Purpose of effective Human Resource Management System

More effective management of human resource (HR) increasingly is being seen as positively affecting performance in organizations, both large and small. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of humanism and humanization all over the world has in fact enlarged the scope of applying principles of

human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Pareek & Rao, 1992).

Human resource managers seek to achieve this by successfully matching the supply of skilled and qualified individuals and the capabilities of the current workforce, with the organization's ongoing and future business plans and requirements to maximize return on investment and secure future survival and success.

In ensuring such objectives are achieved, the human resource function is to implement an organization's human resource requirements effectively, taking into account federal, state and local labor laws and regulations; ethical business practices; and net cost, in a manner that maximizes, as far as possible, employee motivation, commitment and productivity.

The purpose of the HR function is to hire, train, motivate and support productive employees. This means that various tasks fall to HR which can be measured. It is not the wishy-washy, touchy-feely area it might seem to be.

HR departments should:

1. **Hire good people.** Qualified people hired and working can be measured.
2. **Train people to do their jobs correctly.** People in their roles who are fully trained to do them can also be measured, as can various training modules on the way to full competency.

3. **Motivate employees.** This means removing barriers to productivity. This can be measured by tracking each employee's productivity.

4. **Support productive employees.** This can be measured by compliance with policy and law and by retention.

Barriers can be conflicts in the workplace, employee relations issues, pay problems, and a host of other possible topics. Human Resource professionals have to be highly trained in handling conflicts and bureaucracy to accomplish this step. If HR isn't able to track each employee's productivity, it will be difficult to assess whether barriers have been removed.

1.7 Working definition of HRM :

In this section, the researcher begins by looking at different definitions of human resources management system.

Human resources management system has been defined in a myriad of different ways. The following exacts illustrate definitions of human resources management system used in the thesis.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resource management includes (1) conducting job analyses, (2) planning personnel needs, and recruitment, (3) selecting the right people for the job, (4) orienting and training, (5) determining and managing wages

and salaries, (6) providing benefits and incentives, (7) appraising performance, (8) resolving disputes, (9) communicating with all employees at all levels.

Edwin Flippo defines HRM as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

According to George. T. Milkovich and John. W. Boudreau, “Human resource management is a series of integrated decisions that form the employment relationship, their quality contributes to the abilities of the organizations and employees to achieve their objectives.”

David . A. Decenzo and Stephen P. Robbins define, human resources management is concerned with people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performances and ensuring that they continue to maintain their commitment to the organization is essential to achieving organizational objectives.

Though different authors define HRM differently, they have all emphasized on effective utilization of the workforce for accomplishing the individual and organizational goals and objectives. To sum we can say that HRM is concerned with policies and practices that ensures the best use of the human resources for fulfilling the organizational and individual goal.

1.8 Functions of Human Resource Management System :

Human Resource Management involves the development of a perfect blend between traditional administrative functions and the well-being of all employees within an organization. Employee retention ratio is directly proportionate to the manner in which the employees are treated, in return for their imparted skills and experience. A Human Resource Manager ideally empowers inter-departmental employee relationships and nurtures scope for down-the-rung employee communication at various levels. The field is a derivative of System Theory and Organizational Psychology. The Human Resource department has earned a number of related interpretations in time, but continues to defend the need to ensure employee well-being. Every organization now has an exclusive Human Resource Management Department to interact with representatives of all factors of production. The department is responsible for the development and application of ongoing research on strategic advances while hiring, terminating and training staff. The Human Resource Management Department is responsible for:

- Understanding and relating to employees as individuals, thus identifying individual needs and career goals.
- Developing positive interactions between workers, to ensure collated and constructive enterprise productivity and development of a uniform organizational culture.
- Identify areas that suffer lack of knowledge and insufficient training, and accordingly provide remedial measures in the form of workshops and seminars.

- Generate a rostrum for all employees to express their goals and provide the necessary resources to accomplish professional and personal agendas, essentially in that order.
- Innovate new operating practices to minimize risk and generate an overall sense of belonging and accountability.
- Recruiting the required workforce and making provisions for expressed and promised payroll and benefits.
- Implementing resource strategies to subsequently create and sustain competitive advantage.
- Empowerment of the organization, to successfully meet strategic goals by managing staff effectively.
- The human resource department also maintains an open demeanor to employee grievances. Employees are free to approach the human resource team for any conceived query or any form of on-the-job stress that is bothering them.
- Performance of employees is also actively evaluated on a regular basis. These are checks conducted by the HR to verify and thereby confirm the validity of the employees' actual performance matching the expected performance.
- Promotions, Transfers or expulsion of services provided by the employee are some duties that are enforced by the human resource department. Promotions are conducted and are predominantly based on the overall performance of the individual, accompanied by the span or tenure he has served the organization. The Human resource department also looks at the possibilities of the employee migrating from one job to another, maintaining the hierarchy in the company and considering the stability of post and the salary obtained over a period of time.

Ideally, a Human Resource Management Department is responsible for an interdisciplinary examination of all staff members in the workplace. This strategy calls for applications from diverse fields such as psychology, paralegal studies, industrial engineering, sociology, and a critical understanding of theories pertaining to post-modernism and industrial structuralism. The department bears the onus of converting the available task-force or hired individuals into strategic business partners. This is achieved via dedicated Change Management and focused Employee Administration. The HR functions with the sole goal of motivating and encouraging the employees to prove their mettle and add value to the company. This is achieved via various management processes like workforce planning and recruitment, induction and orientation of hired task-force and employee training, administration and appraisals.

1.9 Training and Development

Here is a relatively simple overview of typical reference models, processes and tools found in the effective planning and delivery of organizational training.

There are many different training and development methods. On-the-job training, informal training, classroom training, internal training courses, external training courses, on-the-job coaching, life-coaching, mentoring, training assignments and tasks, skills training, product training, technical training, behavioral development training, role-playing and role-play games and exercises, attitudinal training and development, accredited training and learning, distance learning - all part of the training menu, available to use and apply according to individual training needs and organizational training needs.

Training is also available far beyond and outside the classroom. More importantly, training - or learning, to look at it from the trainee's view - is anything offering learning and developmental experience. Training and learning development includes aspects such as: ethics and morality; attitude and behavior; leadership and determination, as well as skills and knowledge.

Development isn't restricted to training - it's anything that helps a person to grow, in ability, skills, confidence, tolerance, commitment, initiative, interpersonal skills, understanding, self-control, motivation, and more.

Some theoretical discussion on Training and Development:

A brief note about training and development is given below:

1.9.1 Definition of training:

Training is the process of developing individual's knowledge, skills and abilities in order to bring a change in attitude so as to improve present and future organization performance. Training teaches skills for use in the present and near future. It is 'TASK' oriented. Where T=training, A=Attitude, S=Skill, K= knowledge.

When an employee can bring a desired change in attitude about a particular subject by acquiring knowledge and skill through training one can easily say that the employee becomes trained. Thus training is a continual process of helping employees performs at a high level and it is a life long process for self-development.

The main concepts of training are:

- Knowledge and Action

- Training and Learning: Two points of view –
 1. Andragogy, means adult learning and it is self learning.
 2. Pedagogy, means child learning and it is spoon feeding.
- Learning and Action: The participant and his organization.
- Responsibility for training
- Action through training and Action through force.

The aim of training and Action should be to inspire action rather than to fill with knowledge.

1.9.2 Definition of development:

Development is a way of preparing some one for the new and greater challenges he or she will encounter in another more demanding job. Again development focuses on the future. It helps employees acquire the background and skills they need to continue being successful as their careers progress. Development is more educational than skill oriented. All development is really self-development and it is a continuing progress. Without a personal commitment, self- development cannot occur.

1.9.3 Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience.”(Armstrong, 2001: 543).

Development is any learning activity, which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance.

Therefore, development refers to those learning opportunities designed to help employees grow. Development is not primarily skills-oriented. Instead, it provides general knowledge and attitudes, which will be helpful to employees in higher positions. Efforts towards development often depend

on personal drive and ambition. Development activities, such as those supplied by management developmental programmes are generally voluntary.

1.9.4 Difference between training and development:

Training differs from development in that it relies more heavily upon the instructor; development on the other hand relies upon the participant's initiative asking questions to bring out important points and their relevance. Again training as geared to improving employees' skills so they can perform their job as well as possible, development focuses on the future. Development helps employees acquire the back ground and skills they need to continue being successful as their careers progress. It is more educational than skills oriented. Development is in fact self development.

1.9.5 Techniques of Training:

Training of employees involves two tasks, orientation and skills training. Orientation refers to making sure understand the norms, rules, policies, objectives, philosophy and organizational structure and also accept the organizational culture. The various techniques are;

- On the job training (OJT)—Instructing employees in how to do a job while they are working at it.
- Off-the-Job training—Taking employees away from the Job for education that will improve their Job performances.
- Vestibule training—This system simulates the work environment by providing actual equipment and tools in a laboratory setting.

- Job rotation – in a job—rotation program, trainees move from one job to another i.e. the business acquire knowledge and skill by doing practically from one desk to another.

As such in an adult learning situation the training should always remember the wise saying of Confucius, the greatest Chinese educationist and philosopher as noted below.

I hear and I forget.

I read and I know.

I do and I learn.

1.10 Employee Development:

Development is a way of preparing some one for the new and greater challenges he or she will encounter in another more demanding job. Again development focuses on the future. It helps employees acquire the background and skills they need to continue being successful as their careers progress. Development is more educational than skill oriented. All development is really self-development and it is a continuing progress. Without a personal commitment, self- development cannot occur.

1.10.1 Development techniques:

Development techniques include job rotation, sending people to professional workshops or seminars, sponsoring memberships in professional associations, paying for an employees formal education coerces, and granting a person a Sabbatical (Leave of absence) to pursue further education or engage in community service.

Development efforts should never end; indeed, they can be part of a daily routine. By reading professional Journals business publications regularly and by interacting with experts at professional meetings, employees can help keep themselves up to date. Again, meeting tough challenges encourages a person to expand his or her abilities. Employees cannot depend on their employees for self-development opportunities. For self development in banking Job an employee must have a proactive and positive attitude.

All the employees of the bank must be cautious about their self-development. Professional development as well as professional belongingness completed depends on employees' self-development commitment. If the employees are self-motivated for their career building there is no other alternative without being professionally.

1.10.2 Training and Development Framework:

We know that successful candidates placed on the jobs need training to perform their duties effectively. Workers must be trained to operate machines, reduce scrap and avoid accidents. It is not only the workers who need training. Supervisors, managers and executives also need to be developed in order to enable them to grow and acquire maturity of thought and action. Training and development constitute an ongoing process in any organization. This chapter is devoted to a detailed discussion on the nature and process of training and development in a typical industrial establishment.

Let us try to understand the distinction between Training and Development through the following table:

Table 1.10
Difference between Training and Development

Learning	Training	Development
Who	Non-managers	Managers
What	Technical / Mechanical Operation	Theoretical / conceptual ideas
Why	Specific job related information	General knowledge
When	Short term	Long term

1.11 Importance of Training and Development

Training and development programmers, as was pointed out earlier, help remove performance deficiencies in employees. This is particularly true when – The deficiency is caused by a lack of ability rather than a lack of motivation to perform, The individuals involved have the aptitude and motivation need to learn to do the job better, and supervisors and peers are supportive of the desired behaviors. There is greater stability, flexibility and capacity for growth in an organization. Training contributes to the stay with the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization. They seldom leave the company. Training makes the employees versatile in operations. All rounder can be transferred to any job. Flexibility is therefore ensured.

Growth indicates prosperity, which is reflected in increased profits from year to year. Accidents, scrap and damage to machinery and equipment can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well. Future needs of employees will be met through training and development programmes. Organizations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment. Training is an investment in HR with a promise of better returns in future.

1.12 Training and Development system:

Training and development programs include orientation activities that inform employees of policies and procedures, educate them in job skills and develop them for future advancement. Training and development are ongoing activities for successful business. Since technology and other forces are constantly changing and creating new challenges, training and development become important ways for the business to keep pace with the dynamics of its environment.

1.13 Purposes of training:

There are usually two major categories of objectives:

Training helps the participants:

- To increase knowledge and skills
- To increase motivation to succeed
- To improve changes for advancement
- To simplify work procedure

- To improve moral and sense of competence and pride in performance and
- To lessen time for completion of work
- To render better customer service
- To increase quality and productivity.
- To reduce stress and tension among the employees and
- To create a feeling relationship.

Skills and knowledge- Skill objectives force on developing physical abilities to accomplish a Job well and page can be acquired by repeated practice. Knowledge objectives are concerned with range of information understanding, attitudes and concepts.

Again training is an instrument for planned change for development. In order to achieve this every classroom situation the speaker are to be careful and cautious about the common attitude of the participants.

2.1 Literature review on Human Resource Management System:

An organization's economic growth depends on its productivity. If an organization's productivity increases day by day, the company will run smoothly and attain the highest possible level of productivity to ensure sustainability of the organization. In addition to this, there is the challenge of globalization or open market competition. Given this situation, the success of an organization depends heavily on effective Human Resource Management practices and the competency of its human resources. Excellent companies recognize that human resources are their number one asset. This is all the more true in the dynamic organization or industry. Therefore, employees must be adequately trained and retrained to ensure that their knowledge, skill and competency remain relevant and useful.

Absar and Mahmood (2011) examined significant differences on adoption of new human resources management practices between public and private sector industrial enterprises of Bangladesh. They examined human resource management practices of 155 public and private sector industrial enterprises and identified that employees in the private sector organizations appeared to be more satisfied than public sector organizations with organizational human resources management practices. They concluded that the overall status of adoption of new human resources management practices in the public sector industrial enterprises

of Bangladesh is moderately satisfactory and private sector industrial enterprises of Bangladesh is satisfactory.

Human resource management practices have been researched in Bangladesh from different perspectives. Rab (1991) explored human resource management practices of 24 small enterprises operating in Dhaka. He identified that in case of recruitment, personal contact was preliminary means (58%) followed by advertisement in news paper (21%), walk –in (13%) and company notice board (8%). All the enterprises, except one, used work sample test and interview for the selection of employees. On –the-job training was observed to be the most widely used one. Most of the enterprises (87.5%) paid one or more types of allowances in addition to salary.

Islam (1982) studied the training and development needs of the managers of the public sector enterprises. He uncovered that the employees of the production management, general administration, and personnel management departments of the public sector enterprises needed extensive training. The author also uncovered the problems related to shortage of adequate number of professional managers in our public sector enterprises with proper knowledge, concepts, and techniques of management. He mentioned that the problem was rooted in the vacuum created by the departure of non-local experienced managers (who used to manage most of our enterprises before liberation), low level of education

and training, and lack of experience and expertise. This caused a severe deterioration of economic indicators in our country.

The emergence of globalization has changed the business world to a large extent. The competition among today's business firms is undoubtedly high in almost every industry. The success or survival of today's business firms is largely based on increased productivity which requires a skilled and motivated workforce. Therefore, the term 'HRM' is being given importance by the management of today's business firms. A productive employee who is an asset for the firm can be retained through motivational techniques. The research examined the effect of different human resource practices such as staffing, training, participation, performance appraisal, compensation, and caring on organizational performance. Data have been collected from the sample organization based on self-administered questionnaire, interview and secondary sources like HR manuals, annual reports, journals, etc. Results indicated significant relationship of staffing, training, participation, performance appraisal, and compensation with organizational performance.

Several highly aligned HR practices emerged from analyzing the responses: training and development, teamwork, goals and rewards, and staffing. Recruitment and selection provides the overall framework for the process of planning, recruiting, selecting, and hiring employees (Hogg, 2001). The goal of recruitment and staffing is to identify the smartest and

versatile employees. Retention of best employees starts from effective recruitment and staffing process, strategies, policies and procedures. Background checks are a critical component in hiring. When it comes to business, one cannot afford to make a poor hiring decision. In fact, for most businesses, one bad hire can make the difference between success and failure. Hiring decisions that result in "bad" hires save organization's time, training resources, and psychic energy (Dessler, Griffiths and Lloyd 2004). One key factor in employee motivation and retention is the opportunity to continue to grow and to develop job and career enhancing skills (Allinson, Armstrong and Hayes 2001).

Employee involvement and participation at work has been identified as key factors in developing successful and mutually beneficial workplace relationships which lead to organizational success.(Das 2003). It has been argued that increased employee involvement and development of workplace partnerships is a key factor in achieving higher levels of performance and business success and has the potential to make a significant contribution to economic growth. Empowerment involves decentralizing power within the organization to individual decision makers further down the line. Team work is a key part of the empowerment process. Team members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self managing teams. Employee participation is in part a response to the

quality movement within organizations. Individual employees are encouraged to take responsibility for quality in terms of carrying out activities which meet the requirements of their customers (Allinson , Armstrong and Hayes 2001). Performance appraisals are essential for the effective management and evaluation of staff (Bacharach 2005). Appraisals help develop individuals, improve organizational performance, and feed into business planning. Annual performance appraisals enable management to monitor standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Performance appraisals generally review each individual's performance against objectives and standards for the trading year, agreed at the previous appraisal meeting (Das 2003). Compensation includes topics about wage and/or salary programs and structures, for example, salary ranges for job descriptions, merit-based programs, bonus-based programs, commission-based programs, etc (Gross 2011).

Hoque (1994) investigated 10 industrial enterprises (5 public and 5 private) located in Chittagong. He found that human resource development (HRD) had positive impact on organizational effectiveness (OE). Ather and Solaiman (1995) assessed human resource development (HRD) practices of 50 public and private industrial enterprises located in Chittagong. They found that training needs of the employees of the sample enterprises were

identified on the basis of circumstances, corporate objective, new recruitment, introduction of new technology, new assignment by promotion, existing requirement for skill development and improving productivity, requirement for filling present and future vacancies, trend of profit or loss, and comparative study on productivity and output. They further unearthed that 75% of the workers of the sample enterprises went through on-the-job training, followed by 17% apprenticeship training, and the rest 8% vocational training. On the other hand, 95% of the executives of the sample enterprises were trained through job orientation, followed by 40% through job rotation, 35% through understudy method, 32% through workshop, 25% through special courses, 8.5% through seminar, and 5% through case method. In case of workers, the areas of training were industrial relations, safety, machine maintenance, operator orientation, and worker leadership. On the other hand, the areas of training for executives were corporate management, financial management, marketing management, personnel management, security management, and human resource development. Jahur, Absar, and Hossain (2003) examined the training programs of two leading NGOs of Bangladesh. They studied the training needs assessment process, training methods, and training effectiveness of BRAC and Proshika. They uncovered that both the NGOs used very sophisticated techniques in assessing training needs. They also found that effectiveness of the training programs offered by the NGOs was

very high. Ahmed (2006) evaluated the personnel training programs of the public sector manufacturing enterprises of Bangladesh. She categorically pinpointed the problems pertaining to employee training of the public sector industrial firms such as non-existence of training policy and training need assessment, insufficient training budget, too much interference of the respective ministries and the like.

Khan and Jahur (2007) examined the HRD practices of 38 industrial enterprises of Bangladesh. The study found that the surveyed organizations' HRD programs were not up to date.

Employee training and development has enormous impact on organizational effectiveness. It is observed that more investment in training and development has led to more profitability of the private sector industrial enterprises of Bangladesh (Hoque 1994). Thang and Buyens (2008), after reviewing 66 studies conducted in different countries, concluded that training leads to improved knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and non-financial performance of the organizations. Moreover, Mexican companies consider employee training and development as their sources of competitive advantages to face the challenges of globalization (Ruiz & Germain 2008). In addition, training activities have noteworthy influence on employees' organizational commitment in manufacturing firms in India (Agarwala 2008). Distinctive HRM practices have enabled Japan in becoming one of the most industrially developed countries of the world through creating competitive advantages (Hoque 1990; Mohiuddin & Mahmood 1999).

Wright, Garder and Moynihan (2003) conducted experiment with a sample of 50 autonomous business units within United States and Canada consisted of 5,635 respondents. They explained the relationship of both human resources practices and organizational commitment with various operational measures of performance using a predictive research design. The study results revealed that human resources practices were strongly related to organizational commitment. Finally both human resources practices and employee commitment were strongly and significantly related to operating expenses and profitability. Thus it seems that when employees are managed with progressive human resources practices they become more committed to their organization.

Ruwan (2007) studied on the impact of human resource management practices on marketing executive turn over of leasing companies in Srilanka. He took a sample of 100 executives working for 10 different leasing companies and identified that job analysis, career development, compensation, realistic job information variables were negatively and significantly correlated with marketing executives' intention to leave the work place. The relationship between the work family balance and marketing executives' intention to leave was found to be not negative

In 1997 Paawe and Richardson presented a summarizing framework encompassing more than 30 different studies which substantiated and corroborated the relationship first between a range of human resources management practices and important human resources management practices outcomes, such as satisfaction, motivation, turn over,

absenteeism and commitment and second between these outcomes and more general performance outcomes at organizational level, like productivity, quality, research and development , customer satisfaction, sales, profit and market value. Similarly Paawee and Richardson (1997) based on an early review of 22 studies conclude that human resources management activities give rise to human resources management outcomes which will influence the performances of the firm.

Ajantha (2009) conducted a research and found out the problem that is , “what is the extent of strategic orientation of human resources managers in South Asia?” Ajantha used a mixed methodology involving a predominantly qualitative approach supported by a quantitative component. He showed a satisfactory level of strategic orientation of high performing commercial banks from Bangladesh, India, Pakistan, and Srilanka. He does not consider the impact of national culture on the firm’s performances in this study.

Absar , et al. (2010) studied the impact of human resources practices on job satisfaction in the context of manufacturing firms of Bangladesh. It was found that human resources practices have significant association with job satisfaction. Specifically the study was undertaken to explore the association between human resources practices and job satisfaction and also human resources practices have impact on job satisfaction. The research based on a sample of 20 manufacturing firms of Bangladesh and

the study covered eight hypothesized. The findings showed that recruitment, selection, training and development, performance appraisal, compensation, industrial relations, human resources planning positively influence job satisfaction.

Bailey (1993) contended that human resources are frequently “underutilized” because employees often perform below their maximum potential and that organizational efforts, to elicit discretionary effort from employees are likely to provide returns in excess of any relevant costs. Bailey argued that HRM practices can affect such discretionary effort through their influence over employee skills and motivation through organizational structures that provide employees with the ability to control how their roles are performed. Human resources practices influence employee skills through the acquisition and development of a firm’s human capital. Recruiting procedures that provide a large pool of qualified applicant paired with a reliable and valid selection regimen will have a substantial influence over the quality and type of skills new employees possess. Providing formal and informal training experiences such as basic skills , training, on the job experience , coaching, mentoring, and management development can further influence employee development. Finally Bailey (1993) noted that the contribution of even a highly skilled and motivated work force will be limited if jobs are structured or programmed in such a way that employees who presumably know their

work better than anyone else do not have the opportunity to use their skills and abilities to design new and better ways of performing their roles.

Boxall & Macky, 2009 argued that it is the quality of the implemented HRM - and not the intended HRM or the mere presence of HR practices - that is crucial for the success of an organization's HRM policy. Employees respond positively to the experience of superior HRM implementation and these positive employee responses are associated with higher individual and organizational performance (Gerhart, 2005; Macky & Boxall, 2007). In addition, line managers are important HRM actors in the organization. They influence their team's performance in a direct manner because they are involved in the execution of a broad range of operational, day-to-day HR tasks such as recruitment and selection, performance management, training and development, work planning, absence control, discipline and grievance handling, career development and rewards.

The performance outcomes of human resources management can be captured in a variety of ways. According to Dyer and Reecves (1995) there are three ways:

- a. Organizational outcomes (e.g. output measures such as productivity, quality, efficiency).
- b. Financial outcomes (e.g. profits, sales, market share)
- c. HR- related outcomes (e.g. attitudinal and behavioral impacts among employees, such as satisfaction, commitment, intention to quit).

We are in need of performance indicators that are far more proximal in terms of what

human resources practices can actually affect such as changes , for example in employee attitudes (motivation, commitment, trust) and behavior (turn over, absence) and subsequent changes in outcomes at organizational level (e. g. productivity and quality of services and / or products).

Huseild (1995) in his famous article “ The impact of human resource management practices on turnover, productivity, and corporate financial performances” took eleven HRM functions which are personnel selection, labor management participation, incentive compensation, performance appraisal, grievance procedures, information sharing, job design , attitude assessment, recruitment efforts, promotion criteria, and employee training. He found a significant relationship between high work practices and employee outcomes.

Teseema & Soeters (2006) in their famous article “ Challenges and Prospects of HRM in developing countries : testing the HRM performance link Eritrean civil service” took eight HRM practices which are recruitment and selection practices, placement, training , compensation practices, employee performance evaluation practices, promotion practices, grievance procedures, and pension or social security. They found a significant relationship between HRM practices and perceived employee performances.

Tessema & Soeters (2006) had examined how, when and at what extent human resource practices affect performance of human resource. They have studied eight human resource management practices such as recruitment and selection practices, placement, training, compensation, employee performance evaluation, promotion, grievance procedure and pension programs, as also identified by (Jaege & Kanungo, 1990), (Paauwe, 1998) and (Guest, 1997), to see their human resource outcomes such as human resource competences, motivation, role clarity and retention and then finally the impact of these human resource outcomes over employee performance.

Shelly (1994) examined the roles of human resources, and infrastructure in the industrialization process of Bangladesh. He observed that ineffective human resource management was one of the major problems faced by industrial sector of Bangladesh. Most of the HRM practices such as HR planning, recruitment, selection, promotion, performance appraisal, compensation, incentives, and industrial relations were not performed properly in industries.

Hossain, Khan, and Yasmin (2004) analyzed the nature of voluntary disclosures about human resource in the annual reports of 40 Bangladeshi companies. They found that contemporary Bangladeshi companies, though not mandatory, were willingly giving various information regarding human resource in the annual reports.

Pronab and Ahmed(2009) conducted a study on Human Resource Management system in national and international NGO's in Bangladesh and made a comparison between NNG's and in NGO's on some variables such as their control and commitment towards HRM system and found that HRM in NGO's is more control oriented that NGO's.

Twenty years ago Guest (1987) published his normative framework describing the essence of HRM. He presented HRM as a new approach to personnel management, emphasizing its strategic contribution, its closer alignment to business, the involvement of line management, and focusing on HRM outcomes like commitment, flexibility and quality. The achievement of these human resource outcomes was, in turn, expected to contribute to a range of positive organizational outcomes, including high job performance low turnover, low absence and high cost-effectiveness through the full utilization of employees, now relabeled as human resources.¹

1. *Journal of Management Studies* 46:1 January 2009 , 0022-2380, HRM and Performance: Achievements, Methodological Issues and Prospects, **Jaap Paauwe** *Tilburg University/Erasmus University*

Rab (1991) explored the personnel (HRM) practices of 24 small enterprises operating in Dhaka. He identified that in case of recruitment, personal contact was the primary means (58%) followed by advertisement in newspaper (21%), walk-in (13%), and company notice board (8%). All the enterprises, except one, used work sample test and interview for the selection of employees. On-the-job training was observed to be the most widely used one. The employee turnover was very low (less than 10%) in 92% of enterprises. Most of the enterprises (87.5%) paid one or more types of allowances in addition to salary. Nearly 7% enterprises paid festival bonus, 20% paid medical allowance, and 20% provided pay increment.

A case study (Taher, 1992) was conducted on the overall personnel management (HRM) practices of Khulna Hard Board Mills Ltd. It discussed about the recruitment, selection, training and development, compensation, labor relations, and safety and health. The researcher unearthed different problems related to personnel management practices of the mill such as conflicts in personnel department, disproportionate span of supervision, inappropriate grade, high rate of absenteeism, antagonistic feeling of local workers, inadequate training programs, lack of skill audit, nepotism and favoritism in promotion and selection of employees, poor industrial relations, inadequate compensation, and poor safety and health services.

Mohiuddin and Mahmood (2001) studied the transformation of personnel management into human resource management. Based on different empirical and theoretical studies conducted in the western world, the authors distinguished between personnel and human resource management. They also discussed about the impact of HRM practices on organizational performance.

Another researcher (Ahmed, 2001) discussed about the linkage between human resource management and corporate strategy. He also revealed that corporate strategies developed by Michel Porter such as cost leadership, differentiation, and focus strategies had significant impact on HR strategies and practices.

Moyeen and Huq (2001) studied HRM practices of 92 medium and large business enterprises (public and private sector) located in Dhaka, Bangladesh. They found that only 62% of surveyed organizations had an HR/IR department. About 96% organizations had training programs. 91% of organizations had performance appraisal system and similar percent of organizations had a system of rewarding the good employees. The least prevalent practice among the surveyed organizations was employee pension plan. The researchers tested two hypotheses and inferred that union status (presence of unions) was associated with some HRM practices and firms' size was found as an important predictor of some of

the HRM practices. They also unearthed that HRM was being practiced, either formally or informally, to a greater or lesser extent, in business enterprises regardless of the size.

A research study (Mamun & Islam, 2001) examined the human resource management (HRM) practices of the ready made garments (RMG) enterprises. The study emphasized on improving productivity of garments workers through proper HRM practices to face challenges of globalization. They identified that wage rate and labor productivity of workers in Bangladesh were very low in comparison to competing nations. Furthermore, they discovered that the reasons for the low productivity of laborers were unsystematic recruitment and selection of workers, unavailability of training facilities, inadequate financial facilities, and low motivation level of workers.

Human resource management practices of ten local private manufacturing enterprises listed under Dhaka Stock Exchange (DSE) were examined by Akhter (2002). She covered different aspects of HRM practices of the surveyed manufacturing enterprises such as job description, HR planning, recruitment and selection, orientation, training, promotion, performance appraisal, transfer, salary and wage administration, incentives, and fringe benefits. She also measured correlation between employees' opinions

regarding HRM practices in their enterprises and their age, education, and experience.

Islam (2003) in a study on the HRM practices of small businesses of Bangladesh found that small businesses did not offer reasonable salaries and benefits, training and development opportunities. The author mentioned that due to outdated HR practices, the productivity and motivation level of the employees of small businesses of Bangladesh were very low.

Haque and Prince (2003) assessed the HR practices such as training, promotion policy, performance appraisal method, and transfer policies of some private manufacturing industries based in Chittagong. They found that the surveyed companies imparted on-the-job training, vestibule training, apprenticeship training, and class room training to employees. They also found that the surveyed companies filled up vacancies through internal movement. The companies had formal performance appraisal system. Again, the companies were found to have no standing policy regarding transfer. An in-depth study

(Mahmood, 2004) assessed the institutional context of human resource management practices in Bangladesh. The author mentioned that research on HRM did not receive its due attention in Bangladesh. The researcher observed that other than organizational contingencies, the institutional

context such as national education and training system, national industrial relations system, regulatory frameworks, and overall societal context had significant influence on the development of HRM practices in Bangladesh.

Hossain, Khan, and Yasmin (2004) analyzed the nature of voluntary disclosures about human resource in the annual reports of 40 Bangladeshi companies. They found that contemporary Bangladeshi companies, though not mandatory, were willingly giving various information regarding their human resources in the annual reports.

Ernst and Young, and Metropolitan Chamber of Commerce and Industry (2007) conducted a survey on HR practices of more than 50 organizations selected from industries (mainly from the private sector) such as Pharmacy and Healthcare, FMCG, IT, Telecom, Manufacturing, Finance, NGO, Textile/Garments, and Conglomerates. They thoroughly examined talent acquisition, performance management, people development, compensation and benefits, HR strategy and processes, organizational culture, and HR practices for Workmen, staff and other non-managerial employees of the surveyed organization.

Uddin, Habib, and Hassan (2007) depicted a comparative scenario of HRM practices with respect to the public and the private sector companies of Bangladesh. The study encompassed the HRM practices of Wartsila, one of the private sector power generation companies, and BPBD

(Bangladesh Power Development Board), the public sector power generation company. They examined recruitment, selection, training, performance appraisal, and compensation practices of both the firms. The authors concluded that the overall HRM practices of Wartsila very much satisfactory.

In contrast, the HRM practices of BPDB were quite inefficient. Huda, Karim, and Ahmed (2007) made a study on the HRM practices of 20 NGOs of Bangladesh. It was identified from the study that the HR challenges faced by the NGOs were shortage of qualified candidates, insufficiency of qualified female candidate, poor academic background of applicants in the suburban and rural areas, and the lack of training infrastructure and training need analysis.

One of the key discussions within HRM is the distinction between the so-called best practice and the best-fit approaches. Some say there are universalistic best practices in HRM . Pfeffer (1994), others argued that there are only best-fit practices (Wood, 1999), stating that the effect of HR practices depends on the specific (internal and external) context. It seems logical to believe in a best-fit approach in contrast to a somewhat simplistic best practice approach, but the empirical evidence still supports the best practice approach.

Gerhart (2004) demonstrates a critical analysis of those who claim that some form of internal fit – the alignment of practices with each other – outperforms the lack of this type of fit. Gerhart's (2004) evaluation is very convincing in showing that the systems approaches that build on the notion of internal fit do not outperform the other approaches in which individual HR practices are not aligned.

A number of authors in the field of HRM and Performance emphasize the importance of including workers' perceptions. As Van Berg and colleagues note (1999: 302), 'an organization may have an abundance of written policies concerning [HRM], and top management may even believe it is practiced, but these policies and beliefs are meaningless until the individual perceives them as something important to her or his organizational 'well-being'.

Wright and Boswell, (2002: 263) also note that in measuring HRM, it is vital to distinguish between policies and practices. The former is the organization's stated intentions regarding its various employee management activities', whereas the latter are the actual, functioning, observable activities, as experienced by employees. This is yet another plea to pay more attention to workers' perceptions and the importance of person-organization. In order to be a source of competitive advantage, human resource must create organizational values.

According to Barney (1991) resources are valuable if they allow the organization to develop strategies that improve efficiency and efficacy. This criterion demands that both job demand and offer are heterogeneous – that is to say, organizations offer jobs that need different types of skills and individuals show differences in their skill types and levels. Thus, there is a variance in the value that individual contributions have for the firm, and therefore human resources can give value to the firm.

The idea that human resources can become a source of competitive advantage for the organization is not new (Huselid, 1995; Ordoñ~ez de Pablos, 2004; Pfeffer, 1998; Schuler and Jackson, 1987; Wright et al. 1995). It is generally accepted that firms can create a competitive advantage from human resources and their management practices. Effective human resource management will generate a higher capacity to attract and hold employees who are qualified and motivated for good performance, and also the benefits from having adequate and qualified employees are numerous. Some examples are higher profitability, less rotation, higher product quality, lower costs in manufacturing and a faster acceptance and implementation of the organizational strategy.²

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Human resource management practices involve all those practices and decisions that directly influence the organization's human resource. There are number of different elements of human resource practices that have impact on organizations' performance.

Abdullah, Ahsan, & Alam,(2009) have studied the effect of training and development, team Work, compensation, HR planning, performance appraisal and employees security on business performance. Regression results showed that four variables training and development, team work, HR planning and performance appraisal have positive and significant influence on business performance of Bangladeshi organizations.

Kahn (2010) has measured five human resource management practices that effect the performance of oil and gas industry of Pakistan. He measured recruitment and selection, training and development, performance appraisal, compensation and reward, employee relations to see their impact on organizational performance. Factor and regression analysis indicated a positive and statistically significant association of these practices with organizational performances.

Lopez et al., (2005) dealt with the relationship between high performance human resource practices, organizational learning and business performance of Spanish companies. They argued that high performance human resource practices have a positive effect on organizational learning, which in turn has a positive influence on business performance. The result showed that the human resource practice has no direct effect on business performance.

Khasro, Tomita & Wakabayashi (2001) studied on human resources management philosophies and managers' beliefs about human resources

and also compare among Japanese companies and Bangladeshi companies. The study attempts to explore differences and similarities of management philosophies, managerial beliefs and organizational climates about human resources among managers in three manufacturing entities: Japanese companies in Japan , Japanese Companies in Bangladesh and Bangladeshi companies in Bangladesh. The findings indicated that managers in Japanese companies in Japan are the most “Theory Y” oriented whereas managers in Bangladeshi companies in Bangladesh are least “Theory Y” oriented. While those in Bangladeshi companies in Bangladesh are the most “Theory X” oriented regarding their beliefs in human resources.

Gan (1992) researched on “The study of human resources management systems and typology in the hotel industry” used questionnaires to investigate 200 middle level managers’ views about the status of human resources management in the hotel industry in Taiwan.

Gan identified that organizational structure, employee attitudes, decision-making processes and external environment have significant impacts on the form of human resources management system and structure. Gan’s study was conducted 15 years ago and is not necessarily reflective of contemporary circumstances as the industry is now operating in a rapidly changing environment.

Tanure and Duarte (2005) explored that despite the general applicability of human resources management theories, human resources management carry a significant amount of local flavors. In any particular nation, human resources management practices will be rooted in the country’s historical, political and social differences. Due to the deep anchoring of Human resources practices in the historical, political, economic, social and cultural

environment of a country the import or transfer of these practices from developed to the developing countries may produce unexpected results.

Kanungo and Jaeger (1990) proposed a theoretical model of culture fit (MCF) which explicitly links culture to an organization's human resources management practices. This model proposes basic organizational elements: the task and the employees. Managers implement human resources management practices based on their perceptions of the nature of both the task and of employees and these perceptions are rooted in the socio-cultural context of the employees.

Ulrich (1990), underscored the importance of linking human resources management practices and the corporate culture. He suggested relating human resources management practices to organization structures with a view to sustaining the needed organizational capability in a competitive environment.

Zafar Iqbal (1994) in his study, "Impact of management practices on Employee effectiveness in South Asia" identified a framework consisting of five key areas, which were: organizational entry, organizational socialization, performance management, reward systems and organization structures. He assessed the impact of these practices on employee effectiveness.

Khalid & Rehman (2010) investigated the impact of human resource management practices on organizational performances of two telecommunication companies. Human resource management practices such as training, employee participation, job definition, compensation and selections are positively associated with the overall organizational performance.

Qureshi et al., (2010) have selected human resource management practices such as selection, training, performance appraisal system, compensation, employee participation to see their impact on financial performance of banks in Pakistan. Variables are tested through step wise regression analysis, Pearson correlation and descriptive statistics and concluded that all variables have a positive relationship and impact on financial performance of banks. Moreover study identified performance appraisal system as least contributor to performance of banks.

Frye (2004) has examined the effect of employee equity-based compensation on firm performance. The study shows that as the organizations are becoming more human capital intensive, compensation packages are becoming more important. Organizations that use equity based compensation plans are better able to capitalize on valuable growth options. On the other hand employees prefer no retirement forms of equity based compensations like stock option, restricted stocks and stock purchase options.

Review of literature suggested human resource management practices encompasses as human resource planning (Mathis & Jackson, 2006); job analysis (Khalid & Rehman, 2010) and (Cascio, 2006) (Dessler, 2003); training and development (Quresh, Akbar, Khan, & Hijazi, 2010) and (Tessema & Soeters, 2006) and (Uysal & Koca, 2009) and (Kundu, 2003); recruitment and selection (Kulik, 2004); compensation and rewards (Tessema & Soeters, 2006) and (Frye, 2004) and (Milkovich & Newman, 1999); performance appraisal (Khan, 2010) and (Bernardin & Russell, 1999), work environment (Armstrong, 2005).

Vlachos (2008) considered training and development (T&D) is a very important element of HRM. Training refers to some activities which equip

employees with needed skills to perform better in their current jobs (Li, et al. 2008). In the competitive business era technologies and innovations are needed to cope with these pressures, while employees are required to learn new knowledge and skills for performing their tasks and jobs with quality. He asserts that training and development plays a crucial role for increasing work adaptability, ability, flexibility, maintaining necessary competence, and motivates employees. This variable influences employee productivity. Some studies have shown that there is an indirect relationship between training and firm performance.

Although there are lots of theoretical and empirical articles and on outsourcing organizational function such as information system and accounting, the academic literature on outsourcing the HR functions is almost non-existing. In the topic of human resource outsourcing, the top and most important argument that comes in discussion is the cost benefit analysis for firing out services which were performed internally (Anderson et al,1986; Greer et al, 1999; Gupta et al, 1992; Kakabadse et al, 2002; Lever, 1997), and Vining & Globerman (1999)note that empirical data from government agencies outsourcing to private suppliers generated savings in the range of 20-30 % in production costs. Some of the studies from these authors concern that there should be other factors except cost which should be considered at the time of taking outsourcing decision. Other factors include vendor, customer satisfaction, employee satisfaction and expertise (Barthelemy, 2003) and loss of strategic advantage.

Adler (2003) notes that a review by the Granter group listed six factors that are important in outsourcing decisions: dependency risk, spillover risk,

trust, relative proficiency, strategic capabilities, and flexibility. The first four of these factors are short term factors, whereas the last two are considered more long term or strategic. However, no clear formula exists that identifies when outsourcing is most efficient and effective.

The question arises that what are the situations where the outsourcing is most desirable and under what circumstances an organization should outsource to increase effective performance by its human resources. In other words are there internal and external forces that their conductive to HR outsourcing. If these forces can be acknowledged that they provide some signs relating to the appropriate action to take when outsourcing is being considered. This is especially important science 67% of HR departments outsourced one or more function in 2004 (Bureau of National Affair, 2004). We especially address the issue of when and under what circumstance does HR outsourcing contribute value to the firm by attempting to identify environmental and organizational characteristics that effect HR performance and how HR outsourcing mediates that relationship. Another issue that concerns the current outsourcing research is the absence of studies looking of the HR functions in organization. Klaas (2003) develop a framework that helps analyze HR outsourcing factors in small and medium sized enterprise (SMEs) by explicating on the relationship between SMEs and the professional employer organization and Gainey and klaas (2003) analyze HR function specifically in the context of training and development these studies are expectation rather than the rule. This fact is surprising given that many HR function such as pay role, benefits, training, and recruiting are often outsourced by organization(Gilley et al, 2004). The SHRM Human Resource outsourcing Survey Report released in June 2004 found that HR function that are

entirely background checking, employee assistance/counseling and Flexible Spending include administration.

Mello (2001) puts forth eight barriers to effective SHRM. The first one is the short-term orientation of firms. As most of the HR interventions or practices have long-term implications, short-term oriented actions can hamper effective HRM. The second one is the inability of the HR managers to think strategically. Their insufficient general management training or inability to influence colleagues in other departments is seen as a constraint. The third is lack of appreciation for HRM as a function. The fourth is lack of cooperation from the line managers and their unreliability in handling HR function in their respective departments. The fifth reason that hampers HR functioning is the increasing focus on the quantifying results. The feeling of risk in investing heavily on human resources is the sixth reason that can hamper the development of the employees for complementing organisational performance. The seventh reason that can also hamper strategic linkage is the inability of the HR practices to change according to the business needs.

Walton and Lawrence [1985] identified four major areas of HRM policy: reward systems, including compensation and benefits; employee influence mechanisms such as participation; job design and work organization; and employee selection and development. Seeking to capture a number of these elements, we identified six HRM practices for study: (i) the extent of employee benefits (Benefits), (ii) the extent of annual paid time off (Time Off), (iii) the use of bonuses to compensate managers (Executive Bonus), (iv) the degree of participation in executive decision making (Participation), (v) gender composition of management (Gender Composition), and (vi) the amount of employee training (Training).

The outsourced functions include management of health care benefit, pension benefit administration and payroll. Despite these increment in HR outsourcing activities to date the empirical articles on outsourcing HR function focus on the impact of organizational characteristics (Klaas, 2003), the role, the transaction costs (Gainey et al, 2003; Klaas, 2003; Klaas et al, 1999), the relationship between HR departments, size and outsourcing activity (Pommerenke et al, 1996) and the rational and consequence of HR outsourcing, and the time of outsourcing (Greer et al, 1999).

The question concerning the appropriate time to outsource HR practices based on the internal and external forces driving the firm to consider outsourcing however is not directly addressed, although Klaas, McClendon & Gainey (1999) come close in their analysis of moderate variables in the relationship between amount of HR outsourcing and perceived benefits from outsourcing. A separate article by Klaas, McClendon & Gainey (2001) also discussed on few organizational characteristics that lead firms to outsource the HR activities but does not consider HR performance as a dependent variable. As such it is necessary to address the question of when to outsource the HR function by looking into the theoretical issue of outsourcing in the literature representing disciplines other than HR to form a basis for HR outsourcing. However a brief discussion of definitions and HR activities is presented first.

Truss and Gratton (1994) refer to the external environment as the one that provides opportunities and constraints to the functioning of HR in an organization. In addition to the factors mentioned by Formbrun (1984), the authors also refer to Tsui (1987) and Freeman (1985) in pointing out the key external stakeholders like the government, media, environmentalists,

local community organizations and consumer advocates who can influence the strategy formulation. The internal factors identified by Truss and Gratton (1994) through a survey of literature are: organizational culture, dominant coalition, internal stakeholders like the employees and management, HR department and its expertise.

Gilley Greer and Rasheed (2004) discussed a strategic typology of HR activities develop by Greer (2001) in which HR activities are classified as having either high or low strategic value and as being either transaction or relationship oriented in nature. Their resulting typology shows the quadrant containing relation oriented activities related to training and performance evaluation. When the HR activities listed by Gilley, et al. (2004) are located in the HR value chain, it becomes certain that portions of each major HR functions are potential candidates for outsourcing. However, three functions in particular, training, performance planning and evaluation and compensation deal specifically with an organization's current relationship with it employees. A notable recent trend has been the increased use of contingent and temporary workers, or the outright outsourcing of Human Resource functions (Harkins et al, 1995). A 1996 survey by the American management Association found that 77% of their respondents outsourced some functions, up from 60% in 1994. Other HR departments, under budgetary and managerial pressure, are simply eliminating certain services previously provided by HR staff. A number of competitive forces have been identified as drivers of the trend to outsourcing (Greer et al, 1999). These include: downsizing of internal staff, rapid growth or decline, increased competition, and restructuring.

Fombrun (1984) views this as the alignment of key HR systems and processes with special reference to desired performance for bringing out

desired behaviours and culture in the organisation. Ichniowski and Kochan (1996) refer to the interactive effects of different HRM practices and Delery (1998) refers to Ichniowski and Shaw (1997) and states the positive outcomes of synergetic functioning of different HR practices. Delery (1998) classifies the different HR practices into two groups: one, HR practices that bring out additive outcomes with other practices and two, HR practices that have interactive effects and in concert with other practices bring out specific outcomes.

Schuler and Jackson (1987b) have examined the HR practices followed by the firms following three kind of generic strategies, namely dynamic growth, extract growth and turnaround strategy. They have found that the HR practices vary according to these three strategies. Smith (1982a) has explored the various HR practices followed at different stages of organizational growth.

A number of other reasons for outsourcing have been identified as well. (Cook, 1999; Greaver, 1999; Greer et al., 1999; Milgate, 2001). Lever (1997) cautions that “the old HR staffing rule of one HR staff member for every 100 employees is not as meaningful today as a measure of HR efficiency or effectiveness as in the past”. Annualized HRO spending has experienced a significant and consistent growth over times. Whereas HRO spending represented US \$ 75 million in 1998, it's skyrocketing at an increasing rate to well over US \$ 1500 million in the year 2004(nearly 80% increase per year). Towards the end of modern day the trend of outsourcing has moved into the world of data transcription, information technology and call center operations. Studies on the history of outsourcing conclude that outsourcing is clearly not just about payrolls and call centers. This can be seen by simply looking into the medicine cabinet.

It is very likely that the R&D of the daily medicine was outsourced to companies in India. The insurance company which covers the costs of the medications may have their claim processing to offshore transcription providers. And the medical clinic may easily be outsourcing the administration of your confidential medical records to Russia, the Philippines or India.

RMG manufacturers, construction firms, Banks, telecom operators are frequently outsourcing their different need of human resource. But all these, apart from government jobs, have been being operated in ad-hock basis. There has never been any organization to give the Human Resource Management service for other organizations until recently. Still the number of such HR service providers is nothing other than one. Our research has determined only Monowara associates. Apart from this BDJobs.com and similar online based organizations are coming up with recruitment and training solutions. All other services are somehow collected in personal contact through local contractors.

These contractors operate in mostly in so unorganized way that for organizations searching for such services find it difficult to contact them. And for the same cause we had a difficulty in finding any such information.

Huselid (1995) asserts that the compensation system is recognized as employee merit and it is widely linked with firm outcomes. Compensation refers to all monetary payments and all commodities used instead of monetary to reward employees. The expectancy theory (Vroom 1964) suggests that rewards, that can be understood as a form of direct and indirect compensation packages, have potential to influence employee work motivation. Thang (2004) posits that compensation and reward can

be powerful tools for getting efforts from the employees to fulfill the organizational goals.

In spite of such awareness of the objectives of human resource management practices, most South Asian organizations have done little to assess the effectiveness of their current practices or to modify them in the light of such assessment. Assessment efforts are lacking because management in these organizations have no overall scheme or framework in terms of which to evaluate human resources management practices in the organizations.

In the present study , some indicators like good working relationship , fair recruitment & selection, employee training facilities, proper human Resources Planning , accurate performance appraisal policy, employee turnover, salary & compensation package of employees, promotion policy are taken and will be considered for examining and analyzing the HRM system of the enterprises of Bangladesh .

2.2 Literature review on Training and Development System:

Human resources are critical for effective organizational functioning (Griffin, 2006). Training and development enable employees to perform their present job effectively and to prepare for future jobs. The current business environment is constantly changing, so it is crucial that organizations train and develop their employees to stay ahead of the competition. However, many organizations have failed to recognize the costs associated with having untrained and under-developed employees.

Most organizations put training and development to pursue other strategies. Yet, the majority of organizations continue to reap little benefit due to their lack of training and development initiatives. Training can have a major influence on organizational behavior in two aspects.

The first aspect is that training and development allows the employee to effectively perform his or her job. As an employee's abilities increase there is a high potential that the organization's performance will increase. Therefore, training and development does have a positive relationship with organizational success. And what is even better is that better trained and developed employees are more motivated. The second aspect is how training and development can influence the behavior of organizational members is that it increases the employee's ability to make more effective decisions. Employees are more willing to accept responsibility for their decisions and have strong desire to place the organizational objectives above their own. Both training and development are forms of learning that applies to any business. Training, on the other hand, is teaching people skills that they lack. Together they can help develop an organizational culture that fosters employee commitment.

Training and development provides a system for organizations to administer and track employee training and development efforts. The system, normally called a Learning Management System if a stand alone

product, allows HR to track education, qualifications and skills of the employees, as well as outlining what training courses, books, CDs, web based learning or materials are available to develop specific skills. To the extent that employee training programs are effective, organizations are able to avoid wasteful spending and improve performance and productivity. The importance of training effectiveness has long been recognized as a crucial issue for organizations (Ford et al., 1997; Noe, 1986; Noe and Ford, 1992; Tannenbaum and Yukl, 1992).

Training is the activities that are designed to provide learners with the knowledge and skills needed for their present jobs whereas development is the learning that goes beyond today's job and has more long-term focus (Mondy, 2008). Development is an attempt to improve current and future management performance by imparting knowledge, changing attitudes or increasing skills (Dessler, 2003).

A training needs analysis is to understand what training employees really need (Cekada, 2010). Fred and Warmerdem (1997) identified that many organizations show remarkable differences with respect to the basic processes of their training systems: the shaping of training policies, the development of training programmes and the execution of training activities. In practice, training systems are much more organization-specific than training literature usually suggests.

Islam (1982) studied the training and development needs of the managers of the public sector enterprises. He uncovered that the employees of the production management, general administration, and personnel

management departments of the public sector enterprises needed extensive training.

Training research has begun to draw heavily upon theory from related research domains (Tannenbaum & Yukl, 1992). For example, influences from cognitive and differential psychology are having a significant impact on training research. This relatively recent work is extending the conceptualization of learning and individual change beyond the prescriptions of classic principles of learning that have dominated training design for over three decades. This integration is encouraging. It promises to revolutionize conceptualization of the process by which expertise develops. This work, however, continues to reflect the dominant individual level orientation of training. Training is being conceptualized as integral to the strategic goals of the organization (Schuler & Walker, 1990), as a component of the human resource planning process (Jackson & Schuler, 1990), and as an activity that is constrained by organizational environment features (Baldwin & Ford, 1988).

This broader perspective on training has theoretical implications for all phases of the training process, including needs analysis, instructional design, and transfer. Furthermore, too much training will result in degeneracy instead of benefit (Wilson, 1999).

Moreover, overtraining will increase trainees' torments and damage their trust in the training courses (Blair & Seo, 2007). In recent three decades, training theorists or researchers addressed that training needs analyses are not trusted by organizations and lack systematic applications (Tylor, O' Driscoll, & Bining, 1998). Training has typically been micro in its orientation, with a focus on individual learning, development, and change.

Eighteen (1999) defined training need assessment as a tool to establish the organizational, departmental and individual objectives of those to be trained.

This is true in spite of the fact that, at least at a conceptual level, training needs assessment (McGhee & Thayer, 1961), evaluation (Kirkpatrick, 1967) and instructional design models (Goldstein, 1992) assert that training should be designed to support and contribute to clearly articulated organizational goals. Even until the recent, survey is still the main approach used to understand training needs (Holden, 1991; Tylor, & O' Driscoll, 1992).

In practice, however, training activities are generally focused at the individual level, including needs analysis (Ostroff & Ford, 1990), delivery programs (Salas, Dickinson, Converse, & Tannenbaum, 1992), and evaluation criteria. This can be attributed to the dominance of instructional theory in training, which is based on individual level models of change. An inherent assumption is that the individual level is the source of organizational level change. Training evaluation is a two-fold process that involves establishing indicators of learning or training transfer and determining exactly what job related changes have occurred as a result of training (Goldstein, 2001). The purpose of evaluation helps organization to make decisions about future training activities, and provides tool needed to assess the type of evaluation possible in a given situation (Saxena, 2012).

Although it is axiomatic that psychological change is rooted in individuals, this narrow orientation neglects the constraining influence of contextual factors at higher levels of the organizational system. The need for change, the implementation of interventions, and the transfer of trained skills are

embedded within the context of work team, sub unit, and organizational levels. These contextual features and processes ultimately facilitate or inhibit the expression of trained skills.

Training programs can then be offered in date specific sessions, with delegates and training resources being mapped and managed within the same system. Sophisticated LMS allow managers to approve training, budgets and calendars alongside performance management and appraisal metrics. The banking sector of Bangladesh is playing a significant role as leaders in the financial, industrial and commercial activities (Ferdous & Razzak, 2012). Debnath (2003) indicates that productivity of manpower in the banking sector of Bangladesh will have to be increased by proper training both on the job and off the job. The paper is a modest effort to find out the similarities training and development systems of EBL and HSBC , two renowned commercial banks in between Bangladesh.

Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, and licensing organization guidelines. Training and development activities provide all involved system with the tools they need to develop professionally, increase their knowledge, effectively work with

family, and build their capacity to perform the tasks associated with their positions within the system of care. Training is the activities that are designed to provide learners with the knowledge and skills needed for their present jobs whereas development is the learning that goes beyond today's job and has more long-term focus (Mondy, 2008). Development is an attempt to improve current and future management performance by imparting knowledge, changing attitudes or increasing skills (Dessler, 2003).

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Research training has begun to draw heavily upon theory from related research domains (Tannenbaum & Yukl, 1992). For example, influences from cognitive and differential psychology are having a significant impact on training research. This relatively recent approach is extending the conceptualization of learning and individual change beyond the prescriptions of classic principles of learning that have dominated training

design for over the last three decades. This integration is encouraging. It promises to revolutionize conceptualization of the process by which expertise develop. This approach, however, continues to reflect the dominant individual level orientation of training. Training is being conceptualized as integral to the strategic goals of the organization (Schuler & Walker, 1990), as a component of the human resource planning process (Jackson & Schuler, 1990), and as an activity that is constrained by organizational environment features (Baldwin & Ford, 1988).

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Lucy Hyde, 2012 in his paper "Training and Development in Organizations: What Matters, What Works", asserts that training as a whole system and not

a one-time event. He also identified that Training is especially effective when various jobs in the organization have been analyzed, the skill sets of its employees are understood, supervisors and leaders are all on the same page and trainees are motivated to learn.

Cullen, Swanson (1976), in their article “Training what’s it worth?” reports a comparison between structured on the job training and unstructured on the job training of new workers. Compared to those receiving unstructured on-the job training, the structured on the job trainees reached competence in about 30 percent of the time, had a 130 percent increase in solved production problems and had large savings related to maintaining production rate and utilizing raw materials.

From the book “Training strategies: A comprehensive guide to maximize learning in organizations” by Davis, J.R. and A. B. Davis, it is formally recognized that adults in the workplace need to develop a variety of skills , which demands a variety of learning strategies and activities. Davis and Davis identify seven strategies of workplace skills to be learned. The strategies include behavioral, cognitive, inquiry, mental, virtual, holistic and group dynamics. Specific implementation techniques for each strategy are covered.

Jacobs, R. L. and M. J. Jones in their book , “ Structured on the job training” (1995), discussed the system and strategy required for

professional trainers to manage structured on –the –job training as a major way for organizations to meet their training needs. The book is complementary to this book “Hands-on Training”, which is meant to be put directly into hands of subject matter experts- supervisors and experts workers –who are responsible for training activity.

Although it is axiomatic that psychological change is rooted in individuals, this narrow orientation neglects the constraining influence of contextual factors at higher levels of the organizational system. The need for change, the implementation of interventions, and the transfer of trained skills are embedded within the context of work team, sub unit, and organizational levels. These contextual features and processes ultimately facilitate or inhibit the expression of trained skills.

2.3 Training ideas and outline process

Here is a relatively simple overview of typical reference models, processes and tools found in the effective planning and delivery of organizational training.

There are many different training and development methods. On-the-job training, informal training, classroom training, internal training courses, external training courses, on-the-job coaching, life-coaching, mentoring, training assignments and tasks, skills training, product training, technical

training, behavioral development training, role-playing and role-play games and exercises, attitudinal training and development, accredited training and learning, distance learning - all part of the training menu, available to use and apply according to individual training needs and organizational training needs.

Training is also available far beyond and outside the classroom. More importantly, training - or learning, to look at it from the trainee's view - is anything offering learning and developmental experience. Training and learning development includes aspects such as: ethics and morality; attitude and behavior; leadership and determination, as well as skills and knowledge.

Development isn't restricted to training - it's anything that helps a person to grow, in ability, skills, confidence, tolerance, commitment, initiative, interpersonal skills, understanding, self-control, motivation, and more.

2.4 Research Gaps and summary of literatures:

The above literature survey reveals that like other developing countries, HRM as an area of research has not received proper attention in Bangladesh. Though, both review type and empirical type of studies were carried out (Cooke, 2009), empirical studies primarily used descriptive statistics such as mean, percentage. Only 5 studies (Ahmad & Khalil, 2008; Akhter, 2002; Hoque, 1994; Khan & Jahur, 2007; Moyeen & Huq,

2001) out of 37 studies compiled in this study used inferential statistics in the data analysis. Research studies were conducted more on manufacturing firms than on the service oriented firms. Only two studies researched the HRM practices of small firms. Industrial relations and training received highest attention out of all HRM practices as the areas of research. Performance appraisal has also been found to be an attractive area of research. No specific study has been found on job analysis and compensation. Studies showing the relationship between HRM practices and organizational performance have not yet carried out in Bangladesh context. It is also evident from the above review of literature that except a few articles on different HRM practices, a limited number of in-depth studies have been conducted so far on human resource management practices in context of Bangladesh.

3.1 Scope of the Research

The researcher in this thesis intends to study human resource management systems of Bangladeshi enterprises and also specifically major emphasis put on employee training and development.

Though researchers and practitioners are quite curious about the field of HRM in Bangladesh, they don't know about the current status of HRM research and practice. This study strived to fill the gap by presenting a substantial number of research studies conducted so far in different aspects of HRM in context of Bangladesh

This study would benefit the researchers, practitioners, policy makers, students, and various stakeholders by offering the status of research on HRM practices and specially employee training and development in Bangladesh. This study would definitely augment the current research and practice of HRM in developing countries by showing the contemporary scenario of HRM in Bangladesh.

There are different patterns of human resource management system in different organizations and in different countries. The researcher has tried to explain the different types of human resources management functions and also various patterns of employee training and development system.

3.2 Objectives of the Study:

Bangladesh is developing day by day. It is the time of open economy. Therefore, Bangladeshi companies have to be able to compete with international companies. This brings the necessity of human resource management.

In the most successful companies worldwide, human resource management is becoming the key factor for enterprise competitiveness and survival in market oriented economies. In organizational development, the effectiveness of human resource management system is recognized as one of the determinants of organizational success. Therefore, investment in human resource management can have a direct economic benefit to the organization.

The study broadly aims at examining the system of human resource management in Bangladeshi enterprises by analyzing various functions of human resource management practices of various stages and also tries to identify the patterns, problems and prospects of employee training and development with the help of collected available data and information.

The researcher hopes that this thesis will be a refreshing and stimulating way of helping those interested to master the subject.

Today, in contrast with many decades ago, there is little opposition in any large organization, private, non-profit or public, in industrialized or developing countries to the general belief that human resource management is vitally necessary. There is little open resistance and there is often enthusiasm among managers for participating in such programs.

The main objectives of the study are:

- To find out the pattern of the problem identification, and training and development needs assessment, in Bangladeshi enterprises.
- Checking whether training and development program is properly carried out in Bangladeshi enterprises.
- To find out how HR activities are conducted and administered in different enterprises of Bangladesh.
- To analyze how well the HRM system is organized and how modern is it in our enterprises in Bangladesh.
- To find out the major training and development methods of different Bangladeshi enterprises.
- Determining the main barriers in employee training and development practices.

- Identifying employee training and development process in different organizations and finding the possible ways and methods for overcoming the barriers.

3.3 Pilot Study

A pilot study has been conducted with the help of an interview schedule. The schedule has been prepared with the help of the existing literature on the pattern of human resource management system and also specifically employee training and development. It was then tested with forty respondents of the various listed companies from Dhaka Stock Exchange by the researcher to assess the validity of the questions.

After having interviewed with the managers of these enterprises, the schedule has been modified to suit the expectations of the respondents. A full-fledged scheduled has been prepared with the help of the pilot study.

3.4 Sampling Method:

First of all, the researcher selected enterprises for study. The method of selection of enterprises will be purposive. Then selected the executives and administrative from those selected enterprises. Here, I would like to select enterprises from different sectors considering their characteristics and business standing position or growth.

On the basis of some prefix criteria, selection of sample subject is purposive. So, the researcher has to choose DSE and some other enterprises besides DSE,

such as international and national NGOs, garments, leather and fertilizer sectors. Then she has selected executives and administrative from those selected enterprises who are directly or indirectly related to HRM activities. They are selected purposively, that is, human resource management directors, administrators, their deputies in charge of different functions.

Thirdly, the researcher has interviewed middle and lower level executives who may be selected on random basis or occasionally purposive.

Fourthly, she has interviewed relevant general staffs to assess their opinions about different problems that are generally to be dealt with by HRM Department.

The study is to be conducted in 2 parts:

- 1) Assessment of outcome both qualitative and quantitative as stated above.
- 2) Qualitative assessment will involve empirical study and opinion survey.

3.5 Data collection tools used:

3.5.1 Questionnaire:

Questionnaire has been formulated based on pilot study. On the basis of pilot study final interview schedule is designed.

3.5.2 Data Analysis:

This task depends on the nature and type of data arrived through the method stated above. Clearly, one thing can be stated that qualitative and quantitative analysis will be made in order to achieve an appropriate and useful finding and make a logical conclusion and recommendations.

However, the task of the data analysis is again be finalized in consultation with the supervisor and other relevant expert in the area.

3.6 Methodology

Since the study is analytical and descriptive in character. 'Survey Method' has been employed for obtaining the first hand information from the sample respondents of the various listed companies from Dhaka Stock Exchange. On the basis of some prefix criteria, selection of sample subject is purposive. So, the researcher has to choose DSE and some other enterprises besides DSE, such as international and national NGOs, mobile companies etc will be selected. Selection criteria of organizations are as follows:

- 1) The growth rate, market standing point, reputation and size of the enterprises.
- 2) From those enterprises the organizations that are agreed to co operate.

3.6.1 The study and the sample design

The study is mainly focused on the listed companies of Dhaka Stock Exchange LTD. For the research purpose, Dhaka Stock Exchange LTD is considered as the universe. Human resources management system is usually practiced only in large capital oriented listed companies.

There are total nineteen sectors in Dhaka Stock Exchange LTD. Such as:

Table: 3.6
Sectors in Dhaka Stock Exchange LTD³

Sl. No.	Names of Sectors	No. of Companies
1	Bank and non bank financial institutions	47
2	Cement	8
3	Ceramic Sector	5
4	Corporate Bond	1
5	Debenture	8
6	Engineering	23
7	Food & Allied	33
8	Fuel & Power	10
9	Insurance	36
10	Investment	17
11	IT Sector	7
12	Jute	4
13	Miscellaneous	13
14	Paper & Printing	8
15	Pharmaceuticals & Chemicals	26
16	Services and Real Estate	6
17	Tannery Industries	8
18	Textile	39
19	Treasury Bond	103
	Total	402

¹”Monthly Review”, Publication of Dhaka Stock Exchange Ltd. May 20012 Vol.24 No. 05.

Human resource management system is also very much practiced in multinational companies, NGOs, and mobile sector. That is why these three sectors are also added.

Tannery Industries, Treasury bond, Debenture, Corporate Bond, Investment are excluded as human resource management and also employee training and development is not practiced here properly.

The final number of companies and sectors are as follow:

Table: 3.6.1

Selected Sectors

Sl. No.	Names of Sectors	No. of Companies
1	Bank and non bank financial institutions	47
2	Cement	8
3	Ceramic Sector	5
4	Insurance	36
5	Jute	4
6	Pharmaceuticals & Chemicals	26
7	Services and Real Estate	6
8	Textile	39
9	Multinational Companies	27
10	Mobile	6
11	Textile	39
12	NGO	12
13	Miscellaneous	13
	Total	268

Table: 3.6.2**Sample Design of the study**

Sl. No.	Names of Sectors	No. of Companies	Sample
1	Bank and non bank financial institutions	47	14
2	Chemicals	8	3
3	Ceramic Sector	5	2
4	Insurance	36	3
5	Jute	4	2
6	Textile	39	2
7	Pharmaceuticals	26	2
8	Services and Real Estate	6	5
9	Multinational Companies	27	3
10	Mobile	6	6
11	NGO	12	2
12	Miscellaneous including local enterprises	13	4
	Total	268	48

² “Monthly Review”, Publication of Dhaka Stock Exchange Ltd. May 2012, Vol.24 No. 05

Thus, the total number of companies is 48. For each sector 8 respondents were selected based on simple random sampling method. So, total no. of population is (48*8= 384).

Thus, total number of respondents comes to 384.

3.7 Types of Data

Both primary and secondary data have been collected and referred for the purpose of this study. Moreover, this study is mostly based on primary data.

3.7.1 Sources of primary data

A full-fledged schedule was prepared to collect the first hand information. This schedule was first prepared with the help of the existing literature available from the secondary sources and was, tested with forty respondents of the various listed companies from Dhaka Stock Exchange LTD by the researcher to assess the validity of the questions. The outcomes of the pilot study enabled the researcher to fill the gaps in the interview schedule and final schedule was prepared accordingly. The final schedule was used to collect the information from the sample respondents.

3.7.2 Sources of secondary data

The researcher collected secondary data from published reports, books, magazines, newspapers, journals, articles published from national and international research institutes, seminar papers, reports of different financial institutions, public records and statistics. Published and unpublished relevant research work, thesis, dissertation have also been used as the secondary sources of data. Internet and the World Wide Web are also used extensively as secondary sources.

3.7.3 Processing and analyzing the data

In the study, the collected data both from primary and secondary sources was arranged in a logical order and processed with the help of statistical package for social science (SPSS 20). The data, which was collected from the primary sources, was properly classified, transcribed, tabulated and

interpreted. The conclusion drawn from each table would be shown under the “Findings of the Study”. The study, in general, is analytical and descriptive in character. That is why, simple averages, percentages, frequency analysis, correlation, cross table techniques chi square tests are employed with statistical package for social science (SPSS 20).

3.8 Limitations of the Study

The study is limited to the human resource management and specially training and development of the listed companies of Dhaka Stock Exchange LTD. The study is limited to the sample size of 48 enterprises. The sampling has its own basis. The study, in general, is analytical and descriptive in character. As such, no wide statistical techniques have been employed. Only simple averages, frequency analysis, percentages, correlation, cross table techniques, multi factor variations were employed with statistical package for social science (SPSS 20).

Since the study is first of its kind, the result drawn from the study cannot be compared with any other similar research findings.

Today competitive organizations recognize that aligning rewards with employee performance creates a stronger, more productive workforce and are turning to compensation planning solutions and services to handle complex compensation strategies while increasing shareholder value and corporate dividends.

4.1 An analysis of Human Resource Management System of Bangladeshi enterprises

From desk research, interview, observations and reviewing literatures the researcher found the scenario of HRM system of the sample enterprises, which is shown by the following table:

Table 4.2 HRM System of the selected enterprises

Organization	HRD	If yes description	JA	R&S	T&D	C&B	PA
1.Dhaka Bank	Yes	1. HR Staffing: R&S, leave mgt, personnel dossier mgt, disciplinary matters. 2. HR Operations 3. Training and development	Job analysis based on HRP	Recruitment Internal: job posting, use of computerized skill inventories, and referrals from other department. External: advertising, agencies, field recruitment, campus recruitment, internship, headhunt. Selection: 1. Written test 2. Interview 3. Skill test 4. Medical test 5. Final selection	1.inhouse training in DBTI 2.local trainer 3.regional trainer 4.overseas trainer.	Including salary provide nt fund, medical facilities, bonus (festival & performance) & other remunerations	Techniques: 1. Narrative form 2. MBO

2. Standard Chartered Bank	Yes	JA, R&S, T&D, C&B, PA	Forecasting based on: 1. workforce number 2. possible changes 3. workforce supply 4. Impact on budget & funding	1. Give advertisement 2. Receive application 3. Make shortlist 4. Preliminary interview 5. Final interview 6. Prepare & give appointment letter with job description.	Initial Training: 1. induction 2. technical skill 3. work based assignment 4. cross functional attachment Long term Training: 1. accreditation : External schools, MBA, certified in mgt 2. Internal Executive development diploma in mgt, foundation course, induction course.	Including salary periodic & annual incentive, commission, and different awards.	Techniques: 1. Graphic rating Scale 2. Narrative form
3. HSBC	yes	Recruitment, selection, training, development, job analysis, performance appraisal	Clear HRP and job analysis	Recruitment 1. CV submission 2. Application Evaluation 3. Ability Test 4. Capability based interview 5. Reply letters 6. Job offers Selection: 1. Face to face interview 2. Group exercise 3. Written case study 4. Presentation 5. Role play	Internal: 1. seminar 2. workshop 3. locally tailor made training by TDD External: 1. Training at Training and Management Development Center at Brick wood, UK 2. Multimedia learning center 3. RM program	Compensations: Salary, performance bonus, incentive scheme, share save, achievement shares. Benefits: Private pension plan, medical facilities, insurance, medical allowance	Techniques: 1. Participant Diary 2. Observation

						ce, short term and long term disability coverage, paid leave for marriage maternity, sickness and vacation, banking privileges.	
4.Dutch Bangla Bank	Yes	JA ,R&S, T&D, C&B, PA	1. Various dept. provide requirement for manpower to HRD 2.HRD access the need of manpower	Internal: 1.job transfer 2.promotion External: 1.advertising 2.career fair 3.web search	=)TNA: 1.task analysis 2.performance analysis On the job training =)Off the job training =) Training centers: dutch Bangla bank ltd training center, BIBM, BBTA, SCB, ICICI Bank, Dun & Bradstreet, Southeast Development Federation.	Including salary bonus, provident fund and gratuity.	Techniques: Graphic rating scale
5.AB Bank	Yes	R&S, T&D, C&B,		Recruitment: 1.CV submission 2.Application Evaluation 3.Ability Test 4.Capability based interview 5.Reply letters	1.induction 2.on the job training 3.functional based training 4.management skill training	1.basic pay 2.house rent allowance 3.conveyance allowance	Techniques: 1.Graphic rating scale (56%) 2.Essay methods(25%) 3.MBO (13%)

				<p>6.Job offers Selection:</p> <ol style="list-style-type: none"> 1.Preliminary Interview or Screening 2.Application Form 3.Employment Tests 4.Comprehensive Interviews 5.Technical Interviews 6.Background Checks And Enquiries 7.Medical Examination 8.Final Selection Decision 		<ol style="list-style-type: none"> 4.medical allowance 5.utility allowance 6.utility allowance 7.entertainment allowance 8.leave fare allowance 9.personal pay 10.increment 11.promotion 12.bonus 13.EOS B 	
6.Bank Alfalah LTd.	Yes	JA, Orientation, R&S, T&D, C&B, PA	<ol style="list-style-type: none"> 1.make a list of requirement 2.make plans for motivation 3.employee goals and organizational goals are interlinked 	<p>Recruitment:</p> <ol style="list-style-type: none"> 1.assess need 2.create a pool of candidates 3.screening 4.make selection 5.evaluation recruitment process. <p>Selection:</p> <ol style="list-style-type: none"> 1.Preliminary Interview or Screening 2.Application Form 3.Employment Tests 4.Comprehensive Interviews 5.Technical Interviews 6.Background Checks And Enquiries 7.Medical Examination 	<ol style="list-style-type: none"> 1.Need Analysis 2.Instructional Design 3.Validation 4.Implementation 5.Evaluation and follow up <p>Provide training on: marketing, credit, administration, banking operation, performance appraisals skills, trade finance, time management. Training centers: In Karachi</p>	<ol style="list-style-type: none"> 1.Basic Salary 2.Bonuses 3.Medical Facilities 4.Allowances 5.Health & Life Insurance 6.Paid Annual Vacations, Leaves, Holiday 7.Health Insurance Of Parents 8.Pension & Provide 	<p>APPRAISAL METHOD AT ALFALAH</p> <p>The Appraisal Methods at Bank Alfalah are Self Appraisal Method</p> <ul style="list-style-type: none"> · Rating · Evaluation (Bias) <p>BEHAVIOR</p> <p>APPRAISAL Graphic rating scale</p>

				8.Final Selection Decision	and Lahore.	<p>nt Fund</p> <p>9.Discount On Company Products</p> <p>10. Annual Bonuses</p> <p>11.Educational Plans</p> <p>12.Social Events</p> <p>13.Customized Services</p> <p>14.Highly Qualified, Experienced & Committed Staff</p> <p>15.Profit & Gain Sharing Plans</p>	
7.NCC Bank Ltd.	Yes	R&S, T&D, C&B, PA		<p>Internal:</p> <p>transfer</p> <p>External: Newspaper, internet, recruiting unions and social organizations</p> <p>Process:</p> <p>Receiving application, screening, evaluation, preliminary interview and final selection.</p>	<p>Internal:</p> <p>Training at NCC bank Training Center, workshop and seminar.</p> <p>External:</p> <p>Foreign training, local training at BIBM, BATC and Bangladesh Bank Training Academy.</p>	<p>Including basic salary provide nt fund, gratuity, life insurance and medical facility.</p>	<p>Techni</p> <p>MBO (50%) Behaviourally anchored rating scale (50%)</p>

8.First Security Islami Bank Ltd.	Yes	R&S, T&D, C&B, PA	Job analysis for employees up to mid level positions done by local office.	Process: 1.advertisemen t 2.written test 3.viva 4.final selection	Training at First Security Islmi Bank training center, workshop, seminar, Bangladesh Bank training academy, BIBM and foreign training.	Includin g salary, provide nt fund, security fund, gratuity.	Techniques: Graphic rating scale Narrative form.
9.Sonali Bank Ltd.	Yes	R&S, T&D, C&B, PA		Process: 1.advertisemen t 2.written test 3.viva 4.final selection	Internal training and external training, training at BIBM	Includin g salary, bonus, provide nt fund, gratuity, house rent allowan ce, transpor tation facility, medical facility, loan facility, recreati on	Techniques: 1. Narrative form 2. MBO 3.Performanc e test
10.Janata bank Ltd.	Yes	R&S, T&D, C&B, PA		Process: 1.advertisemen t 2.written test 3.viva 4.final selection	Internal training and external training, training at BIBM	Includin g salary, bonus, provide nt fund, gratuity, house rent allowan ce, transpor tation facility, medical facility, loan facility, recreati on	Techniques: 1. Narrative form 2. MBO
11.Delta Life Insurance	Yes	R&S, T&D, C&B, PA		Process: 1.advertisemen t	Internal training and external training	Includin g salary, bonus, provide nt fund,	Techniques: 1. Narrative form 2. Check list

				2.written test 3.viva 4.final selection		house rent allowan ce, transpor tation facility, medical facility	
12.Fairest Islamic Life Insurance	Yes	R&S, T&D, C&B, PA		Process: 1.advertisemen t 2.written test 3.viva 4.final selection	Internal training and external training	Includin g salary, bonus, provide nt fund, house rent allowan ce, transpor tation facility, medical facility	Techniques: 1. Narrative form
13.ALICO	Yes	R&S, T&D, C&B, PA	Make plan whether they need manpower, if they need, then how many and in which dept. Job analysis for employees up to mid level positions done by local office.	Internal: Transfer External Newspaper, internet, recruiting unions and social organizations Process: Receiving application, screening, evaluation, preliminary interview and final selection. Receive service from Monowar Associates and Grow & Excel for head hunting. Professional channel,	Internal training and external training Outside training provided at the training center of “Sadaron Bima Corporation	Includin g salary, bonus, provide nt fund, house rent allowan ce, transpor tation facility, medical facility Co mp ens atio n pac kag e fra me wor k mo nito red and upd ate d	Techniques: 1. Narrative form 2. MBO Sche dule mid And yearly performance appraisal cond uct by HR thro ugh resp ectiv e supe rvis ors. Performance appr aisal s ar done quar terly , half year ly

				internal candidates and CV bank used to recruitment and selection		on a regular basis. Flexible compensation package for high level employees and mostly negotiated	and annually for some unit employees like Marketing unit.
14. Shelteck	Yes	R&S, T&D, C&B, PA	Specific job description, job specification	1. Give advertisement 2. Receive application 3. Make shortlist 4. Preliminary interview 5. Final interview 6. Prepare & give appointment letter with job description	In house training, external training. Foreign training seminar.	Including basic salary, medical allowance, house rent allowance, transportation, performance bonus.	Techniques: Narrative form. MBO
15. Shanta Properties	Yes	R&S, T&D, C&B, PA		1. Give advertisement 2. Receive application 3. Make shortlist 4. Preliminary interview 5. Final interview	In house training, external training.	Including basic salary, medical allowance, house rent allowance, transportation performance bonus.	Techniques: Narrative form.
16. Asset Development	Yes	R&S, T&D, C&B, PA		1. Give advertisement 2. Receive	In house training, external	Including basic salary,	Techniques: Narrative

				application 3.Make shortlist 4.Priliminary interview 5.Final interview 6.Prepare & give appointment letter with job description	training.	medical allowance, house rent allowance, transportation performance bonus.	form, Essay appraisal
17.Dom-inno	Yes	R&S, T&D, C&B, PA	Job specification and planning	1.Give advertisement 2.Receive application 3.Make shortlist 4.Priliminary interview 5.Final interview 6.Prepare & give appointment letter with job description	In house training, external training.	Includin g basic salary, medical allowance, house rent allowance, transportation performance bonus.	Techniques: Narrative form.
18.Mawlana development corporation	No	Training	No specific HRP		In house training, external training.	Includin g basic salary, medical allowance, house rent allowance, transportation performance bonus.	Techniques: Narrative form.
19.Bashundhar a group	Yes	JA ,R&S, T&D, C&B,	1.HR planning 2.Specific request	Internal:	On the job & off the job	Includin g salary	Techniques:

		PA	to manager 3.job identification 4.job description	Employee referrals External: Peer ads, job agency Selection: 1.preliminary reception of application 2.employment test 3.selection interview 4.verification & references 5.medical evaluation 6.supervisory interview	training	retirement plans, health and life insurance, vacation, employee stock performance bonus.	Narrative form, Self-appraisal
20.Grameen Phone	Yes	R&S, T&D, C&B, PA		1.give advertisement 2.receive application 3.make shortlist 4.preliminary interview 5.final interview 6.prepare & give appointment letter with job description.	1.local training 2.overseas training Training is based on: 1.new employees 2.need assessment project 3.work relation 4.apprenticeship	Benefit: Including salary, overtime pay, holiday pay, discount <u>Compensation:</u> 1.health facility 2.tax shelter option 3.insurance 4.tour facility 5.rest room 6.parking 7.cafeteria	Techniques: PA takes place in 2 stages: 1.on completion of probation 2.on completion of one year service
21.Banglalink	Yes	R&S, T&D, C&B, PA		1.stating recruitment need 2.ensuring compliance	Training: 1.on the job 2.off the job	Including basic salary, house rent,	Techniques: 1. Narrative form 2. MBO

				<p>with approved hiring plan</p> <p>3.sourcing and sorting CVs</p> <p>4.the selection process: =) IQ assessment =) functional test =)initial interview</p> <p>short listing of candidates</p> <p>final interview</p> <p>5.reference check</p> <p>6.verbal offer</p> <p>7.pre-employment medical test</p> <p>8.appointment letter</p>	<p>3.job instruction training</p> <p><u>Development:</u> 1.job rotation 2.coaching 3.action learning 4.the case study method 5.management game 6.outside seminars</p>	<p>travel and medical allowance, performance and festival bonus, overtime, mobile ceiling, life and medical insurance, provident fund, gratuity, leave facility: annual, casual, sick & others.</p>	
22.Robi	Yes	R&S, T&D, C&B, HRIS, Admin.	No	<p>Recruitment based on:</p> <p>Trend analysis, ratio analysis, scatter plot</p> <p>Internal:</p> <p>1.On the basis of functional, behavioral, conceptual skill, create position and replacement card</p> <p>2.Job rotation</p> <p>External:</p> <p>1.advertisement 2.agencies 3.executive recruiting 4.college recruiting.</p>	<p>Training:</p> <p>1.training need analysis</p> <p>2.skill gap analysis</p> <p>Process:</p> <p>1.in house training 2.foreign training 3.job rotation 4.discussion</p> <p><u>Development:</u> 1.job rotation 2.junior board</p>	<p>Including basic salary, house rent, travel and medical allowance, performance and festival bonus, overtime, mobile ceiling, life and medical insurance, provident fund, gratuity, leave facility:</p>	<p>Techniques: 1. Narrative form 2. MBO 3.Forced distribution</p>

				<p>Selection: 1. Written test 2. Interview 3. Skill test 4. Medical test 5. Final selection</p>		annual, casual, sick & others.	
23.Citycell	No		Job analysis	<p>Recruitment from external and internal sources</p>	<p>Training: 1.training need analysis 2.skill gap analysis</p> <p>Process: 1.in house training 2.foreign training 3.job rotation 4.discussion</p> <p><u>Development:</u> 1.job rotation 2.junior board</p>	Salary, bonus, transport, medical leave, performance reward	<p>Techniques: MBO, Paired comparison, self appraisal method</p>
24.Airtel	Yes	R&S, T&D, C&B, PA	Specific HR plan, job analysis	<p><u>Recruitment</u></p> <p>Internal: 1.promotion 2.transfer 3.job rotation 4.re-employment of ex-employees</p> <p>External: 1.employment at factory level 2.advertising 3.employment exchange 4.employment agencies</p> <p><u>Selection:</u> 1.receiving</p>	On the job training, off the job training.	Including salary, leave fare assistance, transport, mobile ceiling house rent allowance, medical allowance, group insurance.	<p>Techniques: MBO, observation, test</p>

				<ul style="list-style-type: none"> 1.application 2.preliminary interview 3.application blank 4.tests final interview 5.background verification 6.final selection 7.physical examination 8.placement 			
25.Teletalk	Yes	R&S, C&B, PA		<p>Process:</p> <ul style="list-style-type: none"> 1.advertisement 2.written test 3.viva 4.final selection 	On the job training, off the job training.	Including salary, medical allowance and transportation allowance.	Techniques: Graphic rating scale
26..Square pharmaceuticals	Yes	R&S, T&D, C&B, PA		<p>Internal:</p> <ul style="list-style-type: none"> 1.job posting program 2.departing <p>External:</p> <ul style="list-style-type: none"> 1.walk ins and write ins 2.employee referrals 3.advertisement 4.internet 	<ul style="list-style-type: none"> 1.on the job training 2.off the job training 3.management development training 4.overseas training 5.establishment of HRTDC which objectives are: Skill development for employees and career development for executives. 	Including salary incentives for extra effort/outstanding performance, medical facilities, disability income, death benefits.	Technique: MBO
27.Berger paints BD Ltd	No		No specific HR plan	<p>Recruitment</p> <ul style="list-style-type: none"> 1.employee requisition by the concern dept. 2.standard of the personnel 3.a planned 	<ul style="list-style-type: none"> 1.on the job training 2.off the job training. 	<ul style="list-style-type: none"> 1.pay scale of 16 grade 2.provide fund 3.gratuitly 4.festiva 	Technique: MBO

				<p>recruitment program. Sources: Internal: 1.promotion 2.transfer</p> <p>External</p> <p>Selection:</p> 1.screening 2.employee interview 3.applicant appraisal form 4.viva 5.conditional job offer 6.physical examination 7.appointment		1.bonus 5.profit participation scheme 6.house loan 7.group insurance 8.conveyance 9.entertainment allowance 10.medical allowance 11.travel allowance 12.car facilities.	
28.Elite paints	No			1.screening 2.interview 3.appointments Use both internal and external source	1.job instruction training 2.simulated training 3.apprenticeship training 4.job rotation 5.coaching & mentoring	1.basic salary 2.festival bonus 3.increments 4.medical allowance 5.utility bills 6.traveling allowance 7.stock option 8.transportation facilities.	Technique: MBO
29.Unilever Bangladesh Ltd.	Yes	HR Planning, R&S, Orientation, T&D, C&B, HRIS	Specific TNA, HRP	advertisement hiring through outsourcing interview by the mgt dept. submission of following	1.conducting TNA 2.internal training 3.external training in Possibilities	Including salary medical facilities for employees and	Technique: MBO, observation

				documents on joining date: 1.joining report 2.educational & professional certificates 3.reference letter 4.recent passport size photo (3 copies)	& Intec (training center) 4.taking training feedback	their parents, paid vacation, accommodation	
30.Square Toiletries Ltd.	Yes	R&S, T&D, C&B, PA	One HRD for all business units	Internal: 1.job posting program 2.departing <u>External:</u> 1.walk ins and write ins 2.employee referrals 3.advertisment 4.internet 5. headhunt	1.on the job training 2.off the job training 3.management development training 4.overseas training 5.establishment of HRTDC which objectives are: Skill development for employees and career development for executives.	Including salary incentives for extra effort/outstanding performance, medical facilities, disability income, death benefits.	Technique: MBO
31.ACI	Yes	R&S, T&D, C&B, PA	They practice modern HR Policies and procedures for 'Manpower and Succession' planning. Job analysis is done on the basis of company needs	Internal: 1.job posting program 2.departing <u>External:</u> 1.walk ins and write ins 2.employee referrals 3.advertisment 4.internet 5. headhunt	1.on the job training 2.off the job training 3.management development training	Basic salary, house rent allowance, medical allowance, transport allowance, lunch allowance. Yearly: Leave fare assistance, two festival	A combination of: Qualitative aspects and Balanced Score Card is done for performance appraisal. They follow a 360 degree performance appraisal technique for reporting.

						<p>bonus, performance bonus, workers participation fund</p> <p>Quarterly: Sales incentives</p> <p>Long term:</p> <p>Provide nt fund, gratuity, group insurance policy, medical benefits.</p>	
32.Nestle	Yes	Recruitment, selection, training, performance appraisal	<p>1.need analysis</p> <p>2.instructional design</p> <p>3.validation step</p> <p>4.implementation</p> <p>5.evaluation</p>	<p>On the job training:</p> <p>1.local training</p> <p>2.in house training</p> <p>3.training about market survey</p> <p>4.overseas training</p> <p>5.diversification training</p> <p>Off the job training:</p>	<p>1.conducting TNA</p> <p>2.internal training</p> <p>3.external training in Possibilities & Intec (training center)</p> <p>4.taking training feedback</p>	<p>Benefit:</p> <p>Including salary, overtime pay, holiday pay, discount</p> <p><u>Compensation:</u></p> <p>1.health facility</p> <p>2.tax shelter option</p> <p>3.insurance</p> <p>4.tour facility</p> <p>5.rest room</p> <p>6.parking</p> <p>7.cafeteria</p>	<p>Techniques:</p> <p>PA takes place in stages:</p> <p>1.on completion of probation</p> <p>2.on completion of one year service</p> <p>3. MBO</p>

				1.apprenticeship training 2.computer based training			
33.SunofiAventis	Yes A single unit small HR team comprising with a few personnel.	Recruitment, selection, training, development, performances appraisal	HR planning and job analysis are done in accordance with: Company values and Business imperatives	1.Give advertisement 2.Receive application 3.Make shortlist 4.Preliminary interview 5.Final interview 6.Prepare & give appointment letter with job description	Internal training, external training. A wide range of learning and development opportunities are provided by the company including training, on the job coaching, mentoring and cross functional project work. Training programs are designed to maximize skills and increase effectiveness in meeting current and future business needs. Sanofi's approach is to create highly interactive learning	Including basic salary, medical allowance, house rent allowance, transportation performance bonus.	Innovative tools and resources are provided to help employees and managers track performance throughout the year.
34.RAK ceramics	Yes	Recruitment 2. Selection 3. Training & Development 4. Performance appraisal 5. Reward & Payroll 6. Employee Relation	A board is consisted the members of HR and executive departments. - Identify the needs for any vacant positions. - Publish a circular in the newspaper, which will contain the basic requirements for the post - Identifying the	Internal: 1.job posting program 2.departing <u>External:</u> 1.walk ins and write ins 2.employee referrals 3.advertisement 4.internet	1.on the job training 2.off the job training 3.management development training 4.overseas training 5.establishment of HRTDC which objectives are: Skill	Including salary incentives for extra effort/outstanding performance, medical facilities, disability	Techniques: Narrative form.

			<p>content of a job in terms of activities involved and attributes needed to perform the work.</p> <ul style="list-style-type: none"> - Identifies major job requirements. - Identifying the important tasks of the job. 		<p>development for employees and career development for executives.</p>	<p>income, death benefits. Compensation package framework done and monitored by respective personnel of Administration & HR department. However, special compensation packages negotiated by the concerned personnel.</p>	
35.Meghna Group	Yes	R&S, T&D, C&B, PA	<p>Identifies major job requirements.</p> <p>Identifying the important tasks of the job. How those task will be carried out. Necessary human qualities needed to complete the job successfully.</p>	<ol style="list-style-type: none"> 1.Give advertisement 2.Receive application 3.Make shortlist 4.Priliminary interview 5.Final interview 6.Prepare & give appointment letter with job description 	<p>Internal training, external training.</p>	<p>Including basic salary, medical allowance, house rent allowance, transportation performance bonus.</p>	<p>Techniques:</p> <p>Narrative form.</p>

36.Chevron	Yes	HR Planning, R&S, Orientation, T&D, C&B, HRIS		advertisement hiring through outsourcing interview by the mgt dept. submission of following documents on joining date: 1.joining report 2.educational & professional certificates 3.reference letter 4.recent passport size photo (3 copies)	1.conducting TNA 2.internal training 3.external training in Possibilities & Intec (training center) 4.taking training feedback	Includin g salary medical facilitie s for employ ees and their parents, paid vacation , accomm odation	MBO method
37.IDLC	No		In the line of business plan, HRP at IDLC starts. HRP is tagged with business Plan such as potential investment, clients, market shares etc. There is a strong correlation between business clients and employees requirement	External and internal sources 1.cv submission 2.application evaluation 3.ability test 4.capability based interview 5.reply letters 6.job offer <u>Selection:</u> 1.face to face	Internal: 1.seminar 2.workshop 3.locally tailor made training by IDLC T&D dept. External: 1.job related course 2.seminars 3.workshops 4.conferences	Includin g salary bonus, provide nt fund and gratuity.	Techniques: Narrative form ACR

				interview 2. written case study 3. presentation			
38. National leasing corporation Ltd.	Yes	JA ,R&S, T&D, C&B, PA	1. Various dept. provide requirement for manpower to HRD 2. HRD access the need of manpower	Internal: promotion External: 1. advertising 2. career fair 3. web search	TNA: 1. task analysis 2. performance analysis On the job training Off the job training	Including salary bonus, provident fund and gratuity.	Narrative form
39. United Leasing	Yes	JA ,R&S, T&D, C&B, PA	1. Various dept. provide requirement for manpower to HRD 2. HRD access the need of manpower. Human Resource Planning done by the Headquarter. Job analysis for employees up to mid level positions also done by Headquarter.	Internal: promotion External: 1. advertising 2. career fair 3. web search sourcing candidates by advertising or other methods, screening potential candidates using tests and/or interviews, selecting candidates based on the results of the tests and/or interviews, and on-boarding to ensure the candidate is able to fulfill their new role effectively	1. task analysis 2. performance analysis On the job training Off the job training improve the efficiency of the existing human resources, trainings were also conducted in various local and foreign training institutions.	Including salary bonus, provident fund and gratuity.	Narrative form

40. Partex Jute Mills Ltd.	Yes	Continuous Process	Continuous Process	Continuous Process	Continuous Process	Highly Appraised	Narrative methods, experiences.
41. Kohinoor Chemical Industry	A personnel Department namely "Institute Of Personnel Management"	Operates recruiting, selection, training and developing functions	Analyses jobs as per –Job specifications, Job Description Examine employees qualifications, background, demographic characteristics	Recruit from two sources- Internal Sources and external Source Sources are- Promotion, Transfer, Referrals, Advertisements, Employee agency, Professional Organization, unsolicited Applicants	Design a training program, assess the needs, take training poll Select trainees, Evaluate performance, Provide course and discussions in training policies	Including salary bonus, provident fund and gratuity	Observe the trainees regularly, drive several adapt Appraise performance, Monitor attitude, behavioral change, turnover and absenteeism stability test

42. Banglalion Communications Limited	Yes	JA ,R&S, T&D, C&B, PA	Proper organizational activity with specific target and mission	Circular, written test, viva voce, executive interview, final selection	Specific training department , special research and development activities	Including basic salary, medical allowance, house rent allowance, transportation performance bonus.	The scale of corporate activity measurement
43. BRAC	Yes	Recruitment and selection Training and development Performance appraisal Compensation management Job description: tasks, responsibilities , working conditions, etc. – Job specification: employee characteristics (abilities, skills, knowledge, tools, etc.) needed to perform the job – Performance standards	Proper job analysis program, specific job description exists	Employee's are recruited according to the Table of Authority, Staff working in BRAC would not be able to apply directly for any other posts of BRAC, Any staff Dismissed/Terminated for BRAC cannot apply again for recruitment in BRAC, The minimum educational qualification to apply for level - VIII or above for the general case is Masters Degree. If the candidate's	General training, Managerial skill development, Development of management course, Human communication, effective meeting conduction, NGO leadership, sanitation and hygiene for village WASH committee, customer handling, Each of the unsuccessful candidates will be given Tk.50 honorarium	Including basic salary, medical allowance, house rent allowance, transportation performance bonus.	Participatory, using different methods, focus need, observation

				age is fifty years old or above then she/he will be only allowed for contract-base appointment. Staff Recruitment Board nominated by the program and approved by the HRD	per day for participating in the pre-service training.		
44. Bay tanneries Ltd.	No	Recruitment, selection, training, promotion, performances appraisal. No proper job description	Technical conference Method	Process: 1.advertisemen t 2.written test 3.viva 4.final selection	Training at Clariant UK, Limited, UNDP, ALPA SPA, Italy workshop, <i>briefing, on the job and off the job training, hiring outside trainer</i>	Salary, bonus, conveyance allowance, transportation facility, holiday allowance, sick and marriage leave.	Techniques: 1. Narrative form 2. MBO

<p>45. Bangladesh Textile Mill corporation (BTMC)</p>	<p>yes</p>	<p>Recruitment, selection, training, compensation and performances appraisal</p>	<p>The HR manager collect the following information;</p> <ul style="list-style-type: none"> • Work Activity • Education & qualification Experience 	<p>BTMC uses two sources of recruitment</p> <p>1.internal source;</p> <p>I) job posting programme II) employee referral</p> <p>2.External source:</p> <p>I)Advertiseme nt II)Internet</p>	<p>BTMC uses two method for training &developmen t;</p> <ul style="list-style-type: none"> • On the job training • Apprent iceship training <p>Steps in the evaluation of training & development: Evaluation<pr etest < trained<postte st< transfer to the jobs < follow up studies.</p>	<p>Includin g basic salary, medical allowan ce, house rent allowan ce, transpor tation perform ance bonus</p>	<p>BTMC uses two kinds of performance measurement :</p> <ul style="list-style-type: none"> • 360 – degree feedback . • Experien ce based. <p><u>Who</u> <u>apprises:</u></p> <p>1.supervisor 2.sub- ordinate 3.customer 4.self- appraisal</p>
<p>46. Latif Bawani Jute Mills</p>	<p>No. this organ ization has no H.R. depart ment</p>	<p>-no specific job analysis system</p>	<p>- observation method -interview method -conference method</p>	<p>- advertisement -temporary help service</p>	<p>--orientation -motivating</p>	<p>Includin g salary bonus, provide nt fund</p>	<p>evaluating standards -rating system</p>

47. National housing finance ltd	No	No. specific HRP and job analysis	Recruitment, selection, compensation, p/a	Internal and external sources	Orientation training	Salary bonus, provident fund, gratuity, leave facilities.	Traditional methods
48. Care Bangladesh	Yes	Strong HRP and Job analysis method	Recruitment, selection, training, performance appraisal, promotion, compensation etc	External sources mainly	Orientation , conferencing, class room lecture, Written test	Basic salary, medical allowance, house rent allowance, transportation performance bonus	360 –degree feedback. Experience based

4.2 Observation and Findings:

From the desk research regarding human resource management system of Bangladeshi enterprises, the researcher has obtained the following findings:

1. Banking sector

After doing the survey, the researcher found that recruitment and selection process of the banks are almost same. But some organizations use an elaborate process so that they can select the best employees and others don't follow so because of their constraints. Some of the selected banks like Dhaka Bank Ltd., Dutch Bangla Bank Ltd. and NCC Bank Ltd. recruit and select employees through internal sources. All the selected banks follow external sources of recruitment. There is no significant difference in recruitment and selection process of Islamic banks and commercial banks.

Some banks have their own training centre and most of the selected banks send their employees to foreign countries for higher education and training programs. The selected Islamic banks provide a special training in order to accustom and inform the employees of Islamic banking and its transaction system. After the survey, it is found that the foreign banks is giving more importance to training and development program and giving employees more facilities to develop themselves.

Apart from salary, all the banking organizations provide some extra benefits for their employees. They provide annual and periodic incentive, commission and different awards, medical facilities, house rent and conveyance allowance, utility allowance, entertainment allowances, and provident fund facility along with bonus and other incentives. The selected foreign banks also provide achievement shares. They also provide long ranges of benefits covering medical allowance, insurance, disability coverage and leave with pay for marriage, maternity and sickness which some other banks are not providing. Both

local/government and foreign banks are providing a large range of benefits for their employees.

Regarding performance appraisal, banks follow different techniques. Most of the banks appraise performance through narrative, MBO , paired comparison method and graphic rating scale. Some foreign banks use diary and observation method and self-appraisal along with behavior appraisal method.

2. Telecommunication Organization:

Most of the telecommunication organizations are performing the activities of human resource management properly. Grameen Phone, Banglalink, Robi, Airtel and Teletalk have their own human resource management department. The recruitment and selection process of all mobile companies are almost same, which include advertising, written test, viva , case method and the final selection. But some enterprise like Banglalink follows different process in this regard. After sorting the CV's, they take IQ and functional test and after the final review, they check the reference, then verbally give the offer, after that they take a pre-employment medical test and then give the appointment letter to the candidates. Robi & Airtel take a medical test and Robi also takes a skill-test before the final selection .

None of the selected telecommunication organizations have their own training and development center. But most of them provide local & foreign training for their employees. Compensation and benefits packages of the selected mobile enterprises cover overtime pay, holiday pay , health facility, insurance, tax shelter, bonus, mobile ceiling, house rent , travel allowance, leave fare assistance, insurance benefits , gratuity, etc.

All the enterprises appraise their employees' performance regularly. They follow graphic rating scale, check lists, MBO techniques and also use narrative from to appraise the performance of the employees.

3. Multinational and local Enterprises:

The local enterprises of Bangladesh such as- Square pharmaceutical, Berger, Meghna Group Elite Paint, and Square Toiletries apply both internal and external sources of recruitment. But the multinational organizations such as- Unilever and Nestle , Chevron only recruit and select employees from external sources generally through advertising most of the time. Most of them have proper HR planning .

Square Pharmaceuticals and Square Toiletries have their own training and development center. On the other hand, Unilever doesn't have their own training & development center in Bangladesh. But they provide training to some specific training centers and also send their employees in foreign countries. Pharmaceuticals also provide employee development program which is management development training. All the local and foreign enterprises provide both on and off the job training.

Berger paints provide a large range of compensation and benefit package ranging from pay scale of 16 grades to provident fund, gratuity, bonus, profit participation or group insurance, medical, travel & entertainment allowance car facilities etc. The other selected enterprises are also providing a good package including different allowances, bonus and stock options.

All the enterprises perform performances appraisal. Some of them follow behaviorally anchored rating method and also MBO techniques, which are evident from the information collected and documented in the table. Employees are appraised by supervisors, subordinates, and customers.

4. Non Banking Financial Institutes:

It is found that most of the selected non-banking financial Institutes have business plan in line with human resource plan. All the organizations apply both internal and external sources of recruitment process. They give their employees programmed learning methods, audio visual and computer training, foundation

training, etc. It is found that there is no significant difference between public and private enterprises in regard to training system.

All the NBFIs appraise their employees on regular basis. They give competitive payment, bonus, house rent, transport allowances, medical allowances, reward for performances and various leave facilities.

5. Textile Sector:

It is observed in the selected textile sector of Bangladesh that they follow HR functions properly. For employee selection, they go for external sources but strong references are also given priority in selection process. They use both on the job and off the job training method. They follow 360 degree appraisal method and also self appraisal method. Employees are appraised by supervisors, subordinates, and customers.

The compensation package includes basic salary, medical allowances, house rent allowances, transportation packages, performances bonus, etc. along with other common benefits.

6. Tannery Sector:

From the data collected from various sources, it is observed that the selected tannery enterprises have no structured human resource division and proper HR plan. For employee selection, they go for both external and internal sources.

They provide both on the job and off the job training. They appraise employees through management by objective method and other traditional methods. Their compensation and benefit package include basic salary, medical allowances, house rent allowances, transportation packages, holiday allowances, sick and marriage leave facilities, etc.

7. NGOs:

From the survey and data collected it is found that the selected NGOs have structured human resources division where they have separate HR units like recruitment and selection unit, performance appraisal unit, promotion and transfer unit, sexual harassment unit, training and development unit, compensation unit etc.

They follow proper job analysis program. They apply external sources of recruitment and provide proper employee training. They have their own training centre abroad and also in different districts of Bangladesh.

They appraise their employees on regular basis and use dairy methods, observation method, annual confidential rating method and MBO techniques.

Their compensation includes basic salary, medical allowances, house rent allowances, transportation packages, holiday allowances, sick and marriage leave facilities, performances bonus, telephone allowances, etc.

8. Jute Sector:

It is observed from the selected enterprises of jute sectors that they do not have any structured human resource plan. They recruit employees by using both on the job and off the job method. They have no proper and regular appraising technique. Sometimes they promote employees by their experience and use narrative form of performances appraisal. Their compensation package includes basic salary, medical allowances, house rent allowances, transportation packages, holiday allowances, sick leave facilities, etc.

9. Ceramic Sector:

The selected ceramic enterprises have specific human resource division. They use both external and internal source of recruitment and also provide training both on the job and off the job for their employees. They follow narrative form of

performances appraisal. Their compensation package includes basic salary, medical allowances, disability allowances, performances bonus, house rent allowances, transportation packages, holiday allowances, sick leave facilities, etc.

10. Pharmaceutical Enterprises:

The selected enterprises have separate HR division where they perform various HR functions like recruitment, selection, training, performance appraisal, compensation, etc.

They use both internal and external sources of recruitment. Pharmaceuticals also provide employee development program which is management development training. They provide both on the job and off the job training.

Their compensation package includes leave fare assistance, basic salary, medical allowances, house rent allowances, transportation packages, holiday allowances, sick leave facilities, workers participation fund, sales incentives, provident fund, gratuity, group insurances, etc.

11. Insurance Sectors:

Most of the selected insurance organizations have their separate human resource department. They use external source of recruitment method where they select employees by advertisement, written test and viva. They provide both on the job and off the job training to their employees. For appraising employee performances, they use both narrative form and MBO techniques.

They provide basic salary, medical allowances, house rent allowances, transportation packages, sick leave facilities, workers participation fund, insurances benefits for their employees as compensation.

12. Real estates and service sectors:

It is revealed from the research and observations that most of the selected real-estate enterprises do not have proper human resource policy and HR planning. They have performance appraisal techniques like, MBO methods and paired comparison method and confidential rating method. Some of the selected enterprises do not follow structural performance appraisal system and some follow narrative techniques of performance measurement.

Very few of the selected enterprises have proper compensation policy. For example, Shelteck provides incentives and profit sharing to their employees. Another thing is that most of the enterprises go for both on the job method of training. They use both external and internal recruitment policy. Among the selected real estate enterprises, it is found that they recruit employees from internal sources along with external sources. But only Sheltech recruits employees from external sources. Some companies use medical checkup and verification process.

Most of the real estate enterprises provide on the job and off the job training. Their compensation and benefit process include bonus, medical and house rent allowance and transportation facility, retirement plan, health and life insurance, vacation and employee stock.

Human resource system must be planned, systematic and continuous process providing an atmosphere conducive to effective employee development.

From the table that the study reveals, shows that compared to public enterprises private enterprises perform more structured human resource functions. The local enterprises have a very good HRM system as well as foreign enterprises system. For top level and middle level executives organizations use *HEADHUNT*. This means they search for efficient executives who are working in other organizations and employ them for higher benefits. Retired army officers are getting preferred for acting as the head of HRD. Private commercial banks, multinationals and mobile companies arrange more seminars and workshops than that compare to public banks and some national organizations. There is no significant difference in recruitment and selection process of Islamic banks and commercial banks.

Lastly, it can be said from the observation regarding the selected enterprises, is that there is gap between human resource theory and human resource practices.

5.1 An analysis of employee training and development of Bangladeshi enterprises

Organizational psychology holds that successful organizations do not owe their success solely to market realities and sustainable competitive advantages. Successful companies are those that consider their human capital as their most important asset. Training and development aids in organizational development i.e. organization gets more effective decision making and problem solving. It helps in understanding and carrying out better organizational policies. The followings are the important findings derived from the study.

5.1.1 Existence and time duration of Training and Development in the sample enterprises

It was found that employee training and development was existent in 83.8 percent companies. The rest 26.2 percent companies do not practice training and development properly. These 83.8% companies are able to foresee the business prospective and problems more accurately than the other types of companies. The companies who are using training and development believe that there were many benefits of training and development. Large marked share were also captured by these types of companies. It was found that the large capital oriented companies than the small capital oriented companies practiced management development more. Managers in the training and development practicing companies were more active than the managers in the enterprises who were not using training and development.

An enquiry into the duration of training and development in the study area reveals that 68.4% companies have been using training and development for more than 5 years. The rest 31.6% companies have been using management development for less than 5 years.

5.1.2 Problem identification and Training needs assessment of employee development

The application rate of various methods for identifying priority-training needs for training and development among selected enterprises, is, found as follow:

About 40% companies use “Low Performance of the managers” as the indicator of training needs. “Shortage of competent staff” and “Lack of new ideas” are used by 34% and 27% companies respectively. It is, inferred that, majority enterprises are concerned with performance of the managers. If the performance of the employees low, training and development is applied.

For individual needs-assessment techniques, interview and observation had the highest usage rate, among the enterprises. Job analysis and questionnaire had medium usage rate and performance appraisal had the minimum usage in the enterprises. Interview is, used by maximum respondents. So it is inferred that interview is considered as the most important tool for individual need assessment technique for priority training needs for management development. In our country, performance appraisal is considered as less important technique for individual need assessment.

The usage rate of the methods for assessing group needs was found as follows.

Group meeting and discussion have the highest usage rate among the enterprises, which is 50%. Business game has the lowest rate, which 1.6%. The application rate of “Group Project” and “Business game” as the techniques for assessing group needs of management development are respectively 28% and 20%. So it is, inferred that business game is not considered as an effective technique for assessing group need for employee training and development in the Bangladeshi enterprises. Only three enterprises used this method. Two enterprises from pharmaceuticals sector and another one is multinational companies.

It is found that the usage rate of “Analysis of records & reports”, “Analysis of future trend and opportunity” and “inter-firm companies”, as the techniques for assessing organizational needs are 32%, 38% and 30% respectively. Any of the selected enterprise does not use attitude survey. Therefore, it is concluded that, in Bangladesh, attitude survey is not recognized as a method for assessing organizational needs for training and development.

Training and development is mainly applied at top level of management which is 45%. The rest 55% companies use management development at middle and low management levels. When probed, it was found maximum respondents believed that only top level managers were capable management development.

5.1.3 Employee Training and Development system design

The followings are important findings in training and development design stage in the sample enterprises.

Regarding the criteria for assessing the learners, it is understood that motivation to learn has highest (39%) rate among the enterprises. The opinion of the respondents was that, the intellectually capable person was hard to find.

It is known that “The goal of the organization” and “The future needs of the organization” are considered as the primary objectives at management development program design stage. “Identified training needs” and “The strategies of the organization” are considered as secondary objectives. It is inferred that the “The goal of the organization” plays as the most important objectives in training and development program design in Bangladesh.

To the extent the various features of the training and development program design objectives were used by the respondents of the sample units has been depicted as follows: It was clearly found that 27 percent of the respondents used

“Specific” feature, 25% respondents used “Measurable” features. “Attainable” and “Relevant” features have the same usage rate of 23% among the sample respondents. It is inferred that the majority of the respondents are interested for using “Specific” feature. While probing, the respondents opined that specific was most important for management development program design objectives.

It was revealed that, maximum respondents, 77% preferred “What the learners must know” as the basis for content selection. 23.2% respondents in the study area prefer “What the learners should know”. No respondent used “what the learner could know” in the study area. Thus, it is inferred that majority of the sample respondents prefer “what the learners must know” as the basis for content selection. It is therefore concluded that, more awareness should be grown for using “what the learners should know” as the basis of content selection in our country. As, this basis is very important for content selection.

It was clearly indicated that the highest number of respondents (31.7%) preferred trainer with expert knowledge as the most important factor in training and development system design. Lowest number of respondents preferred program objective which was 20.2%. The rests of the respondents were influenced by course content and human factor, 25.1% and 23.0% respectively. Therefore, it was learnt from the study that “Trainer with expert knowledge” was the most important factor for training and development program design stage in our country. The respondents believed that trainers with expert knowledge could help the employees in personal development.

Regarding the time and material factors, it was, understood from the study that out of 242 respondents 30% was concerned with the availability of teaching facilities, 26% respondents were concerned with the time of the day when the program was conducted. The rest of the respondents were almost equally (22%) concerned with the length of the course and the preparation time. It is, inferred that employee training and development program design depends a lot on the

teaching facilities available. Due to the reason of shortage or availability of teaching facilities the pattern of training and development can be altered in our country. The following opinion was found from the respondents. The authority and managers did not prefer same time for employee training and development program. Authority wanted raining and development program time to be out of office time. They believed that the employee training and development program could hamper the flow of the office work. Regarding the principles of effective learning, 42% respondents were influenced by motivation. The usage rate of individual approach is zero. The respondents as methods for effective learning equally utilized the rest two principals, feedback and active involvement in 29% rate.

As far as factors in selecting media are concerned, 43% respondents considered that cost and convenience factors were most important. The need for interaction between the instructor and learner was, considered in 37% enterprises. The application rate of ---the number of changes of content which may be necessary over time is lowest, 19% in the enterprises. The followings were the opinions of the respondents.

The opinion of the respondents was that training and development program mainly depended on cost. That is why cost and convenience factor was very much important to them.

5.1.4 Training and Development program implementation

It is understood from the study that, training and development program director is responsible for employee training and development program implementation in 42% enterprises. In 33% enterprises human resource manger is responsible for training and development program implementation. Trainer and department manager is responsible 15% and 10% respectively in rest of the companies, for training and development, program, and implementation.

It is indicated from the study that, nearly 35% respondents carry out, planning program implementation and preparing and organizing program activities operations.

Therefore, it is concluded that there is only proper execution of activities of training and development program implementation in pharmaceuticals, mobile sectors, banks , multinationals & chemicals sector in Bangladesh.

Regarding the activities of planning program implementation, it is understood that, planning program outputs is adopted in 59% enterprises. The rest 41% enterprises adopted identifying the information necessary for the planning process as a policy in planning program implementation.

It is understood that, HR plan is maintained for training and development in 85% of the selected enterprises. The rest 15% enterprises are not involved in maintaining proper HR plan. Thus, it is inferred that in our country, HR plan is maintained in majority enterprises in training and development design implementation stage.

It is learnt from the study that, 41% HR plans are approved by the department which had commissioned the course. Department implementing the course approves 34% HR plans. Department which pays the cost approves 24% master plans. It is inferred that, maximum HR plans are approved from the departments which commission the course.

It is clearly exhibited from the study that, out of 95 sample respondents 53% respondents faced constrains in training and development program implementation. The rest 47% opined that they did not encounter any kind constraint in training and development program implementation. Therefore, it is concluded that, there are constraints is training and development program implementation in our country.

It is was found that 40% respondents considered---- difference of experience, as constant 37% and 23% respondents considered, difference of age and difference

of hierarchy as constraints, respectively. Deference of age is highest in fuel & power sector. Difference of experience is highly encountered as a constraint by the respondents in textile, jute and real-estate sectors. It is inferred that, in our country, “difference of experience” is considered as constraint in highest amount in training and development program implementation stage.

5.1.5 Evaluation of employee training and development program

The study revealed that, out of 95 respondents, 86% respondents adopted the evaluation system in their enterprises. In the rest 14% of enterprises, evaluation of training and development program is not practiced. The following opinion was found from the companies where evaluation of training and development was non-existent. They said that they could not maintain evaluation system due to lack of skilled personnel. As highly skilled persons were needed for conducting the evaluation system of training and development program. It is inferred that, in majority enterprises, evaluation of training and development program is conducted.

It is clearly exhibited in the study that the highest number (27%) of the purposes of the evaluation of training and development program is “To learn” and “To improve the training and development process”. The usage rate of ----- To prove the effectiveness of training and development process was 23%. It is understood that in our country all the four purposes of evaluation have nearly equal usage rate in the enterprises.

The enquiry reveals that direct report method is used by the respondents for evaluation in maximum amount (27%). The lowest usage rate (22%) is found for short questionnaire and interview. The usage rate of observation and record are respectively 26% and 25%. Therefore, it is proved that in Bangladesh all the four evaluation methods of training and development program are highly used.

It is understood that the sample respondents in the study area consider cost effectiveness as highest (29%) influencing factor on the evaluation of training and development. The lowest influencing factor (21%) is program objectives. Goal of

the organization and training needs are considered as influencing factor at the rate of 27% and 23% respectively. It is inferred that cost effectiveness plays an important role in shaping the pattern of training and development program in Bangladeshi enterprises.

Regarding the effects of the training and development program, it was found that, in 30% enterprises the effects of training and development is measured with the help of job behavior level. The usage rate of functioning level is 20% for measuring the effects of training and development. Learning level and reaction level are used respectively in 25% and 24% of the sample enterprises, in the study area. Therefore, it is inferred that in Bangladesh job behavior level is mostly used for the measurement of the effects of training and t development program.

The study shows that the feedback system is available in 99% enterprises. It is not maintained in 1% sample company is the study area. Therefore, it is proved that, in Bangladesh, the managers are highly conscious about the feedback system of training and development program.

It is found from the study that the learner and the superior receive feedback in 32% enterprises in the evaluation of training and development program. The trainer and the program director receive feedback at the rate of 19% and 17% respectively.

5.1.6 The barriers and probable solutions of employee training and development practices of the selected sectors

It is clearly exhibited in the study that out of 95 respondents, everybody agreed that there were constraints in employee training and development program. Hence, it is inferred that in Bangladesh there are barriers in training and development program.

It is shown in the study that -----“Lack of willingness of the participants” was faced as constraint by the respondents in the highest amount (27%). The consideration rate of the constraint ----- “Less of time of the participants” is 26%. “Shortage of fund” is encountered as constraint in 25% rate. The lowest consideration rates of the constraints----- “Less encouragement from the higher authority” and “Shortage of suitable qualified academic staff” are respectively 7.5% and 13.5%.

5.2 Analysis and interpretation of data

The study shows that for data analysis and interpretation the following sectors have been taken:

Table 5.2
List of Sectors:

Sl. No.	Sector	No. of organizations
1	Baking sector	64
2	Telecommunication organization	64
3	Multinational Enterprises	80
4	Non-banking financial Institutes	40
5	Textile Sector	16
6	Tannery Sector	8
7	NGOs	16
8	Jute Sector	16
9	Ceramic Sector	8
10	Pharmaceutical Enterprises	16
11	Insurance Sectors	24
12	Real State and Service	32
	Total	384

Existence and time duration of training and development in the sample enterprises

Training and development is practiced in our country. An attempt has been made to see the present rate of training and development practice in the various enterprises. To what extent training and development is practiced among the selected enterprises is shown in the following table 5.2.1

Table 5.2.1

Existence of Training and Development in the sample enterprises during the study period

SL. No.	Existence of training and Development	No. responses	Percentage	Cumulative %
1	Yes	95	63.8	63.2
2	No	54	36.2	100
3	Total	149	100	

It is clearly exhibited in the above table that 63.2% enterprises practices training and development and the rest 36.8 % enterprises do not use training and development practices. It is also found that training and development practices are properly used in large capital oriented enterprises, multinational sectors, bank and non bank financial institutes and telecommunication sectors.

5.2.2 Assessment of organization's training needs and individual development needs

Table 5.2.2

Assessment of organization's training needs and individual development needs

Cross tab				
Sectors		Process for assessing the organization's (immediate and future) training needs and individual development needs		Total
		yes	no	
Baking sector	Count	45	19	64
	% within Sectors	70.3%	29.7%	100.0%
Telecommunication organization	Count	43	21	64
	% within Sectors	67.2%	32.8%	100.0%
Multinational Enterprises	Count	68	12	80
	% within Sectors	85.0%	15.0%	100.0%
Non-banking financial Institutes	Count	34	6	40
	% within Sectors	85.0%	15.0%	100.0%
Textile Sector	Count	9	7	16
	% within Sectors	56.2%	43.8%	100.0%
Tannery Sector	Count	8	0	8
	% within Sectors	100.0%	.0%	100.0%
NGOs	Count	15	1	16
	% within Sectors	93.8%	6.2%	100.0%
Jute Sector	Count	14	2	16
	% within Sectors	87.5%	12.5%	100.0%
Ceramic Sector	Count	8	0	8
	% within Sectors	100.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	12	4	16
	% within Sectors	75.0%	25.0%	100.0%
Insurance Sectors	Count	22	2	24
	% within Sectors	91.7%	8.3%	100.0%
Real State and Service	Count	16	16	32
	% within Sectors	50.0%	50.0%	100.0%
Total	Count	294	90	384
	% within Sectors	76.6%	23.4%	100.0%

Source: Primary data	Value	df	Asymp. Sig. (2-sided)
	37.222 ^a	11	.000
Chi-Square Tests			
Pearson Chi-Square			
Likelihood Ratio	40.288	11	.000
Linear-by-Linear Association	.003	1	.954
N of Valid Cases	384		

a. 6 cells (25.0%) have expected count less than 5. The minimum expected count is 1.88.

Data Interpretation:

It can be revealed from the data exhibited in the above tables “ assessing the organization’s (immediate and future) training needs and individual development needs” is differ significantly from sector to sector. In tannery sector and ceramic sector it is high (100%) and in real estate and service sector it is low (50%). Both in multinational enterprises and non-banking financial Institutes it is 85%.

5.2.3 Issues for assessment of training needs

Table 5.2.3
Issues for assessment of training needs

Cross tab							
			Issues you have consider in assessing training needs				Total
			Jobs skills, knowledge and ability	New technology, processes, services, market changes.....	Organizational issues, such as mission....	If others	
Sectors	Banking sector	Count	28	32	4	0	64
		% within Sectors	43.8%	50.0%	6.2%	.0%	100.0%
	Telecommunication organization	Count	37	20	7	0	64
		% within Sectors	57.8%	31.2%	10.9%	.0%	100.0%
	Multinational Enterprises	Count	72	7	1	0	80
		% within Sectors	90.0%	8.8%	1.2%	.0%	100.0%
	Non banking financial Institutes	Count	28	5	7	0	40
		% within Sectors	70.0%	12.5%	17.5%	.0%	100.0%
	Textile Sector	Count	8	1	7	0	16
		% within Sectors	50.0%	6.2%	43.8%	.0%	100.0%
	Tannery Sector	Count	8	0	0	0	8
		% within Sectors	100.0%	.0%	.0%	.0%	100.0%
	NGOs	Count	16	0	0	0	16
		% within Sectors	100.0%	.0%	.0%	.0%	100.0%
	Jute Sector	Count	0	16	0	0	16
		% within Sectors	.0%	100.0%	.0%	.0%	100.0%
	Ceramic Sector	Count	2	5	1	0	8

		% within Sectors	25.0%	62.5%	12.5%	.0%	100.0%
Pharmaceutical Enterprises	Count		11	4	1	0	16
	% within Sectors		68.8%	25.0%	6.2%	.0%	100.0%
Insurance Sectors	Count		13	11	0	0	24
	% within Sectors		54.2%	45.8%	.0%	.0%	100.0%
Real State and Service	Count		12	9	10	1	32
	% within Sectors		37.5%	28.1%	31.2%	3.1%	100.0%
Total	Count		235	110	38	1	384
	% within Sectors		61.2%	28.6%	9.9%	.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.648E2 ^a	33	.000
Likelihood Ratio	162.258	33	.000
Linear-by-Linear Association	7.818	1	.005
N of Valid Cases	384		
a. 29 cells (60.4%) have expected count less than 5. The minimum expected count is .02.			

Data Interpretation:

It is exhibited from the above tables and charts that there is no significant difference among sectors in considering the issues in assessing training needs. NGOs and tannery sector consider “jobs skills, knowledge and ability” as issues with the highest priority (100%) in assessing training needs. In multinational enterprises it is 90%. Jute sector considers “new technology, processes, services, market changes” with the highest priority (100%).

Bar Chart

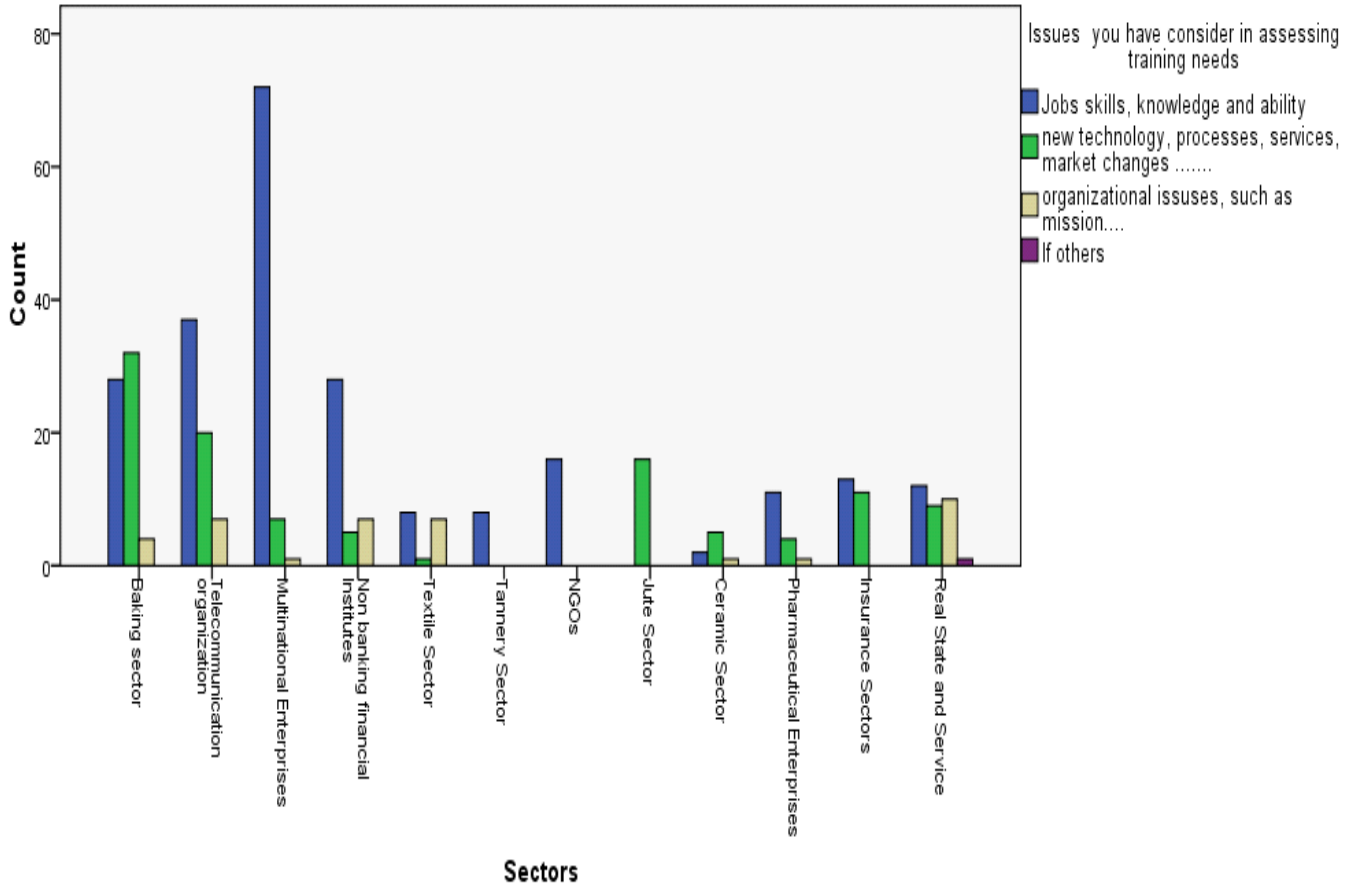


Figure 5.2.3 Issues for assessment of training needs

5.2.4 Techniques for assessing group training needs

The data revealed from the next tables show various techniques used by different sector wise enterprises they use for assessment of group training needs.

Table 5.2.4
Techniques for assessing group training needs

Cross tab								
			Which of the following techniques are used for assessing group needs					Total
			Group meeting and discussion	Group project	Case method	Business game	others	
Sectors	Banking sector	Count	54	0	8	1	1	64
		% within Sectors	84.4%	.0%	12.5%	1.6%	1.6%	100.0%
	Telecommunication organization	Count	52	10	2	0	0	64
		% within Sectors	81.2%	15.6%	3.1%	.0%	.0%	100.0%
	Multinational Enterprises	Count	70	6	0	3	1	80
		% within Sectors	87.5%	7.5%	.0%	3.8%	1.2%	100.0%
	Non banking financial Institutes	Count	32	2	1	2	3	40
		% within Sectors	80.0%	5.0%	2.5%	5.0%	7.5%	100.0%
	Textile Sector	Count	16	0	0	0	0	16
		% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
	Tannery Sector	Count	8	0	0	0	0	8
		% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
	NGOs	Count	16	0	0	0	0	16
		% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
	Jute Sector	Count	16	0	0	0	0	16
		% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
	Ceramic Sector	Count	7	1	0	0	0	8
		% within Sectors	87.5%	12.5%	.0%	.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	16	0	0	0	0	16	
	% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%	

								%
	Insurance Sectors	Count	23	0	1	0	0	24
		% within Sectors	95.8%	.0%	4.2%	.0%	.0%	100.0%
	Real State and Service	Count	30	0	2	0	0	32
		% within Sectors	93.8%	.0%	6.2%	.0%	.0%	100.0%
Total		Count	340	19	14	6	5	384
		% within Sectors	88.5%	4.9%	3.6%	1.6%	1.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	71.821 ^a	44	.005
Likelihood Ratio	73.480	44	.003
Linear-by-Linear Association	6.885	1	.009
N of Valid Cases	384		

a. 48 cells (80.0%) have expected count less than 5. The minimum expected count is .10.

Data Interpretation:

Most of the sectors use “group meeting and discussion” technique for assessing group needs. In textile, tannery, NGOs, jute sector, pharmaceutical enterprises 100% organizations use “group meeting and discussion” technique for assessing group needs. Other techniques are used rarely.

It is found that, majority organizations are concerned with the techniques of “group meeting and discussion”.

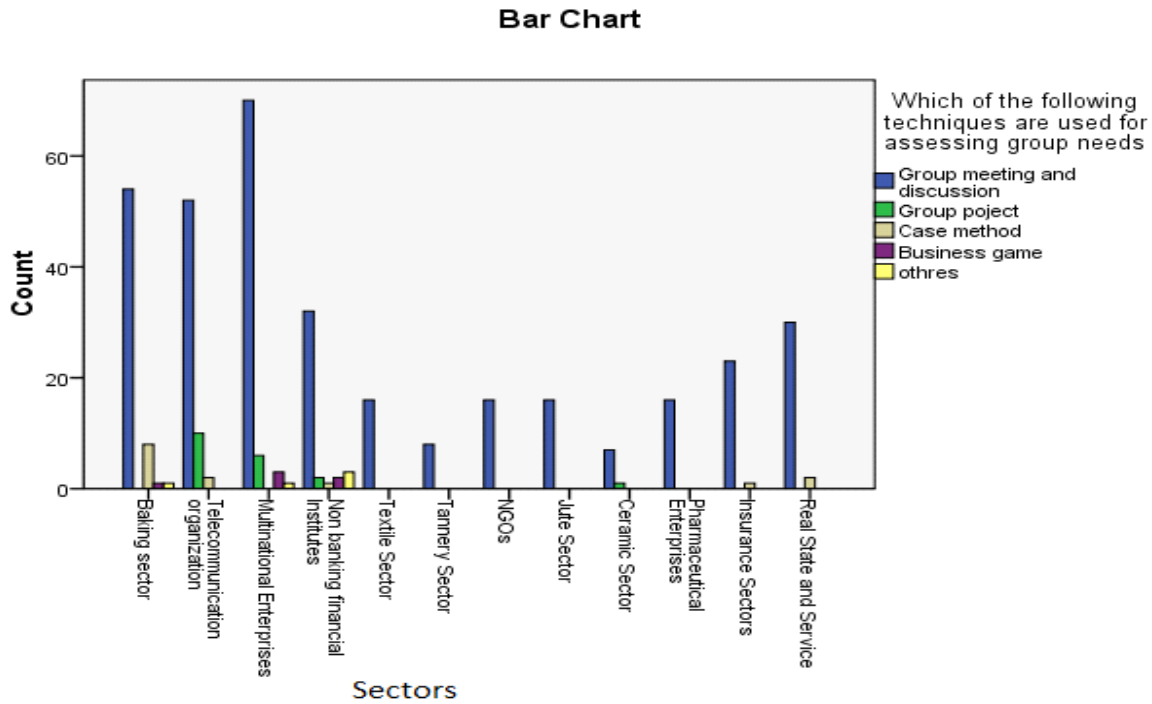


Figure 5.2.4
Techniques for assessing group training needs

5.2.5. Identification of priority training needs in the selected enterprises

The following tables and chart show the priority training needs in the selected enterprises.

Table 5.2.5
Identification of priority training needs in the selected enterprises

Cross tab								
			How do you identify priority training needs					Total
			Job analysis and job description	Questionnaire	Interview	Observation	Performance Appraisal	
Sectors	Banking sector	Count	41	6	1	7	9	64
		% within Sectors	64.1%	9.4%	1.6%	10.9%	14.1%	100.0%
	Telecommunicat	Count	31	17	1	8	7	64

ion organization	% within Sectors	48.4%	26.6%	1.6%	12.5%	10.9%	100.0%
Multinational Enterprises	Count	46	11	0	8	15	80
	% within Sectors	57.5%	13.8%	.0%	10.0%	18.8%	100.0%
Non-banking financial Institutes	Count	12	6	2	3	17	40
	% within Sectors	30.0%	15.0%	5.0%	7.5%	42.5%	100.0%
Textile Sector	Count	8	1	0	0	7	16
	% within Sectors	50.0%	6.2%	.0%	.0%	43.8%	100.0%
Tannery Sector	Count	8	0	0	0	0	8
	% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
NGOs	Count	0	16	0	0	0	16
	% within Sectors	.0%	100.0%	.0%	.0%	.0%	100.0%
Jute Sector	Count	0	8	0	8	0	16
	% within Sectors	.0%	50.0%	.0%	50.0%	.0%	100.0%
Ceramic Sector	Count	1	0	0	1	6	8
	% within Sectors	12.5%	.0%	.0%	12.5%	75.0%	100.0%
Pharmaceutical Enterprises	Count	8	1	0	2	5	16
	% within Sectors	50.0%	6.2%	.0%	12.5%	31.2%	100.0%
Insurance Sectors	Count	6	3	4	2	9	24
	% within Sectors	25.0%	12.5%	16.7%	8.3%	37.5%	100.0%
Real State and Service	Count	8	2	0	1	21	32
	% within Sectors	25.0%	6.2%	.0%	3.1%	65.6%	100.0%
Total	Count	169	71	8	40	96	384
	% within Sectors	44.0%	18.5%	2.1%	10.4%	25.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.371E2 ^a	44	.000
Likelihood Ratio	206.454	44	.000
Linear-by-Linear Association	32.235	1	.000
N of Valid Cases	384		

a. 36 cells (60.0%) have expected count less than 5. The minimum expected count is .17.

Data Interpretation

The data exhibited from the table, it can be interpreted that there is no significant difference among sectors in identifying priority training needs. Tannery Sector identifies it completely through “job analysis and job description” and NGOs identify the priority training needs completely through “Questionnaire methods”. All organizations in Tannery Sector identify priority training needs through “job analysis and job description”. Most of the organizations (75%) identify priority training needs through “employee performance appraisal”.

5.2.6 Levels of identification of priority training needs

Table 5.2.6
Levels of identification of priority training needs

Cross tab					
Sectors		With which level the need analysis stage is concerned			Total
		Top level management	Middle level management	Low level management	
Baking sector	Count	24	32	8	64
	% within Sectors	37.5%	50.0%	12.5%	100.0%
Telecommunication organization	Count	19	43	2	64
	% within Sectors	29.7%	67.2%	3.1%	100.0%
Multinational Enterprises	Count	42	32	6	80
	% within Sectors	52.5%	40.0%	7.5%	100.0%
Non-banking financial Institutes	Count	12	24	4	40
	% within Sectors	30.0%	60.0%	10.0%	100.0%

Textile Sector	Count	8	7	1	16
	% within Sectors	50.0%	43.8%	6.2%	100.0%
Tannery Sector	Count	2	6	0	8
	% within Sectors	25.0%	75.0%	.0%	100.0%
NGOs	Count	16	0	0	16
	% within Sectors	100.0%	.0%	.0%	100.0%
Jute Sector	Count	8	8	0	16
	% within Sectors	50.0%	50.0%	.0%	100.0%
Ceramic Sector	Count	4	4	0	8
	% within Sectors	50.0%	50.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	7	9	0	16
	% within Sectors	43.8%	56.2%	.0%	100.0%
Insurance Sectors	Count	22	0	2	24
	% within Sectors	91.7%	.0%	8.3%	100.0%
Real State and Service	Count	16	15	1	32
	% within Sectors	50.0%	46.9%	3.1%	100.0%
Total	Count	180	180	24	384
	% within Sectors	46.9%	46.9%	6.2%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	68.402 ^a	22	.000
Likelihood Ratio	85.987	22	.000
Linear-by-Linear Association	15.648	1	.000
N of Valid Cases	384		
a. 15 cells (41.7%) have expected count less than 5. The minimum expected count is .50.			

Interpretation

From the data in can be interpreted that “Need analysis stage” among sectors in different level of management is insignificant. In NGOs, it concerned in “Top Level Management” (100%) and in Insurance Sectors it is practiced 91.7%. The need analysis stage is concerned in “Middle level management” in 75% organizations in Tannery sector.

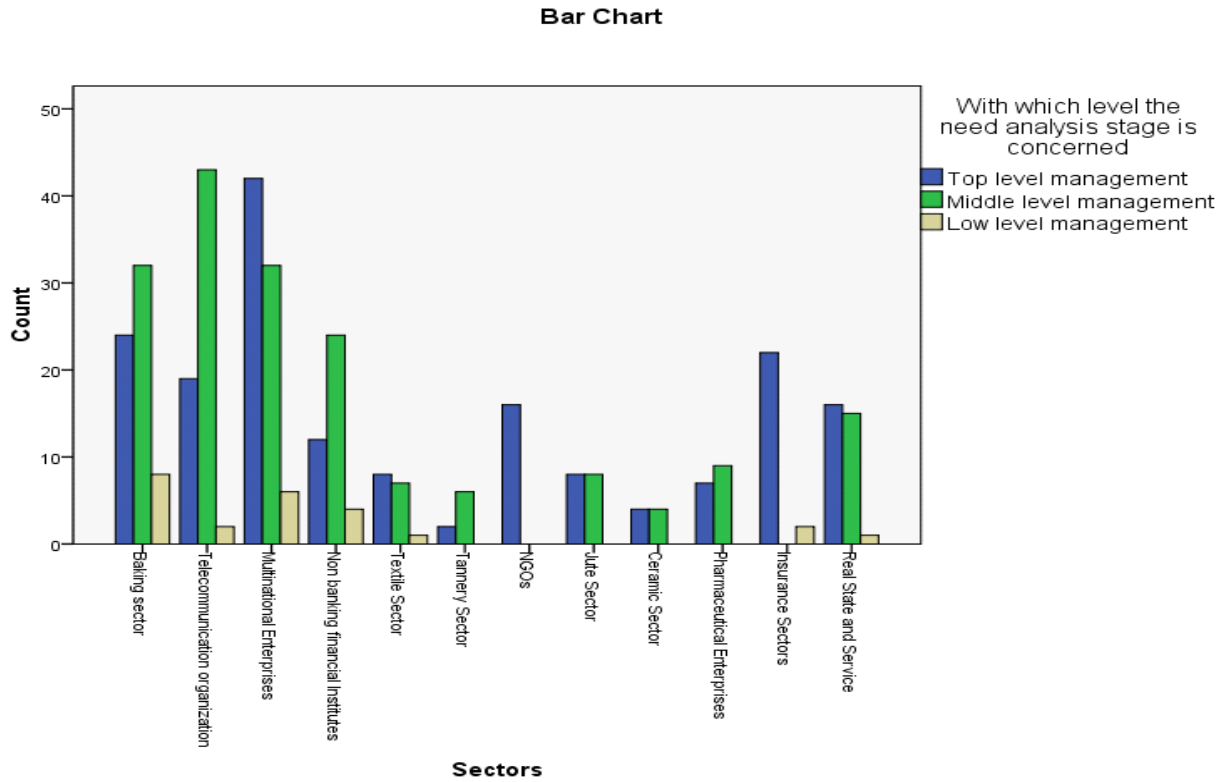


Figure 5.2.6.1
Identification of priority training need

5.2.7 Methods/ techniques use for assessing organizational needs:

Table 5.2.7
Methods/ techniques used for assessing organizational needs:

Cross tab								
			Which methods/ techniques should be used for assessing organizational needs					Total
			Analysis of future records and reports	Analysis of future trend and opportunities	Inter firm comparisons	Attitude surveys	Others	
Sectors	Banking sector	Count	25	27	7	5	0	64
		% within Sectors	39.1%	42.2%	10.9%	7.8%	.0%	100.0%
	Telecommunication organization	Count	33	26	1	4	0	64
		% within Sectors	51.6%	40.6%	1.6%	6.2%	.0%	100.0%
	Multinational Enterprises	Count	69	10	1	0	0	80
		% within Sectors	86.2%	12.5%	1.2%	.0%	.0%	100.0%
	Non banking financial Institutes	Count	16	23	0	1	0	40
		% within Sectors	40.0%	57.5%	.0%	2.5%	.0%	100.0%
	Textile Sector	Count	15	1	0	0	0	16
		% within Sectors	93.8%	6.2%	.0%	.0%	.0%	100.0%
	Tannery Sector	Count	8	0	0	0	0	8
		% within Sectors	100.0%	.0%	.0%	.0%	.0%	100.0%
	NGOs	Count	0	16	0	0	0	16
		% within Sectors	.0%	100.0%	.0%	.0%	.0%	100.0%
Jute Sector	Count	8	8	0	0	0	16	

		% within Sectors	50.0%	50.0%	.0%	.0%	.0%	100.0%
	Ceramic Sector	Count	1	7	0	0	0	8
		% within Sectors	12.5%	87.5%	.0%	.0%	.0%	100.0%
	Pharmaceutical Enterprises	Count	12	1	3	0	0	16
		% within Sectors	75.0%	6.2%	18.8%	.0%	.0%	100.0%
	Insurance Sectors	Count	11	6	1	6	0	24
		% within Sectors	45.8%	25.0%	4.2%	25.0%	.0%	100.0%
	Real State and Service	Count	14	15	2	0	1	32
		% within Sectors	43.8%	46.9%	6.2%	.0%	3.1%	100.0%
Total	Count	212	140	15	16	1	384	
	% within Sectors	55.2%	36.5%	3.9%	4.2%	.3%	100.0%	

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.661E2 ^a	44	.000
Likelihood Ratio	162.345	44	.000
Linear-by-Linear Association	2.515	1	.113
N of Valid Cases	384		
a. 40 cells (66.7%) have expected count less than 5. The minimum expected count is .02.			

Bar Chart

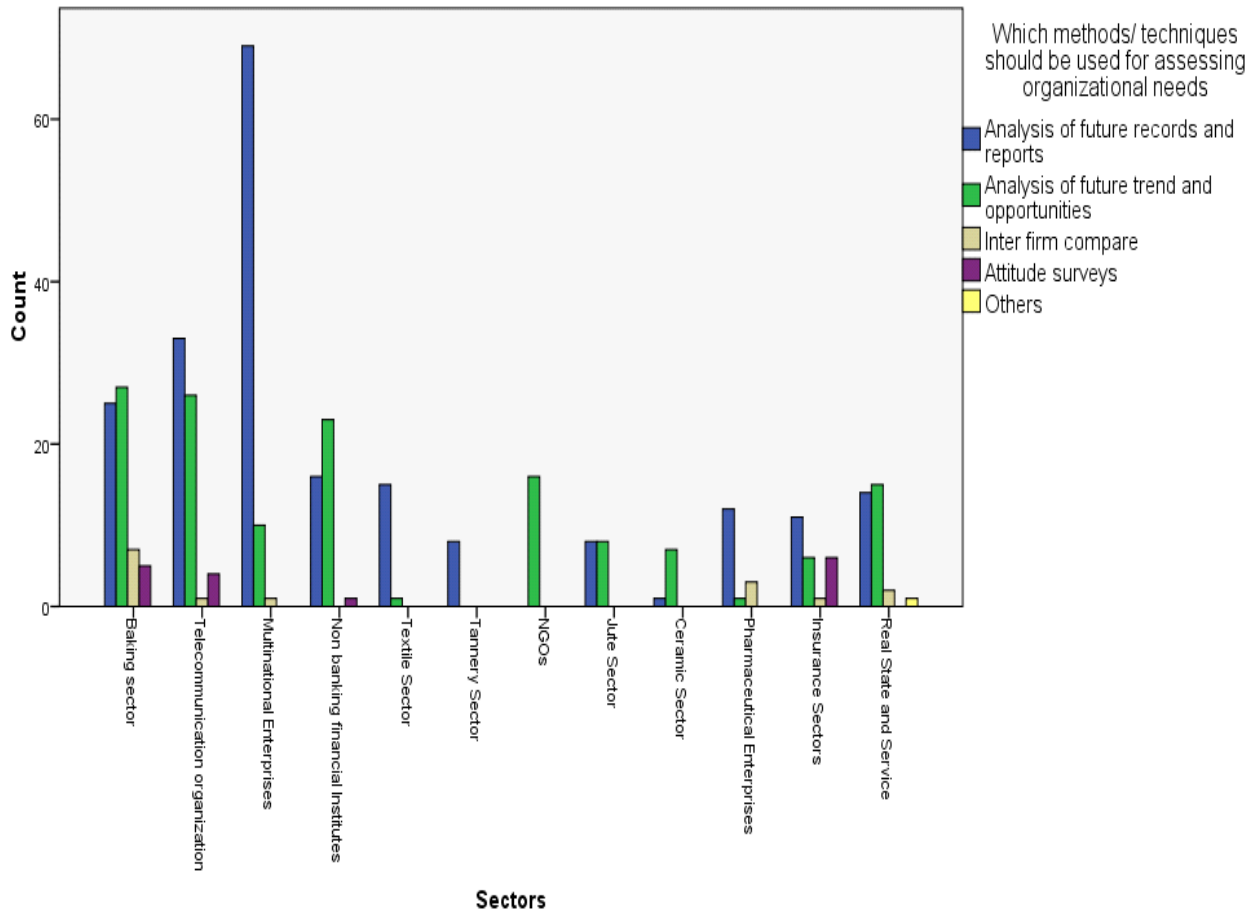


Figure 5.2.7
Methods/ techniques used for assessing organizational needs

Interpretation

It can be interpreted from the data that most of the sectors agree to use “Analysis of future records and reports” and “Analysis of future trend and opportunities” as techniques for assessing organizational needs. 86.2% Multinational Enterprises use “Analysis of future records and reports” and in Textile Sector, Tannery Sector and Pharmaceutical Enterprises it is 93.8%, 100% and 75% respectively.

5.2.8 Assessment of Training opportunities of the selected enterprises

Table: 5.2.8

Assessment of training opportunities of the selected enterprises

Cross tab									
Sectors		Which of the following training opportunities do you offer							Total
		Leadership training	Executive training	Technical training	Computer training	Oversees training	In house training	Technical training	
Baking sector	Count	26	15	8	0	5	8	2	64
	% within Sectors	40.6%	23.4%	12.5%	.0%	7.8%	12.5%	3.1%	100.0%
Telecommunication organization	Count	39	9	12	1	0	3	0	64
	% within Sectors	60.9%	14.1%	18.8%	1.6%	.0%	4.7%	.0%	100.0%
Multinational Enterprises	Count	64	5	10	0	0	1	0	80
	% within Sectors	80.0%	6.2%	12.5%	.0%	.0%	1.2%	.0%	100.0%
Non banking financial Institutes	Count	23	10	4	0	0	2	1	40
	% within Sectors	57.5%	25.0%	10.0%	.0%	.0%	5.0%	2.5%	100.0%
Textile Sector	Count	8	7	1	0	0	0	0	16
	% within Sectors	50.0%	43.8%	6.2%	.0%	.0%	.0%	.0%	100.0%
Tannery Sector	Count	2	0	6	0	0	0	0	8
	% within Sectors	25.0%	.0%	75.0%	.0%	.0%	.0%	.0%	100.0%
NGOs	Count	0	16	0	0	0	0	0	16
	% within Sectors	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Jute Sector	Count	0	0	16	0	0	0	0	16
	% within Sectors	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
Ceramic Sector	Count	8	0	0	0	0	0	0	8
	% within Sectors	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	9	3	4	0	0	0	0	16
	% within Sectors	56.2%	18.8%	25.0%	.0%	.0%	.0%	.0%	100.0%
Insurance Sectors	Count	21	3	0	0	0	0	0	24
	% within Sectors	87.5%	12.5%	.0%	.0%	.0%	.0%	.0%	100.0%
Real State and Service	Count	19	12	0	0	0	1	0	32
	% within Sectors	59.4%	37.5%	.0%	.0%	.0%	3.1%	.0%	100.0%
Total	Count	219	80	61	1	5	15	3	384
	% within Sectors	57.0%	20.8%	15.9%	.3%	1.3%	3.9%	.8%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.727E2 ^a	66	.000
Likelihood Ratio	231.370	66	.000
Linear-by-Linear Association	8.040	1	.005
N of Valid Cases	384		
a. 63 cells (75.0%) have expected count less than 5. The minimum expected count is .02.			

Interpretation

The data from the tables show that that most of the sectors offer “Leadership training” and “Executive training” as training opportunities. All organizations in Jute Sector offer “Technical training” as training opportunity. Computer training is very poor in almost every sector. 100% organizations offer technical training in Jute Sector.

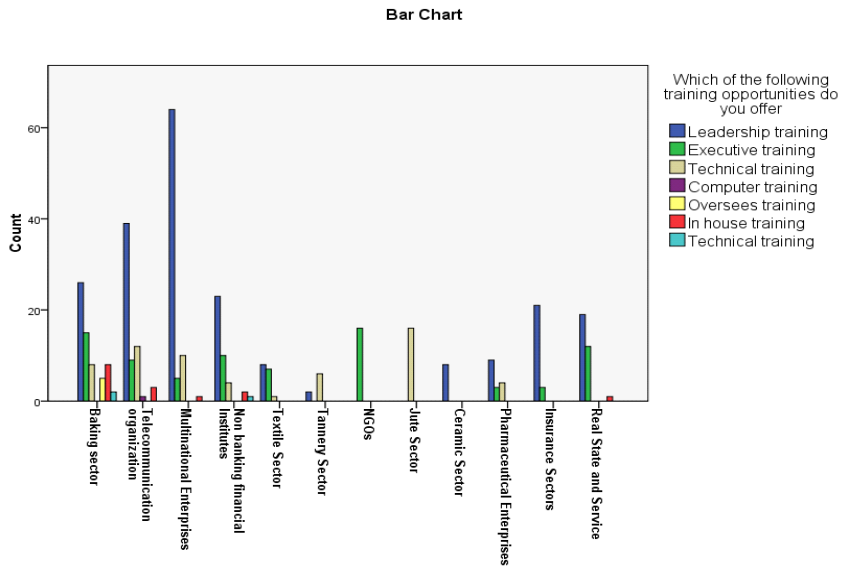


Figure : 5.2.8

Assessment of training opportunities of the selected enterprises

5.2.9 Training which is frequently used by the organizations:

Table 5.2.9

Frequently used training by the selected organizations

Cross tab						
			Which training is frequently used by your organization			Total
			On the job methods	Off the job methods	Both	
Sectors	Banking sector	Count	38	4	22	64
		% within Sectors	59.4%	6.2%	34.4%	100.0%
	Telecommunication organization	Count	32	5	27	64
		% within Sectors	50.0%	7.8%	42.2%	100.0%
	Multinational Enterprises	Count	51	3	26	80
		% within Sectors	63.8%	3.8%	32.5%	100.0%
	Non-banking financial Institutes	Count	15	13	12	40
		% within Sectors	37.5%	32.5%	30.0%	100.0%
	Textile Sector	Count	15	0	1	16
		% within Sectors	93.8%	.0%	6.2%	100.0%
	Tannery Sector	Count	2	0	6	8
		% within Sectors	25.0%	.0%	75.0%	100.0%
	NGOs	Count	8	0	8	16
		% within Sectors	50.0%	.0%	50.0%	100.0%
	Jute Sector	Count	8	0	8	16
		% within Sectors	50.0%	.0%	50.0%	100.0%
	Ceramic Sector	Count	4	0	4	8
		% within Sectors	50.0%	.0%	50.0%	100.0%
	Pharmaceutical Enterprises	Count	9	0	7	16
		% within Sectors	56.2%	.0%	43.8%	100.0%
Insurance Sectors	Count	3	4	17	24	
	% within Sectors	12.5%	16.7%	70.8%	100.0%	
Real State and Service	Count	28	1	3	32	
	% within Sectors	87.5%	3.1%	9.4%	100.0%	
Total	Count	213	30	141	384	
	% within Sectors	55.5%	7.8%	36.7%	100.0%	

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	91.177 ^a	22	.000
Likelihood Ratio	88.701	22	.000
Linear-by-Linear Association	.088	1	.767
N of Valid Cases	384		

a. 13 cells (36.1%) have expected count less than 5. The minimum expected count is .63.

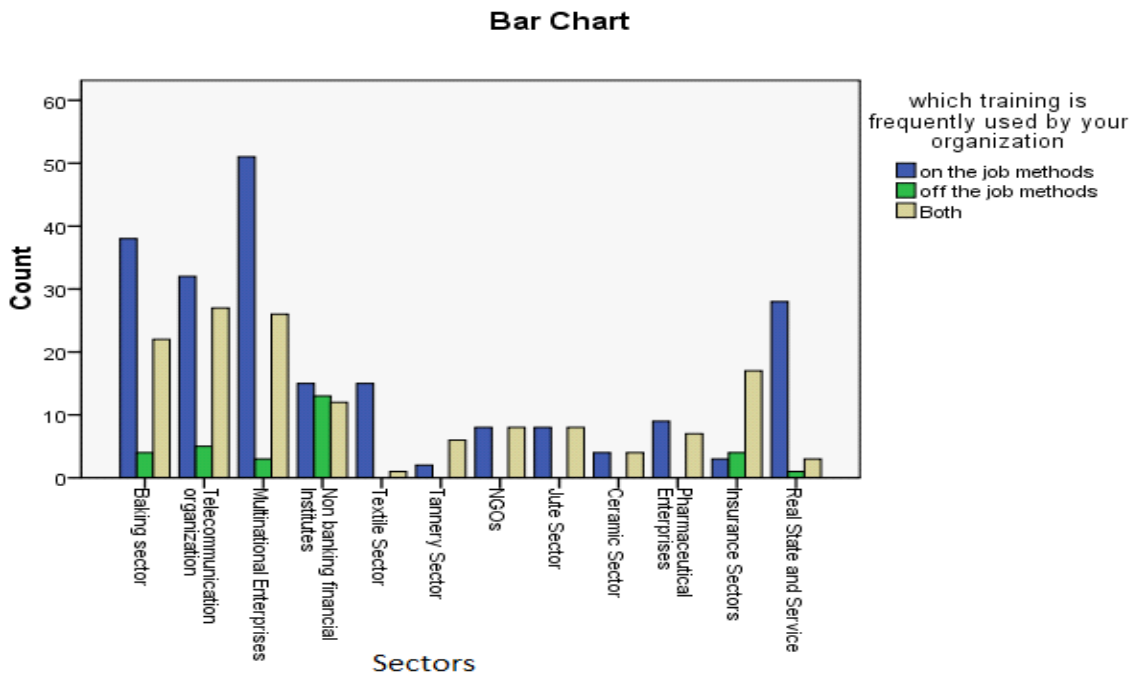


Figure 5.2.10
Frequently used training by the selected organizations

Interpretation

From the data exhibited in the above charts it can be said that most of the sectors use “On the job methods” of training frequently. Few of them use both “On the job methods” and “Off the job methods” training. 70.8% organizations use both training frequently Insurance Sectors and in Tannery Sector it is 75%.

5.2.10 Identification of the minimum training length per year of the selected sectors

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Table 5.2.10

Identification of the minimum training length per year of the selected sectors

Cross tab							
Sectors		What is the minimum training length per year					Total
		No minimum	Up to 8 hours	9 to 24 hours	25 to 40 hours	Over 40 hours	
Baking sector	Count	20	6	15	8	15	64
	% within Sectors	31.2%	9.4%	23.4%	12.5%	23.4%	100.0%
Telecommunication organization	Count	18	4	15	14	13	64
	% within Sectors	28.1%	6.2%	23.4%	21.9%	20.3%	100.0%
Multinational Enterprises	Count	41	1	15	13	10	80
	% within Sectors	51.2%	1.2%	18.8%	16.2%	12.5%	100.0%
Non banking financial Institutes	Count	35	1	1	2	1	40
	% within Sectors	87.5%	2.5%	2.5%	5.0%	2.5%	100.0%
Textile Sector	Count	0	1	7	0	8	16
	% within Sectors	.0%	6.2%	43.8%	.0%	50.0%	100.0%
Tannery Sector	Count	0	0	0	0	8	8
	% within Sectors	.0%	.0%	.0%	.0%	100.0%	100.0%
NGOs	Count	8	0	8	0	0	16
	% within Sectors	50.0%	.0%	50.0%	.0%	.0%	100.0%
Jute Sector	Count	0	8	0	8	0	16
	% within Sectors	.0%	50.0%	.0%	50.0%	.0%	100.0%
Ceramic Sector	Count	3	1	4	0	0	8
	% within Sectors	37.5%	12.5%	50.0%	.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	7	0	0	4	5	16
	% within Sectors	43.8%	.0%	.0%	25.0%	31.2%	100.0%
Insurance Sectors	Count	11	0	2	5	6	24
	% within Sectors	45.8%	.0%	8.3%	20.8%	25.0%	100.0%
Real State and Service	Count	4	14	13	1	0	32
	% within Sectors	12.5%	43.8%	40.6%	3.1%	.0%	100.0%
Total	Count	147	36	80	55	66	384
	% within Sectors	38.3%	9.4%	20.8%	14.3%	17.2%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.695E2 ^a	44	.000
Likelihood Ratio	261.199	44	.000
Linear-by-Linear Association	.226	1	.635
N of Valid Cases	384		

a. 32 cells (53.3%) have expected count less than 5. The minimum expected count is .75.

Bar Chart

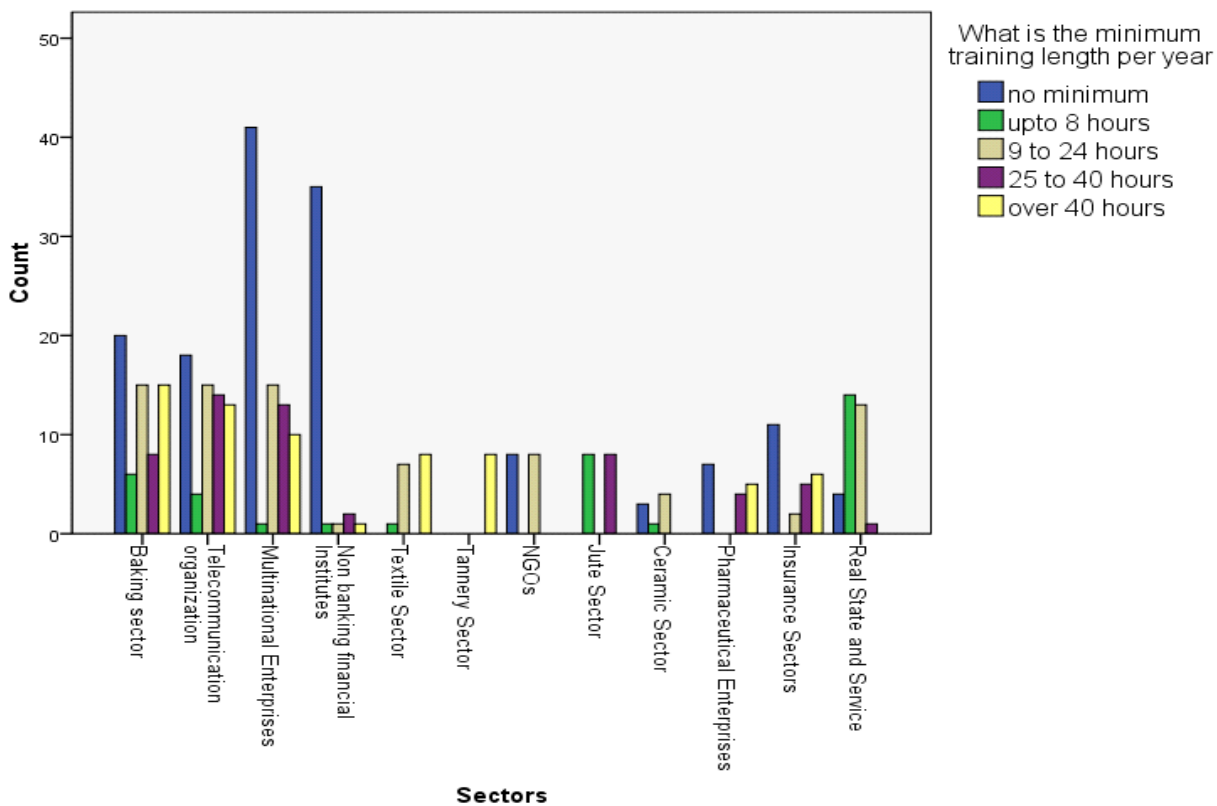


Figure 5.2.10
Identification of the minimum training length per year of the selected sectors

Interpretation:

The data revealed that The time duration of training and development can be seen from the table (5.2.9) ,which shows in Tannery Sector the minimum training length per year is over 40 hours. In Non-Banking Financial Sector 87.5% of the whole have no minimum training length per year. The training length does not differ significantly among sectors. Most of the organizations have no minimum training length.

5.2.11 Are employees offered pay for time not work while they attend training outside of the organization:

Table 5.2.11

Are employees permitted pay for time not work while they attended training or seminars outside organization

`Cross tab						
		Are employees permitted pay for time not work while they attended training seminars outside organization				
Sectors		yes with		No. only	No.	Total
		pay	yes without pay	after work hour	only special cases	
Baking sector	Count	50	6	6	2	64
	% within Sectors	78.1%	9.4%	9.4%	3.1%	100.0%
Telecommunication organization	Count	57	4	1	2	64
	% within Sectors	89.1%	6.2%	1.6%	3.1%	100.0%
Multinational Enterprises	Count	63	7	9	1	80
	% within Sectors	78.8%	8.8%	11.2%	1.2%	100.0%
Non-banking financial Institutes	Count	34	0	0	6	40
	% within Sectors	85.0%	.0%	.0%	15.0%	100.0%
Textile Sector	Count	16	0	0	0	16
	% within Sectors	100.0%	.0%	.0%	.0%	100.0%
Tannery Sector	Count	8	0	0	0	8
	% within Sectors	100.0%	.0%	.0%	.0%	100.0%
NGOs	Count	16	0	0	0	16
	% within Sectors	100.0%	.0%	.0%	.0%	100.0%
Jute Sector	Count	8	0	0	8	16
	% within Sectors	50.0%	.0%	.0%	50.0%	100.0%
Ceramic Sector	Count	8	0	0	0	8
	% within Sectors	100.0%	.0%	.0%	.0%	100.0%
Pharmaceutical	Count	16	0	0	0	16

Enterprises	% within Sectors	100.0%	.0%	.0%	.0%	100.0%	
Insurance Sectors	Count	22	1	0	1	24	
	% within Sectors	91.7%	4.2%	.0%	4.2%	100.0%	
Real State and Service	Count	28	3	1	0	32	
	% within Sectors	87.5%	9.4%	3.1%	.0%	100.0%	
Total	Count		326	21	17	20	384
	% within Sectors		84.9%	5.5%	4.4%	5.2%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.131E2 ^a	33	.000
Likelihood Ratio	86.635	33	.000
Linear-by-Linear Association	.831	1	.362
N of Valid Cases	384		

a. 36 cells (75.0%) have expected count less than 5. The minimum expected count is .35.

Bar Chart

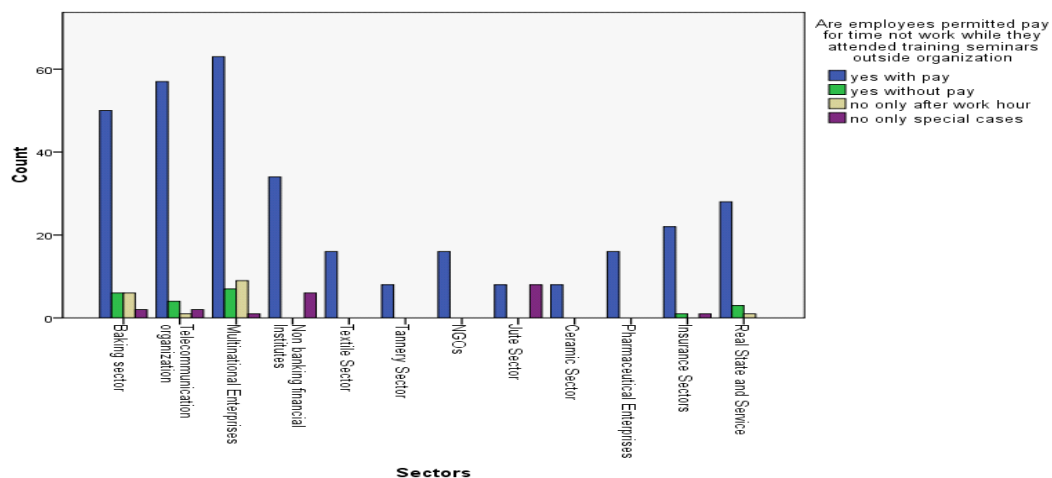


Figure 5.2.11 Are employees permitted pay for time not work while they attended training outside organization

Interpretation:

In most of the sectors organizations pay employees while they attended training seminars outside organization. This is very positive sign and satisfactory. But in Jute sector it is depend on specific conditions. This should be minimized.

5.2.12 Identification rate of hiring trainer from outside in the selected sectors

Table 5.2.12

Identification rate of hiring trainer from outside in the selected sectors

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.756 ^a	11	.000
Likelihood Ratio	59.285	11	.000
Linear-by-Linear Association	2.482	1	.115
N of Valid Cases	384		

a. 8 cells (33.3%) have expected count less than 5. The minimum expected count is 1.19.

Bar Chart

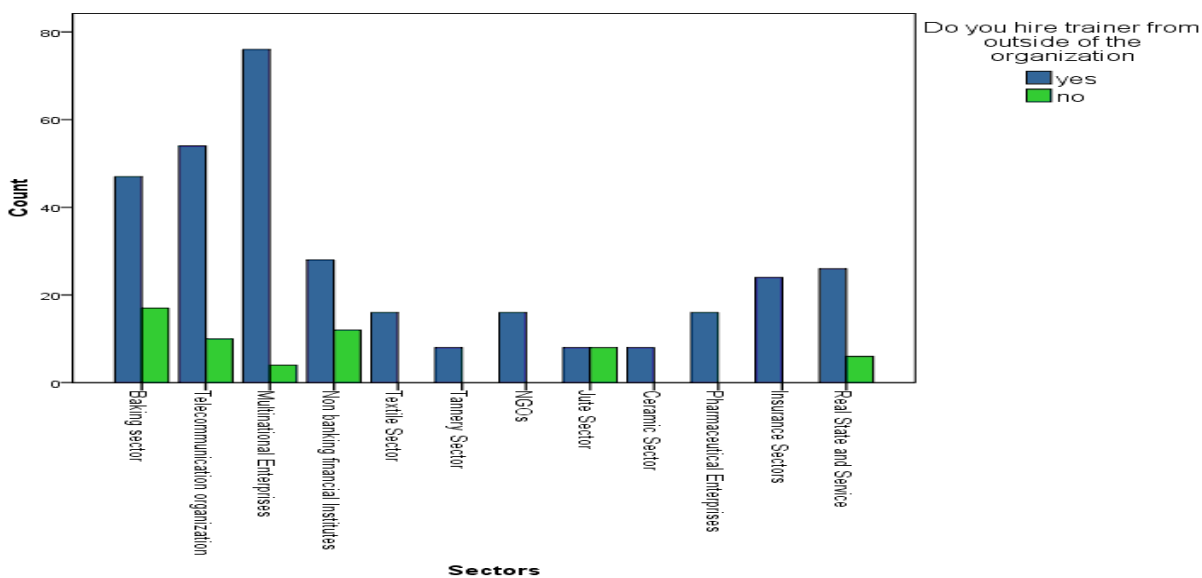


Figure 5.2.12 : Identification rate of hiring trainer from outside in the selected sectors

Data Interpretation

The data exhibited from the tables and charts it can be interpreted that most of the organizations of several sectors hire trainer from outside of the organization. So every organization in several sectors need to build up their own skilled personnel for training purpose. It will make the organization more efficient and dynamic. Only real estates and jute sectors hire very few trainer from outsides. Hiring trainer from outsides is a very common practice for multinational companies, banks and telecommunications sector.

5.2.13 Training institute of the selected enterprises

Table 5.2.13

Training institute of the selected sectors

Cross tab					
			Do you have any training institute of your own		Total
			yes	no	
Sectors	Baking sector	Count	48	16	64
		% within Sectors	75.0%	25.0%	100.0%
	Telecommunication organization	Count	22	42	64
		% within Sectors	34.4%	65.6%	100.0%
	Multinational Enterprises	Count	25	55	80
		% within Sectors	31.2%	68.8%	100.0%
	Non banking financial Institutes	Count	11	29	40
		% within Sectors	27.5%	72.5%	100.0%
	Textile Sector	Count	8	8	16
		% within Sectors	50.0%	50.0%	100.0%
	Tannery Sector	Count	2	6	8
		% within Sectors	25.0%	75.0%	100.0%
	NGOs	Count	0	16	16
		% within Sectors	.0%	100.0%	100.0%
	Jute Sector	Count	16	0	16
		% within Sectors	100.0%	.0%	100.0%
	Ceramic Sector	Count	4	4	8
		% within Sectors	50.0%	50.0%	100.0%
Pharmaceutical Enterprises	Count	10	6	16	

		% within Sectors	62.5%	37.5%	100.0%
	Insurance Sectors	Count	13	11	24
		% within Sectors	54.2%	45.8%	100.0%
	Real State and Service	Count	0	32	32
		% within Sectors	.0%	100.0%	100.0%
Total		Count	159	225	384
		% within Sectors	41.4%	58.6%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.004E2 ^a	11	.000
Likelihood Ratio	123.621	11	.000
Linear-by-Linear Association	6.778	1	.009
N of Valid Cases	384		
a. 4 cells (16.7%) have expected count less than 5. The minimum expected count is 3.31.			

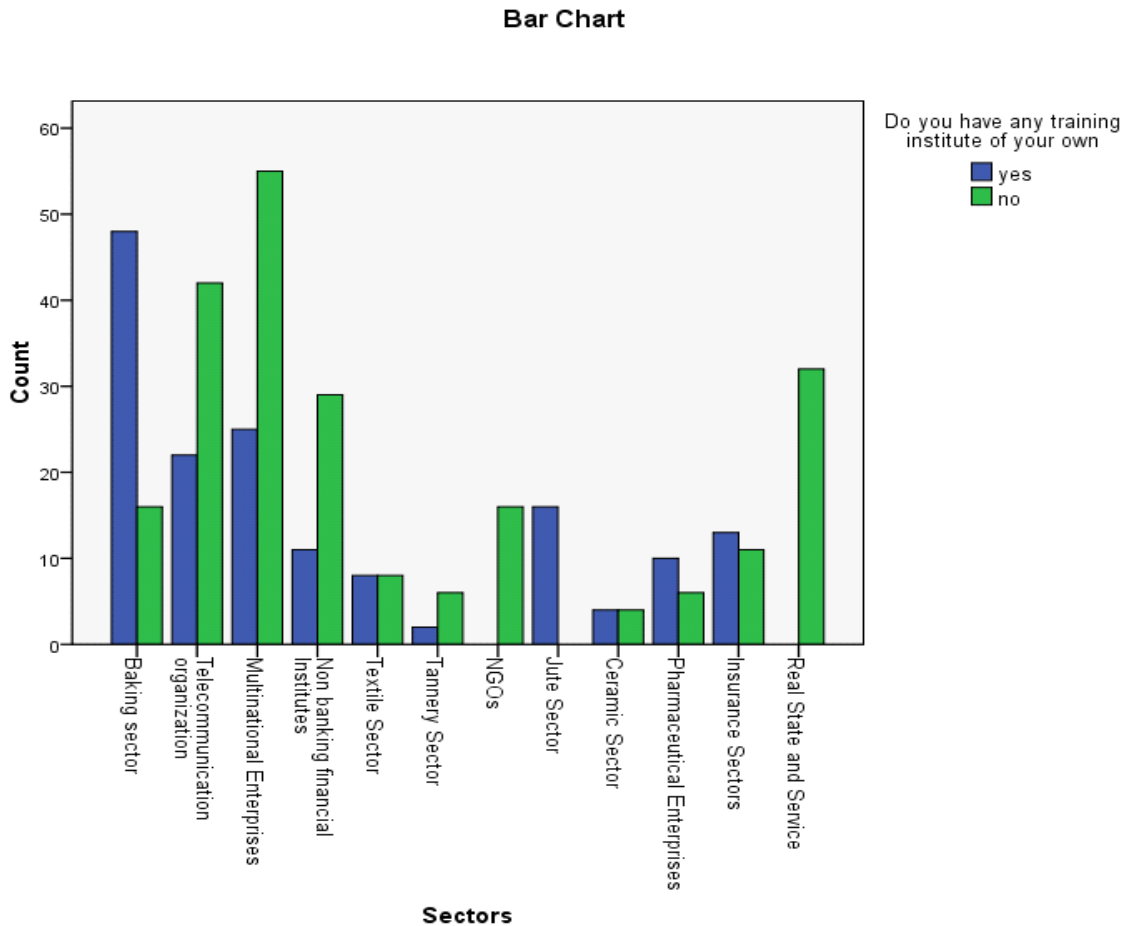


Figure 5.2.13

Training institute of the selected sectors

Data Interpretation :

We can interpret from above tables and chart that in NGOs and real estate and service sectors there is no training institute of their own. So the organizations of these two sector give emphasize to setup their own training institute. It is pleased to be seen that 100% organizations of Jute Sector have their own training institute. In banking sector it is 75%.

5.2.14 Common format of Training programs of the selected sectors

Table 5.2.14 Common format of training programs of the selected sectors

Cross tab							
			Common format of your training programs includes				Total
			Workshops	Classes	Briefings	If others	
Sectors	Baking sector	Count	31	27	3	3	64
		% within Sectors	48.4%	42.2%	4.7%	4.7%	100.0%
	Telecommunication organization	Count	36	16	12	0	64
		% within Sectors	56.2%	25.0%	18.8%	.0%	100.0%
	Multinational Enterprises	Count	69	10	0	1	80
		% within Sectors	86.2%	12.5%	.0%	1.2%	100.0%
	Non banking financial Institutes	Count	30	10	0	0	40
		% within Sectors	75.0%	25.0%	.0%	.0%	100.0%
	Textile Sector	Count	15	0	1	0	16
		% within Sectors	93.8%	.0%	6.2%	.0%	100.0%
	Tannery Sector	Count	8	0	0	0	8
		% within Sectors	100.0%	.0%	.0%	.0%	100.0%
	NGOs	Count	8	8	0	0	16
		% within Sectors	50.0%	50.0%	.0%	.0%	100.0%
	Jute Sector	Count	8	8	0	0	16
		% within Sectors	50.0%	50.0%	.0%	.0%	100.0%
	Ceramic Sector	Count	4	4	0	0	8
		% within Sectors	50.0%	50.0%	.0%	.0%	100.0%
	Pharmaceutical Enterprises	Count	16	0	0	0	16
		% within Sectors	100.0%	.0%	.0%	.0%	100.0%
	Insurance Sectors	Count	14	5	5	0	24
		% within Sectors	58.3%	20.8%	20.8%	.0%	100.0%
	Real State and Service	Count	24	4	4	0	32
		% within Sectors	75.0%	12.5%	12.5%	.0%	100.0%
Total		Count	263	92	25	4	384
		% within Sectors	68.5%	24.0%	6.5%	1.0%	100.0%

Source: Primary Data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	99.740 ^a	33	.000
Likelihood Ratio	108.633	33	.000
Linear-by-Linear Association	1.725	1	.189
N of Valid Cases	384		

a. 29 cells (60.4%) have expected count less than 5. The minimum expected count is .08.

Bar Chart

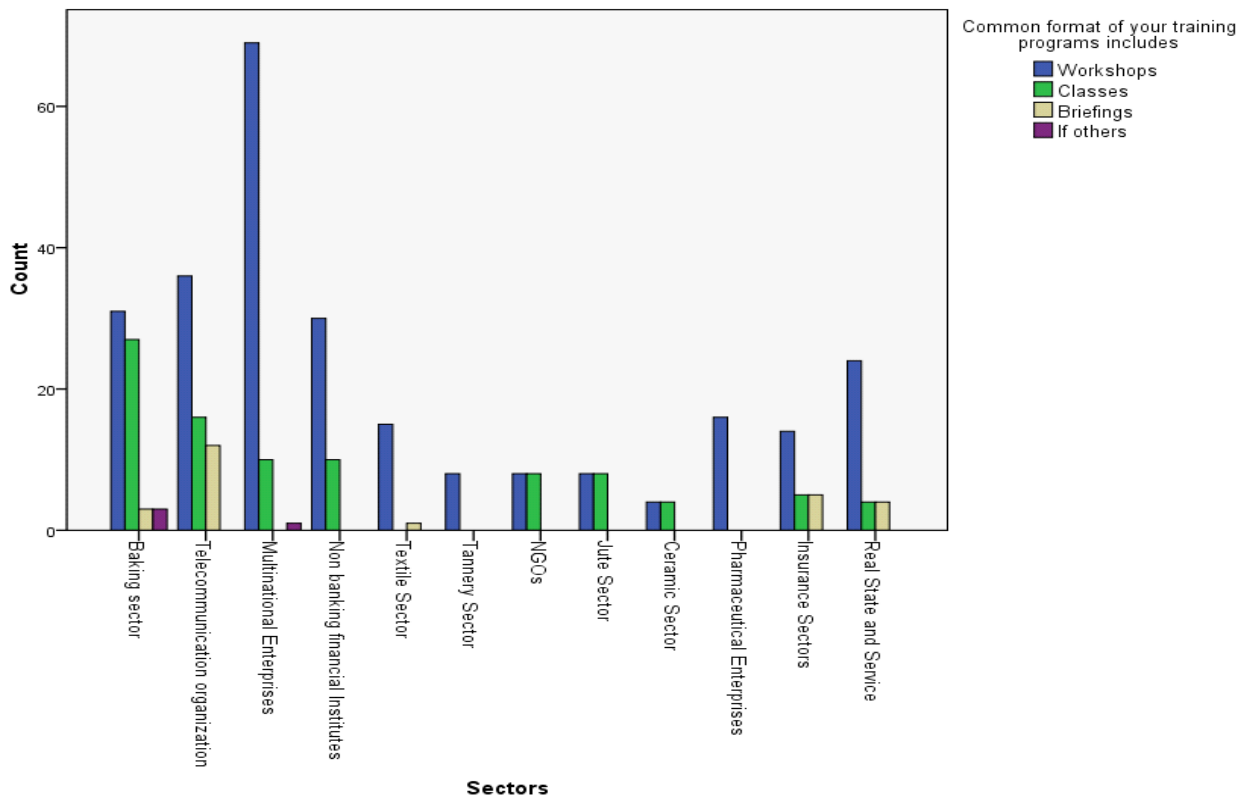


Figure 5.2.14 : Common format of training programs of the selected sectors

Data Interpretation:

The Common format of training programs includes workshops in most of the organizations. 50% organizations of NGOs, Jute and Ceramic sectors include “Workshops” and other 50% include “class methods ” as training program. “Briefing” as a training format is used rarely in the selected enterprises.

5.2.15 Assessment of training facilities of the selected sectors**Table: 5.2.15****Assessment of training facilities of the selected sectors**

Cross tab							
			The training period, what types of facility you provide with				Total
			Accommodation facility	Transport facility	Meal facility	Others	
Sectors	Banking sector	Count	21	10	29	4	64
		% within Sectors	32.8%	15.6%	45.3%	6.2%	100.0%
	Telecommunication organization	Count	33	11	20	0	64
		% within Sectors	51.6%	17.2%	31.2%	.0%	100.0%
	Multinational Enterprises	Count	46	22	11	1	80
		% within Sectors	57.5%	27.5%	13.8%	1.2%	100.0%
	Non banking financial Institutes	Count	11	7	11	11	40
		% within Sectors	27.5%	17.5%	27.5%	27.5%	100.0%
	Textile Sector	Count	8	0	8	0	16
		% within Sectors	50.0%	.0%	50.0%	.0%	100.0%
	Tannery Sector	Count	2	0	6	0	8
		% within Sectors	25.0%	.0%	75.0%	.0%	100.0%
	NGOs	Count	8	8	0	0	16
		% within Sectors	50.0%	50.0%	.0%	.0%	100.0%
	Jute Sector	Count	8	8	0	0	16
		% within Sectors	50.0%	50.0%	.0%	.0%	100.0%
Ceramic Sector	Count	4	4	0	0	8	
	% within Sectors	50.0%	50.0%	.0%	.0%	100.0%	
Pharmaceutical	Count	5	3	8	0	16	

Enterprises	% within Sectors	31.2%	18.8%	50.0%	.0%	100.0%
	Count	22	0	2	0	24
Insurance Sectors	% within Sectors	91.7%	.0%	8.3%	.0%	100.0%
	Count	12	2	17	1	32
Real State and Service	% within Sectors	37.5%	6.2%	53.1%	3.1%	100.0%
	Count	180	75	112	17	384
Total	Count	180	75	112	17	384
	% within Sectors	46.9%	19.5%	29.2%	4.4%	100.0%

Source : Primary data

Bar Chart

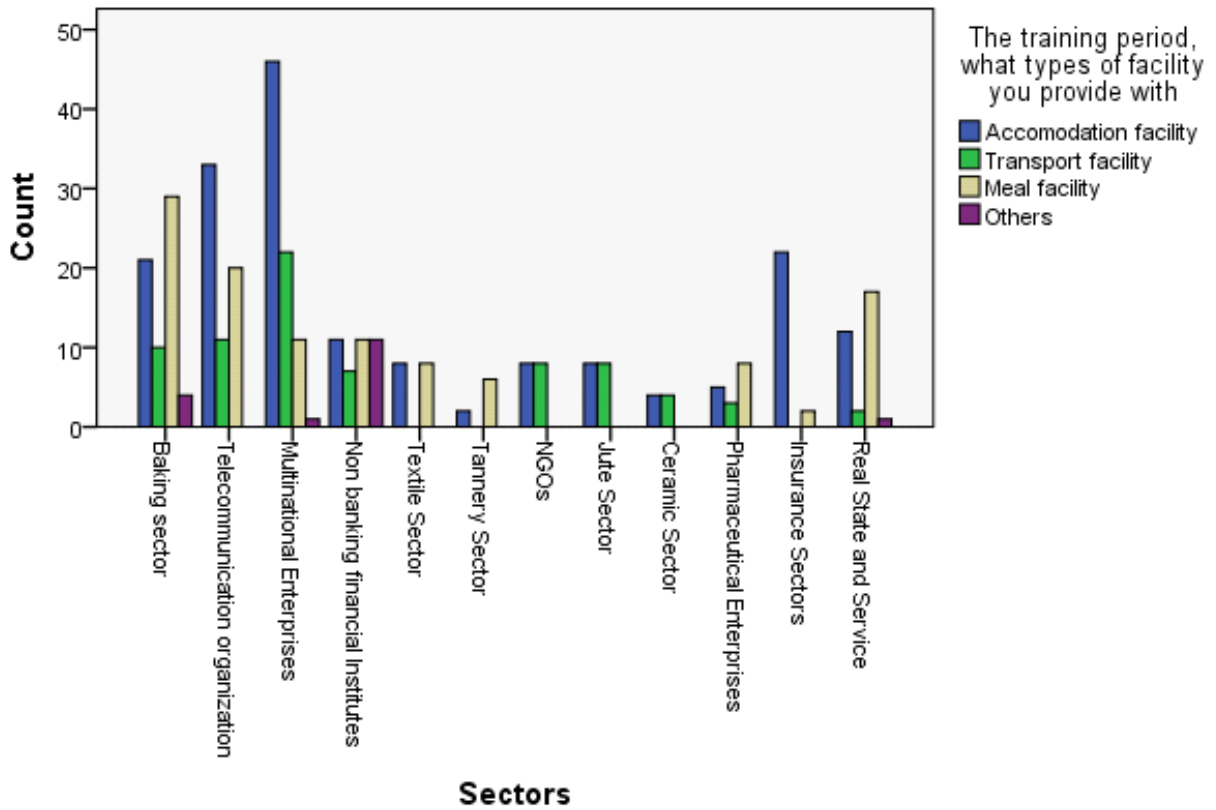


Figure: 5.2.15

Assessment of training facilities of the selected sectors

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.578E2 ^a	33	.000
Likelihood Ratio	152.759	33	.000
Linear-by-Linear Association	1.935	1	.164
N of Valid Cases	384		

a. 27 cells (56.3%) have expected count less than 5. The minimum expected count is .35.

Data Interpretation:

The organizations in every sector do not provide all facilities during training period. In Insurance Sectors 91.7% organizations provide “accommodation facility” .In Tannery Sectors 75% organizations provide meal facility. In NGOs, Jute and Ceramic Sectors 50% organizations provide “accommodation Facility” and 50% organizations provide “transport facility”.

5.2.16 Criteria for developing the employees in the selected sectors:

Table 5.2.16

Criteria for developing the employees in the selected sectors:

Cross tab					
		Which criteria do you use for developing the employees			Total
Sectors		Intellectual ability	Prior knowledge and expertise in the	Motivation to learn	Performance skill
Banking sector	Count	5	9	10	13
	% within Sectors	7.8%	14.1%	15.6%	20.3%
Telecommunication organization	Count	12	15	10	8
	% within Sectors	18.8%	23.4%	15.6%	12.5%
Multinational Enterprises	Count	20	24	10	8
	% within Sectors	25.0%	30.0%	12.5%	10.0%
Non	Count	1	5	2	14

banking financial Institutes	% within Sectors	2.5%	12.5%	5.0%	35.0%
Textile Sector	Count	0	8	0	0
	% within Sectors	.0%	50.0%	.0%	.0%
Tannery Sector	Count	0	0	0	0
	% within Sectors	.0%	.0%	.0%	.0%
NGOs	Count	0	0	16	0
	% within Sectors	.0%	.0%	100.0%	.0%
Jute Sector	Count	0	8	0	8
	% within Sectors	.0%	50.0%	.0%	50.0%
Ceramic Sector	Count	1	2	0	0
	% within Sectors	12.5%	25.0%	.0%	.0%
Pharmaceut ical Enterprises	Count	4	6	0	0
	% within Sectors	25.0%	37.5%	.0%	.0%
Insurance Sectors	Count	1	7	1	2
	% within Sectors	4.2%	29.2%	4.2%	8.3%
Real State and Service	Count	2	1	3	5
	% within Sectors	6.2%	3.1%	9.4%	15.6%
Total	Count	46	85	52	58
	% within Sectors	12.0%	22.1%	13.5%	15.1%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.654E2 ^a	55	.000
Likelihood Ratio	241.729	55	.000
Linear-by-Linear Association	9.371	1	.002
N of Valid Cases	384		
a. 45 cells (62.5%) have expected count less than 5. The minimum expected count is .44.			

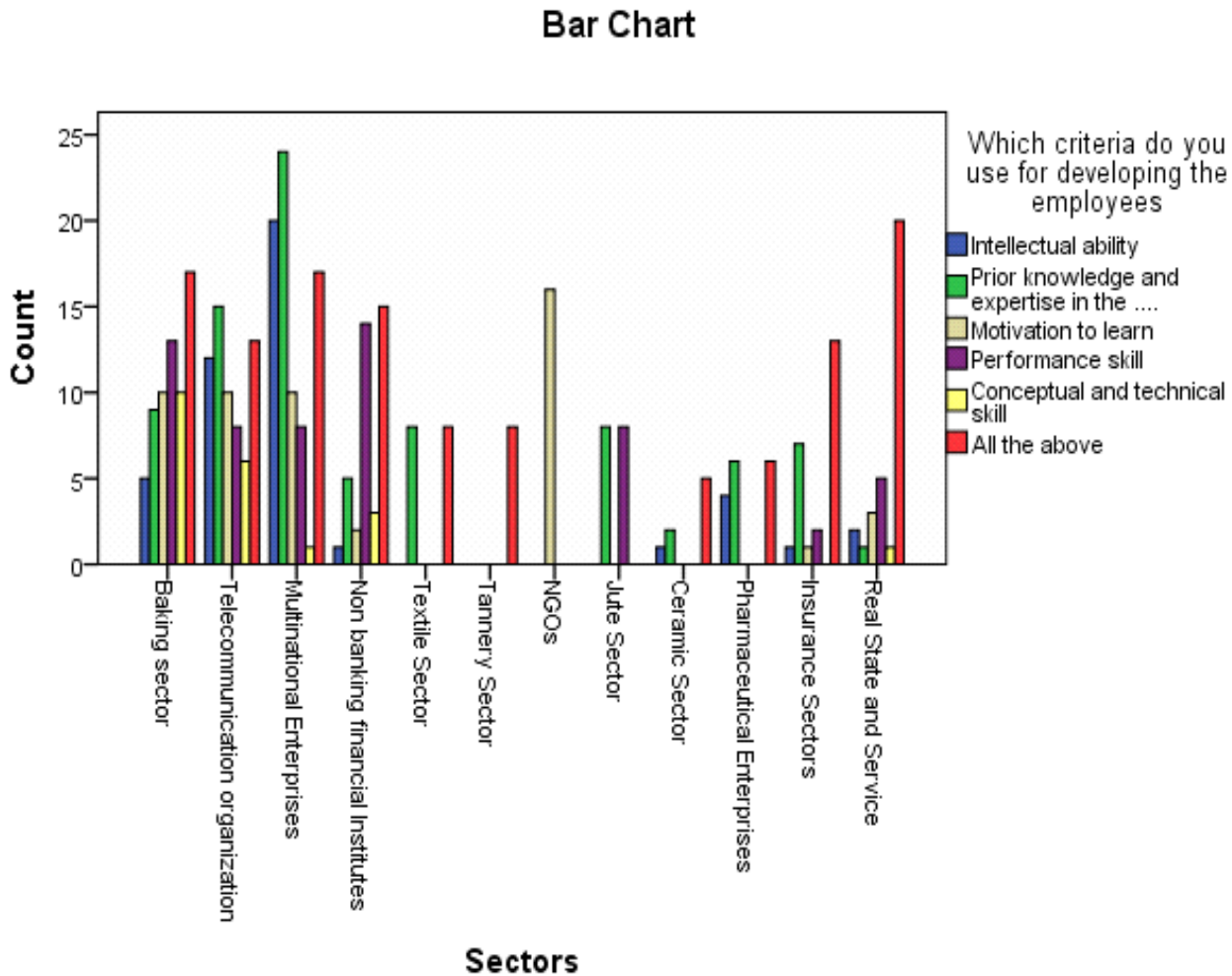


Figure 5.2.16

Criteria for developing the employees in the selected sectors:

Data Interpretation

In Tannery sector all organizations use every criterion for developing the employees. In NGO Sector all organizations use “Motivation to learn” as criteria for developing the employees. 31.8% organizations use all criteria mentioned above.

5.2.17 Topics that emphasized in the training program:

Table: 5.2.17

Topics that emphasized in the training program

Cross tab											
Sectors		Topics that emphasized in the training program									
		Leadership Development	Performance management	Problem solving	Communication	Team building	Negotiation skill	Audit and corporate	Customer handling etiquette	if others	Total
Baking sector	Count	22	14	17	4	3	0	0	3	1	64
	% within Sectors	34.4%	21.9%	26.6%	6.2%	4.7%	.0%	.0%	4.7%	1.6%	100.0%
Telecommunication organization	Count	39	14	4	2	0	1	1	3	0	64
	% within Sectors	60.9%	21.9%	6.2%	3.1%	.0%	1.6%	1.6%	4.7%	.0%	100.0%
Multinational Enterprises	Count	67	10	1	1	1	0	0	0	0	80
	% within Sectors	83.8%	12.5%	1.2%	1.2%	1.2%	.0%	.0%	.0%	.0%	100.0%
Non banking financial Institutes	Count	21	11	5	1	0	2	0	0	0	40
	% within Sectors	52.5%	27.5%	12.5%	2.5%	.0%	5.0%	.0%	.0%	.0%	100.0%
Textile Sector	Count	9	7	0	0	0	0	0	0	0	16
	% within Sectors	56.2%	43.8%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Tannery Sector	Count	2	6	0	0	0	0	0	0	0	8
	% within Sectors	25.0%	75.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
NGOs	Count	8	8	0	0	0	0	0	0	0	16
	% within Sectors	50.0%	50.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Jute Sector	Count	16	0	0	0	0	0	0	0	0	16
	% within Sectors	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Ceramic Sector	Count	8	0	0	0	0	0	0	0	0	8
	% within Sectors	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Pharmaceutical Enterprises	Count	15	0	0	0	0	0	0	1	0	16
	% within Sectors	93.8%	.0%	.0%	.0%	.0%	.0%	.0%	6.2%	.0%	100.0%
Insurance	Count	10	8	6	0	0	0	0	0	0	24

Sectors	% within Sectors	41.7%	33.3%	25.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
Real State and Service	Count	27	2	2	1	0	0	0	0	0	32
	% within Sectors	84.4%	6.2%	6.2%	3.1%	.0%	.0%	.0%	.0%	.0%	100.0%
Total	Count	244	80	35	9	4	3	1	7	1	
		63.5%	20.8%	9.1%	2.3%	1.0%	.8%	.3%	1.8%	.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.609E2 ^a	88	.000
Likelihood Ratio	161.074	88	.000
Linear-by-Linear Association	13.981	1	.000
N of Valid Cases	384		

a. 87 cells (80.6%) have expected count less than 5. The minimum expected count is .02.

Bar Chart

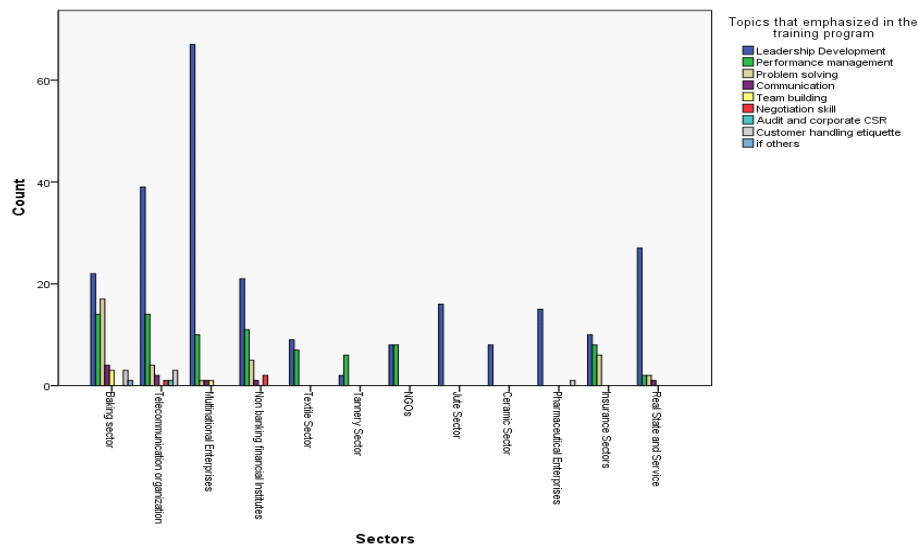


Figure : 5.2.17 Topics that emphasized in the training program

Data Interpretation

From above table it is interpreted that in every sector most of the organizations emphasized in topic of “Leadership Development”. It is significantly differ from other topics. Few organizations like banking, telecommunication and pharmaceutical Sectors also emphasized on “Customer handling etiquette”.

5.2.18 Assessment of the training topics helpful or not for performing jobs

Table 5.2.18
Assessment of training topics helpful or not for performing jobs

Cross tab				
Sectors		Do you think the topics on which the training is provided is helpful in performing jobs		Total
		yes	no	
Baking sector	Count	61	3	64
	% within Sectors	95.3%	4.7%	100.0%
Telecommunication organization	Count	63	1	64
	% within Sectors	98.4%	1.6%	100.0%
Multinational Enterprises	Count	73	7	80
	% within Sectors	91.2%	8.8%	100.0%
Non banking financial Institutes	Count	38	2	40
	% within Sectors	95.0%	5.0%	100.0%
Textile Sector	Count	15	1	16
	% within Sectors	93.8%	6.2%	100.0%
Tannery Sector	Count	8	0	8
	% within Sectors	100.0%	.0%	100.0%
NGOs	Count	16	0	16
	% within Sectors	100.0%	.0%	100.0%
Jute Sector	Count	16	0	16
	% within Sectors	100.0%	.0%	100.0%
Ceramic Sector	Count	8	0	8
	% within Sectors	100.0%	.0%	100.0%
Pharmaceutical	Count	16	0	16

Enterprises	% within Sectors	100.0%	.0%	100.0%
Insurance Sectors	Count	24	0	24
	% within Sectors	100.0%	.0%	100.0%
Real State and Service	Count	32	0	32
	% within Sectors	100.0%	.0%	100.0%
Total	Count		370	14
	% within Sectors		96.4%	3.6%

Source : Primary data

Bar Chart

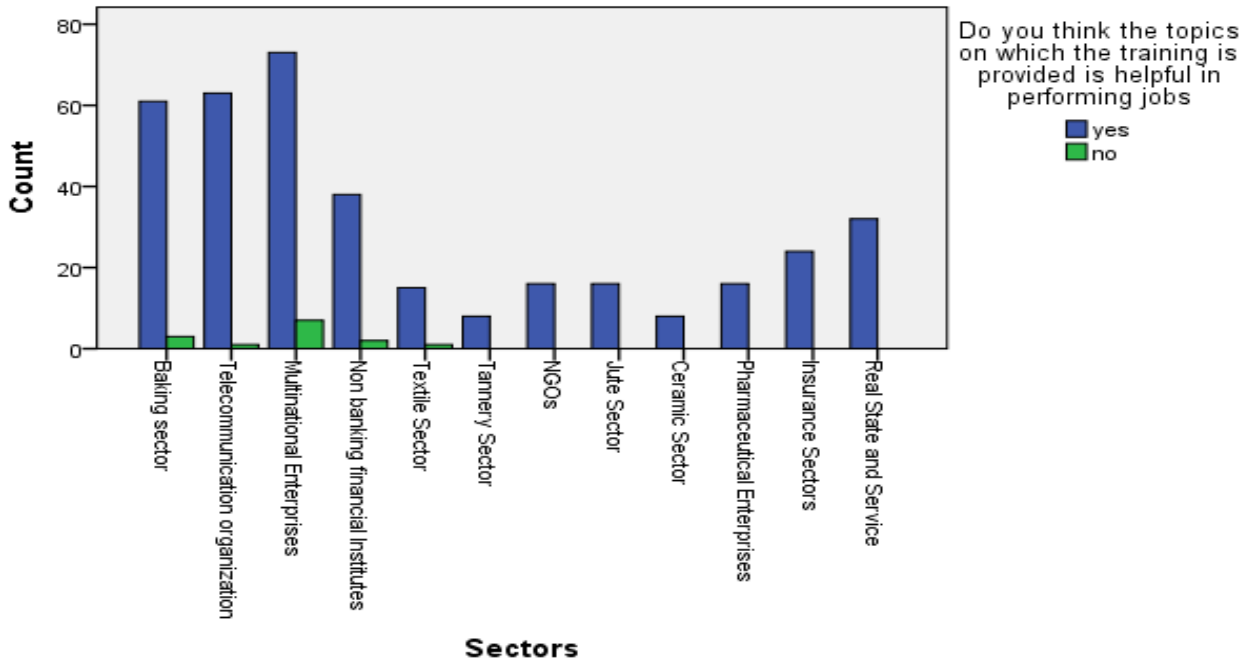


Figure 5.2.18

Assessment of the training topics helpful or not for performing jobs

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.980 ^a	11	.365
Likelihood Ratio	14.850	11	.189
Linear-by-Linear Association	4.374	1	.036
N of Valid Cases	384		

a. 12 cells (50.0%) have expected count less than 5. The minimum expected count is .29.

Data Interpretation

Without any doubt we can conclude that, the topic on which the training is provided is helpful in performing jobs. In this matter every organization of all sectors does not differ significantly. Beside these in 8.8% organizations of Multinational Sector employees think that the training is provided is not helpful.

5.2.19 Assessment of the way of training is effective for learning:

Table 5.2.19

Assessment of the way of training is effective for learning:

Cross tab				
Sectors		Do you think the way of giving training is effective for learning		Total
		yes	no	
Baking sector	Count	56	8	64
	% within Sectors	87.5%	12.5%	100.0%
Telecommunication organization	Count	60	4	64
	% within Sectors	93.8%	6.2%	100.0%
Multinational Enterprises	Count	79	1	80
	% within Sectors	98.8%	1.2%	100.0%
Non banking financial Institutes	Count	33	7	40
	% within Sectors	82.5%	17.5%	100.0%
Textile Sector	Count	15	1	16
	% within Sectors	93.8%	6.2%	100.0%

Tannery Sector	Count	8	0	8
	% within Sectors	100.0%	.0%	100.0%
NGOs	Count	16	0	16
	% within Sectors	100.0%	.0%	100.0%
Jute Sector	Count	16	0	16
	% within Sectors	100.0%	.0%	100.0%
Ceramic Sector	Count	7	1	8
	% within Sectors	87.5%	12.5%	100.0%
Pharmaceutical Enterprises	Count	16	0	16
	% within Sectors	100.0%	.0%	100.0%
Insurance Sectors	Count	24	0	24
	% within Sectors	100.0%	.0%	100.0%
Real State and Service	Count	32	0	32
	% within Sectors	100.0%	.0%	100.0%
Total		Count	362	22
		% within Sectors	94.3%	5.7%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.191 ^a	11	.006
Likelihood Ratio	29.026	11	.002
Linear-by-Linear Association	7.117	1	.008
N of Valid Cases	384		
a. 12 cells (50.0%) have expected count less than 5. The minimum expected count is .46.			

Data Interpretation

We can say that training is effective for learning. But it is not equally considered in all sectors' organizations. In 17.5% Non-banking financial sectors employees think that the way of giving training is not effective for learning.

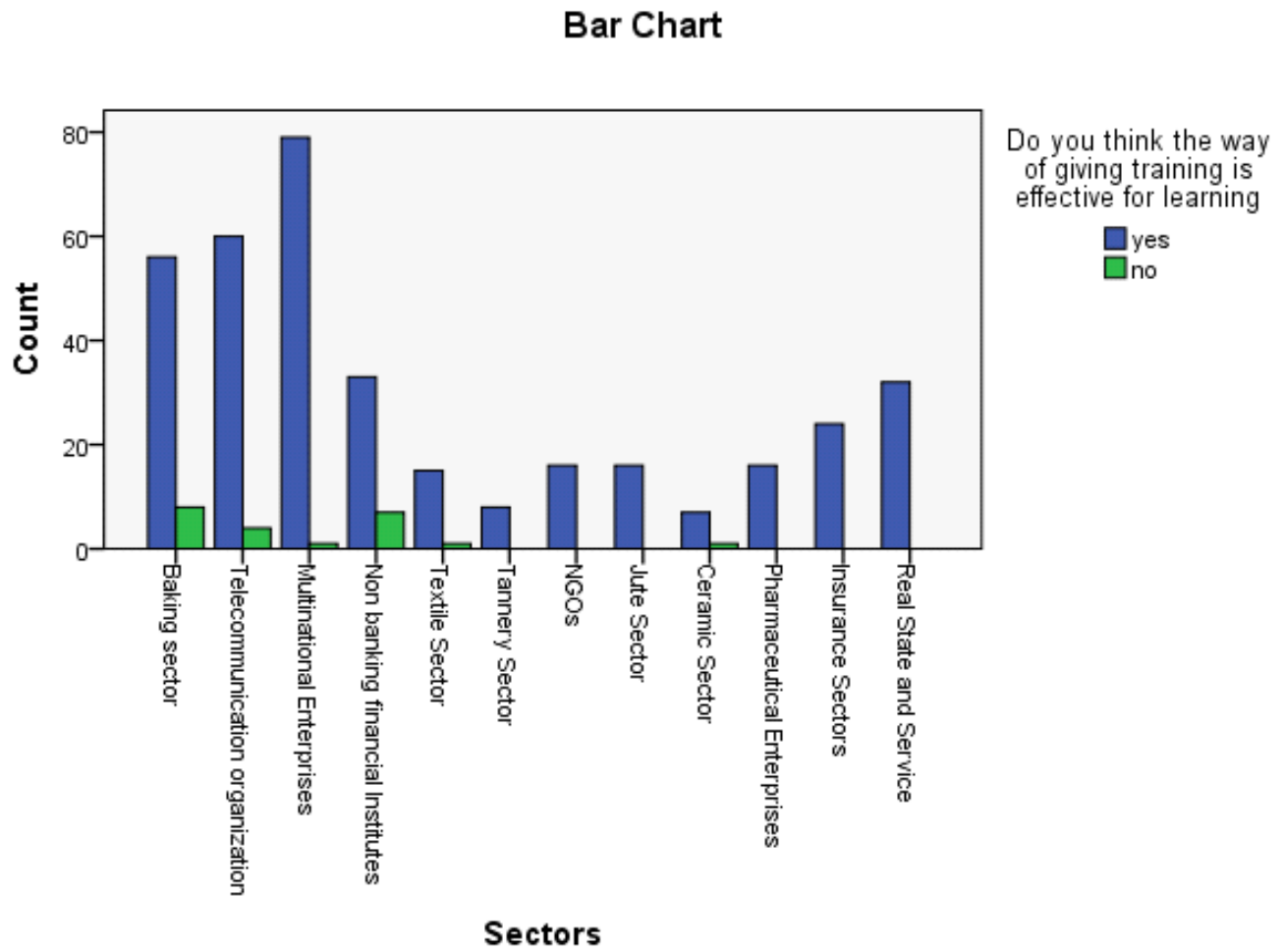


Figure 5.2.19

Assessment of the way of training is effective for learning

5.2.20 Identification of training requirement before or after starting work

Table 5.2.20

Identification of training requirement before starting or after doing work

Cross tab				
Sectors		Do you think training is required before starting work or training is required after job starts		Total
		training first then start work	pre service or on the job training	
Baking sector	Count	25	39	64
	% within Sectors	39.1%	60.9%	100.0%
Telecommunication organization	Count	36	28	64
	% within Sectors	56.2%	43.8%	100.0%
Multinational Enterprises	Count	48	32	80
	% within Sectors	60.0%	40.0%	100.0%
Non banking financial Institutes	Count	22	18	40
	% within Sectors	55.0%	45.0%	100.0%
Textile Sector	Count	0	16	16
	% within Sectors	.0%	100.0%	100.0%
Tannery Sector	Count	6	2	8
	% within Sectors	75.0%	25.0%	100.0%
NGOs	Count	8	8	16
	% within Sectors	50.0%	50.0%	100.0%
Jute Sector	Count	8	8	16
	% within Sectors	50.0%	50.0%	100.0%
Ceramic Sector	Count	4	4	8
	% within Sectors	50.0%	50.0%	100.0%
Pharmaceutical Enterprises	Count	4	12	16
	% within Sectors	25.0%	75.0%	100.0%
Insurance Sectors	Count	23	1	24
	% within Sectors	95.8%	4.2%	100.0%
Real State and Service	Count	10	22	32
	% within Sectors	31.2%	68.8%	100.0%
Total		Count	194	190
		% within Sectors	50.5%	49.5%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	54.293 ^a	11	.000
Likelihood Ratio	65.700	11	.000
Linear-by-Linear Association	.015	1	.902
N of Valid Cases	384		

a. 4 cells (16.7%) have expected count less than 5. The minimum expected count is 3.96.

Bar Chart

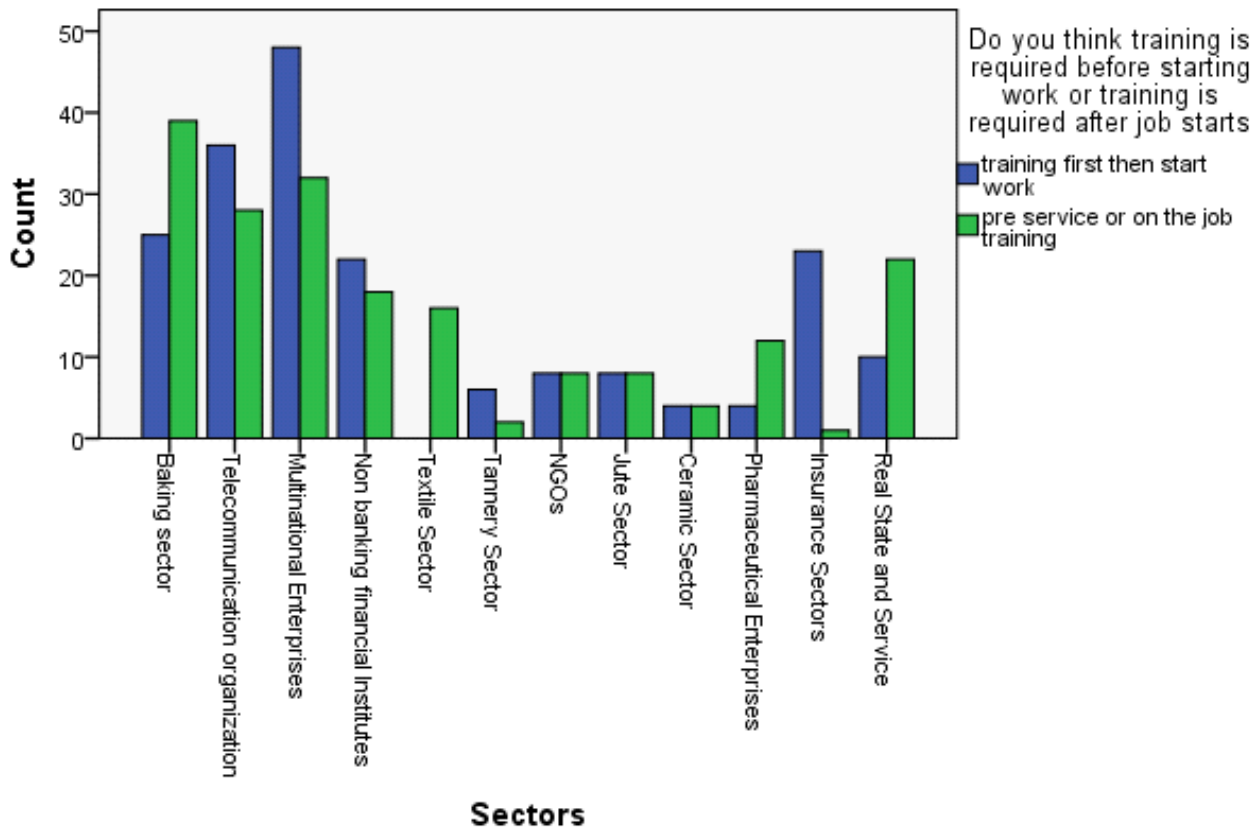


Figure 5.2.20

Identification of training requirement before starting or after doing work

Data Interpretation

In Textile Sector 100% organizations think that training is required during job. In Tannery and Insurance sector most of organizations think that training is required before work start. Out of 384 organizations in 50.5% organizations, employees think that the training is required before starting work and in 49.5% organizations employees think that the training is required after job starts.

5.2.21

Measurement of the training that provided to employees is sufficient/ or not:

Table 5.2.21

Measurement of the training that provided to employees is sufficient/ or not

Cross tab					
			Is there any barrier in training and development program		Total
			yes	no	
Sectors	Baking sector	Count	36	28	64
		% within Sectors	56.2%	43.8%	100.0%
	Telecommunication organization	Count	35	29	64
		% within Sectors	54.7%	45.3%	100.0%
	Multinational Enterprises	Count	45	35	80
		% within Sectors	56.2%	43.8%	100.0%
	Non banking financial Institutes	Count	24	16	40
		% within Sectors	60.0%	40.0%	100.0%
	Textile Sector	Count	8	8	16
		% within Sectors	50.0%	50.0%	100.0%
	Tannery Sector	Count	0	8	8
		% within Sectors	.0%	100.0%	100.0%
	NGOs	Count	8	8	16
		% within Sectors	50.0%	50.0%	100.0%
	Jute Sector	Count	16	0	16
		% within Sectors	100.0%	.0%	100.0%
	Ceramic Sector	Count	3	5	8
		% within Sectors	37.5%	62.5%	100.0%

Pharmaceutical Enterprises	Count	5	11	16
	% within Sectors	31.2%	68.8%	100.0%
Insurance Sectors	Count	11	13	24
	% within Sectors	45.8%	54.2%	100.0%
Real State and Service	Count	17	15	32
	% within Sectors	53.1%	46.9%	100.0%
Total	Count	208	176	384
	% within Sectors	54.2%	45.8%	100.0%
Chi-Square Tests				
	Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	50.182 ^a	11	.000	
Likelihood Ratio	58.730	11	.000	
Linear-by-Linear Association	21.308	1	.000	
N of Valid Cases	384			
a. 4 cells (16.7%) have expected count less than 5. The minimum expected count is 3.15.				

Data Interpretation

In above table the highlighted cells show that “the training that provided to employees is sufficient” does not differ significantly. So in these sectors organizations should organize more efficient and better training program. But in Ceramic and Tannery Sector 100% organizations provide efficient training to their employees.

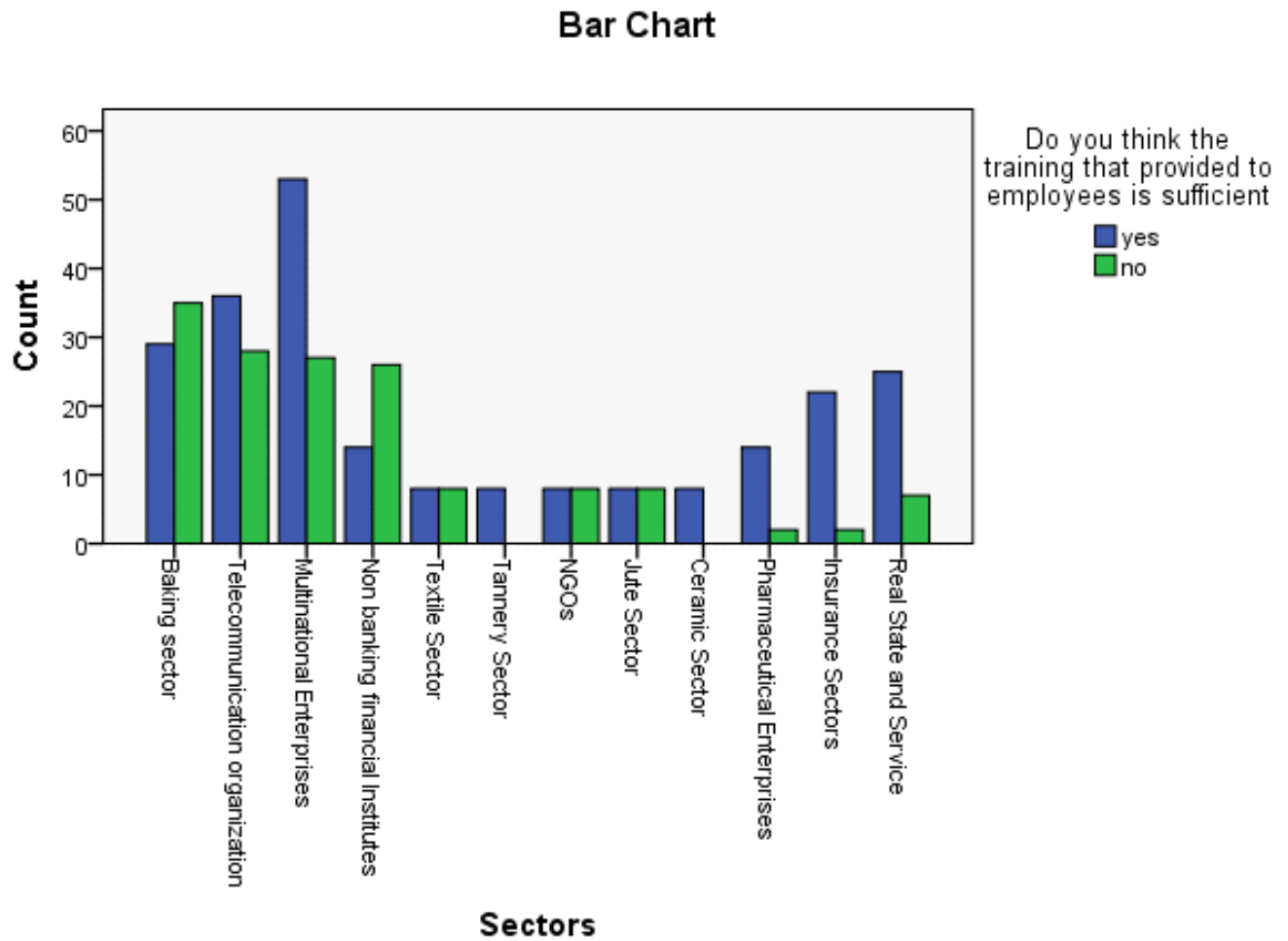


Figure 5.2.21

Measurement of the training that provided to employees is sufficient/ or not

5.2.22 Sector wise Identification of barriers in training and development program:

Table 5.2.22
Identification of barriers in training and development program

Cross tab					
			Is there any barrier in training and development program		Total
			yes	no	
Sectors	Baking sector	Count	36	28	64
		% within Sectors	56.2%	43.8%	100.0%
	Telecommunication organization	Count	35	29	64
		% within Sectors	54.7%	45.3%	100.0%
	Multinational Enterprises	Count	45	35	80
		% within Sectors	56.2%	43.8%	100.0%
	Non banking financial Institutes	Count	24	16	40
		% within Sectors	60.0%	40.0%	100.0%
	Textile Sector	Count	8	8	16
		% within Sectors	50.0%	50.0%	100.0%
	Tannery Sector	Count	0	8	8
		% within Sectors	0%	100.0%	100.0%
	NGOs	Count	8	8	16
		% within Sectors	50.0%	50.0%	100.0%
	Jute Sector	Count	16	0	16
		% within Sectors	100.0%	.0%	100.0%
	Ceramic Sector	Count	3	5	8
		% within Sectors	37.5%	62.5%	100.0%
	Pharmaceutical Enterprises	Count	5	11	16
		% within Sectors	31.2%	68.8%	100.0%
Insurance Sectors	Count	11	13	24	
	% within Sectors	45.8%	54.2%	100.0%	
Real State and Service	Count	17	15	32	
	% within Sectors	53.1%	46.9%	100.0%	
Total	Count	208	176	384	
	% within Sectors	54.2%	45.8%	100.0%	

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.989 ^a	11	.002
Likelihood Ratio	38.135	11	.000
Linear-by-Linear Association	.889	1	.346
N of Valid Cases	384		

a. 4 cells (16.7%) have expected count less than 5. The minimum expected count is 3.67.

Bar Chart

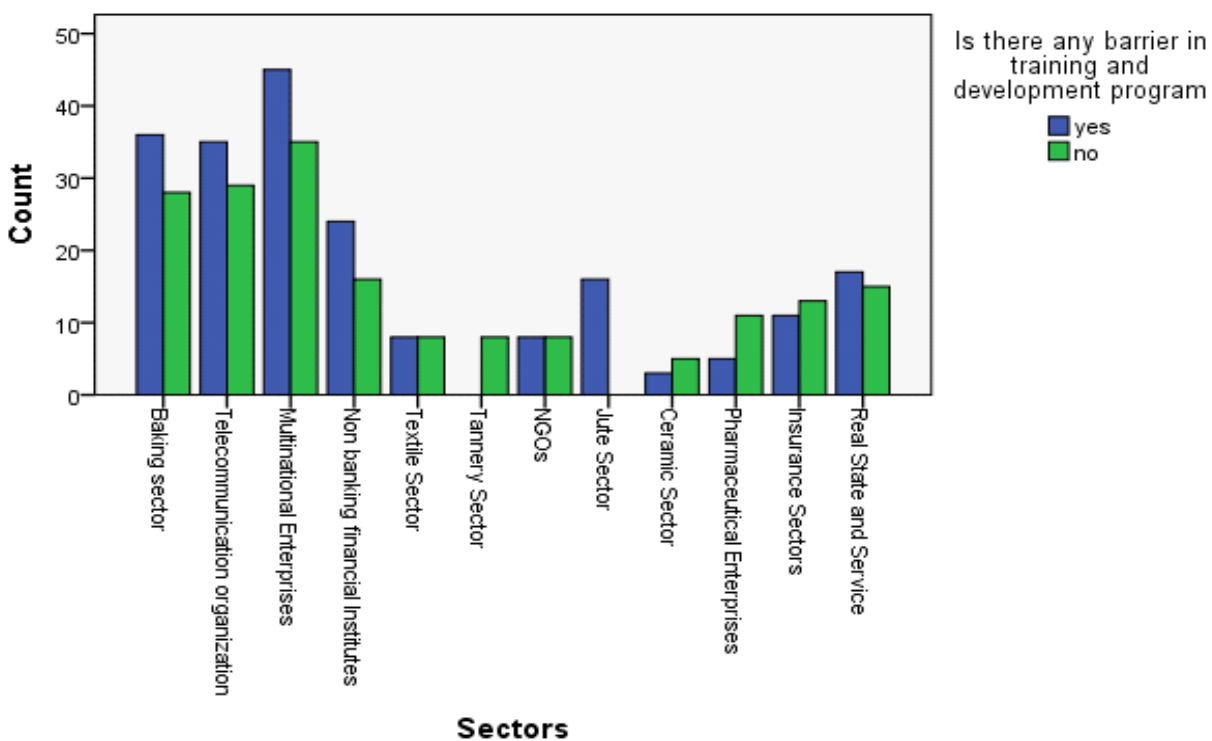


Figure 5.2.22. Identification of barriers in training and development program

Data Interpretation

In Jute sector there is 100% barrier in training and development program. Moreover in all sectors, near to 50% organizations have barriers in training and development program. But in Tannery sector there is supposed to be no barrier in training and development program. So proper steps should be taken to remove barriers.

5.2.23 Identification of the methods used for evaluation of employee development:

Table 5.2.23

Identification of the methods for evaluation of employee development

Cross tab						
Sectors		Which method are used for evaluation of employee development				Total
		Direct report	Records	Observation	Short questionnaire and interview	
Banking sector	Count	14	9	26	15	64
	% within Sectors	21.9%	14.1%	40.6%	23.4%	100.0%
Telecommunication organization	Count	34	15	10	5	64
	% within Sectors	53.1%	23.4%	15.6%	7.8%	100.0%
Multinational Enterprises	Count	52	12	13	3	80
	% within Sectors	65.0%	15.0%	16.2%	3.8%	100.0%
Non banking financial Institutes	Count	15	9	5	11	40
	% within Sectors	37.5%	22.5%	12.5%	27.5%	100.0%
Textile Sector	Count	0	0	8	8	16
	% within Sectors	.0%	.0%	50.0%	50.0%	100.0%
Tannery Sector	Count	0	0	0	8	8
	% within Sectors	.0%	.0%	.0%	100.0%	100.0%
NGOs	Count	0	0	16	0	16
	% within Sectors	.0%	.0%	100.0%	.0%	100.0%
Jute Sector	Count	8	0	0	8	16
	% within Sectors	50.0%	.0%	.0%	50.0%	100.0%
Ceramic	Count	2	0	5	1	8

Sector	% within Sectors	25.0%	.0%	62.5%	12.5%	100.0%
Pharmaceutica	Count	2	0	6	8	16
l Enterprises	% within Sectors	12.5%	.0%	37.5%	50.0%	100.0%
Insurance	Count	7	11	3	3	24
Sectors	% within Sectors	29.2%	45.8%	12.5%	12.5%	100.0%
Real State and	Count	2	3	23	4	32
Service	% within Sectors	6.2%	9.4%	71.9%	12.5%	100.0%
Total	Count	136	59	115	74	384
	% within Sectors	35.4%	15.4%	29.9%	19.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.335E2 ^a	33	.000
Likelihood Ratio	237.800	33	.000
Linear-by-Linear Association	19.356	1	.000
N of Valid Cases	384		
a. 23 cells (47.9%) have expected count less than 5. The minimum expected count is 1.23.			

Data Interpretation

From the data exhibited in the above tables , it can be interpreted that different organizations use different method for evaluation of employee development. All organizations in Tannery sector use “Short questionnaire and interview” method for evaluation and all organizations in NGO sector use “Observation” method for evaluation. “Direct Report” method is used in 65% organizations in Multinational sector.

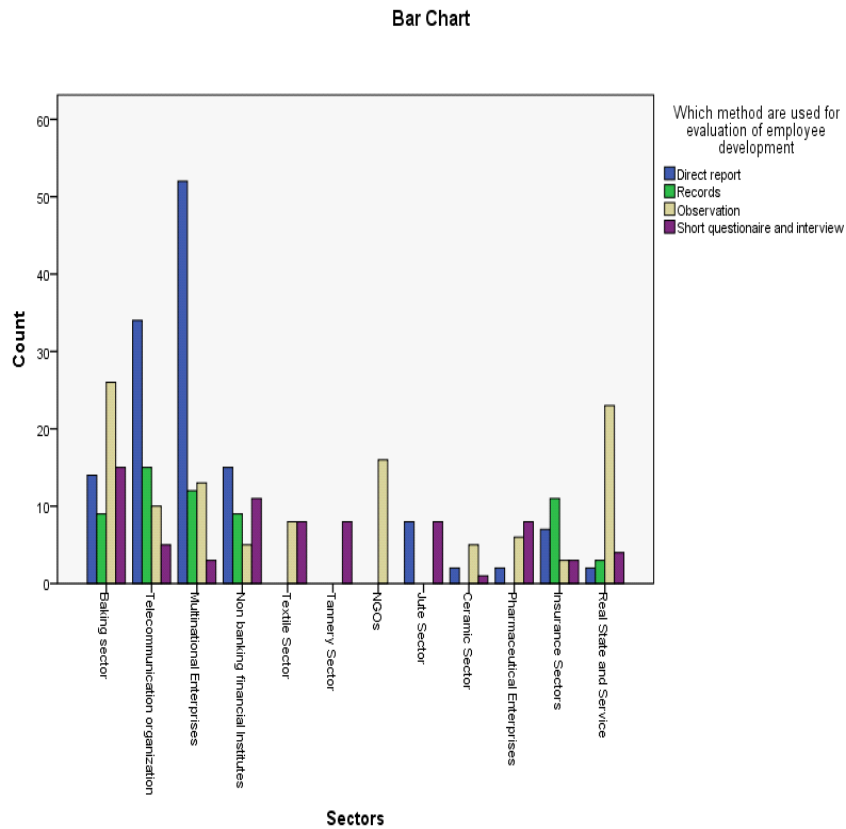


Figure 5.2.23

Identification of the methods for evaluation of employee development

5.3: Training and development practices in public and private enterprises

Table 5.3

Training and development practices in public and private enterprises

		Public vs Private		
		No. of Organization	Percent	Cumulative Percent
Valid	Public	32	8.3	8.3
	Private	352	91.7	100.0
	Total	384	100.0	

Data Interpretation

From the table, it is found that 32 of the selected public organizations use training and development practices, and 352 private organizations use training and development practices. In this study there are 32(8.3%) Public organizations and 352(91.7%) private organizations. Cumulative percentage shows the total percentage of both public and private organizations (8.3%+91.7%=100%).

5.3.1. Issues considered in assessing training needs of the selected public and private enterprises:

Table 5.3.1.

Issues considered in assessing training needs of the selected public and private enterprises:

Cross tab							
		Issues you have consider in assessing training needs					
			Jobs skills, knowledge and ability	new technology, processes, services, market changes	organizational issues, such as mission....	If others	Total
Public vs Private	Public	Count	14	9	9	0	32
		% within Public vs Private	43.8%	28.1%	28.1%	.0%	100.0%
	Private	Count	221	101	29	1	352
		% within Public vs Private	62.8%	28.7%	8.2%	.3%	100.0%
Total		Count	235	110	38	1	384
		% within Public vs Private	61.2%	28.6%	9.9%	.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.553 ^a	3	.004
Likelihood Ratio	10.262	3	.016
Linear-by-Linear Association	9.285	1	.002
N of Valid Cases	384		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .08.

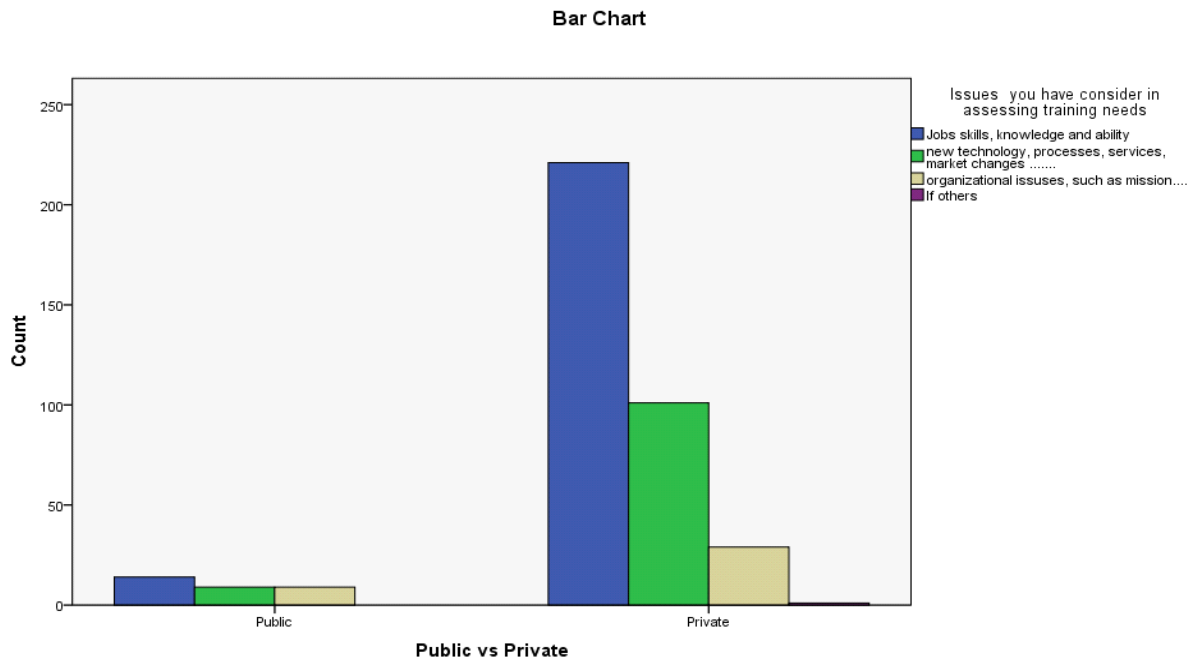


Figure 5.3.1.

Issues considered in assessing training needs of the selected public and private enterprises

Data Interpretation

From the data exhibited in the above tables, it can be interpreted that different organizations use different methods for evaluation of employee development. All organizations in Tannery sector use “Short questionnaire and interview” method for evaluation and all organizations in NGO sector use “Observation” method for evaluation. “Direct Report” method is used in 65% organizations in Multinational sector.

62.8% Private organizations consider “Jobs skills, knowledge and ability” as issue in assessing training needs. On the other hand 43.8% Public organizations consider it as issue. So there is significant difference between Private and Public in this considering issues.

5.3.2 Process for assessing the organization's (immediate and future) training needs and individual development needs:

Table 5.3.2
Assessment of training needs in the selected public and private sectors

Cross tab					
			Process for assessing the organization's (immediate and future) training needs and individual development needs		
			yes	no	Total
Public vs Private	Public	Count	20	12	32
		% within Public vs Private	62.5%	37.5%	100.0%
	Private	Count	274	78	352
		% within Public vs Private	77.8%	22.2%	100.0%
Total		Count	294	90	384
		% within Public vs Private	76.6%	23.4%	100.0%

Source : Primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.847 ^a	1	.050		
Continuity Correction ^b	3.040	1	.081		
Likelihood Ratio	3.487	1	.062		
Fisher's Exact Test				.078	.045
Linear-by-Linear Association	3.837	1	.050		
N of Valid Cases	384				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.50.					
b. Computed only for a 2x2 table					

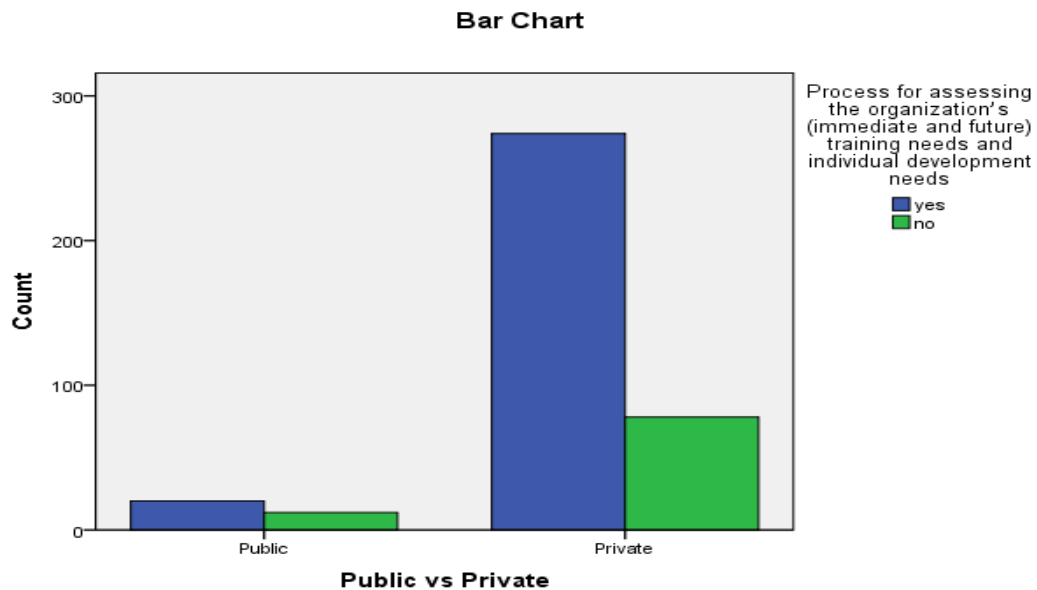


Figure 5.3.2
Assessment of training needs in the selected public and private sectors

Data Interpretation

From the data exhibited in the above tables , it can be interpreted that “Process for assessing the organization’s (immediate and future) training needs and individual development needs” vary significantly between Public and Private Organization”.

77.8% private organizations have process for assessing the organization’s (immediate and future) training needs and individual development needs. On the other hand, this percentage is 62.5% for public enterprises.

5.3.3 Identification of priority training needs(Public Vs Private enterprises) :

Table 5.3.3
Identification of priority training needs

Cross tab								
			How do you identify priority training needs					
			Job analysis and job description	questionnaire	Interview	Observation	Performance Appraisal	Total
Public vs Private	Public	Count	12	8	0	5	7	32
		% within Public vs Private	37.5%	25.0%	.0%	15.6%	21.9%	100.0%
	Private	Count	157	63	8	35	89	352
		% within Public vs Private	44.6%	17.9%	2.3%	9.9%	25.3%	100.0%
Total		Count	169	71	8	40	96	384
		% within Public vs Private	44.0%	18.5%	2.1%	10.4%	25.0%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.909 ^a	4	.573
Likelihood Ratio	3.412	4	.491
Linear-by-Linear Association	.037	1	.848
N of Valid Cases	384		
a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is .67.			

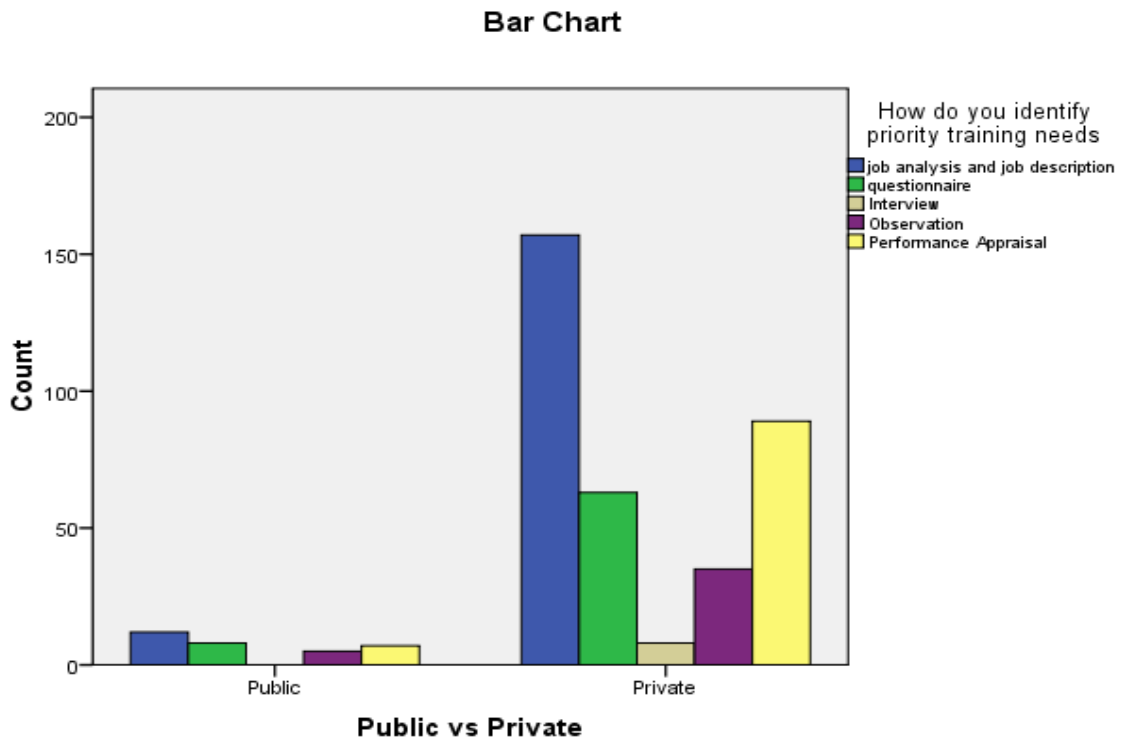


Figure 5.3.3
Identification of priority training needs

Data Interpretation

From the data exhibited in the above tables , it can be interpreted that 37.5% Pubic organizations identify priority of training needs through “Job analysis and job description” and in Private it is 44.6%. From Chi-Square test it is shown that there is no significant difference between public and private sector in identifying priority training needs. Both in public and private group needs are largely assessed by “Group meeting and discussion”.

5.3.4 Techniques used for assessing group needs:

Table 5.3.4 .
Techniques used for assessing group needs

Cross tab								
			Which of the following techniques are used for assessing group needs					
			Group meeting and discussion	Group project	Case method	Business game	others	Total
Public vs Private	Public	Count	25	3	3	1	0	32
		% within Public vs Private	78.1%	9.4%	9.4%	3.1%	.0%	100.0%
	Private	Count	315	16	11	5	5	352
		% within Public vs Private	89.5%	4.5%	3.1%	1.4%	1.4%	100.0%
Total		Count	340	19	14	6	5	384
		% within Public vs Private	88.5%	4.9%	3.6%	1.6%	1.3%	100.0%

Source : Primary Data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.953 ^a	4	.203
Likelihood Ratio	5.142	4	.273
Linear-by-Linear Association	1.660	1	.198
N of Valid Cases	384		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .42.

Data Interpretation

From the data exhibited in the above tables , it can be interpreted that both in Public and Private group needs are largely assessed by “Group meeting and discussion”. Difference is not significant. 75% of the selected public organizations agree to use “Analysis of future trend and opportunities” for assessing organizational needs. On the other hand, 58.2% private organizations agree to use “Analysis of future records and reports”. The difference is significant between public and private enterprises.

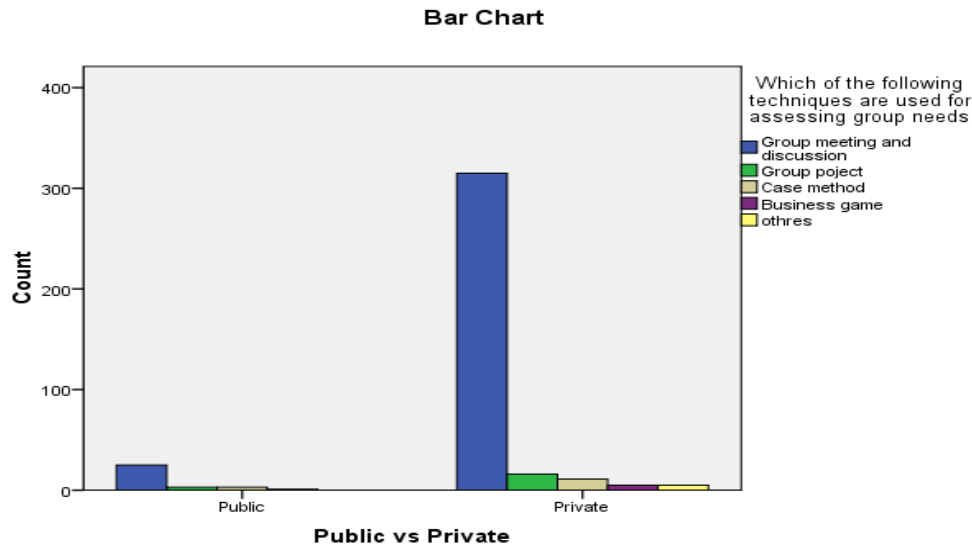


Figure 5.3.4 .
Techniques used for assessing group needs

5.3.5 Which methods/ techniques used for assessing organizational needs:

Table 5.3.5
Methods used for assessing Organizational needs

Cross tab								
			Which methods/ techniques should be used for assessing organizational needs					
			Analysis of future records and reports	Analysis of future trend and opportunities	inter firm compare	Attitude surveys	Others	Total
Public vs Private	Public	Count	7	24	0	1	0	32
		% within Public vs Private	21.9%	75.0%	.0%	3.1%	.0%	100.0%
	Private	Count	205	116	15	15	1	352
		% within Public vs Private	58.2%	33.0%	4.3%	4.3%	.3%	100.0%
Total		Count	212	140	15	16	1	384
		% within Public vs Private	55.2%	36.5%	3.9%	4.2%	.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.795 ^a	4	.000
Likelihood Ratio	23.013	4	.000
Linear-by-Linear Association	4.072	1	.044
N of Valid Cases	384		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .08.

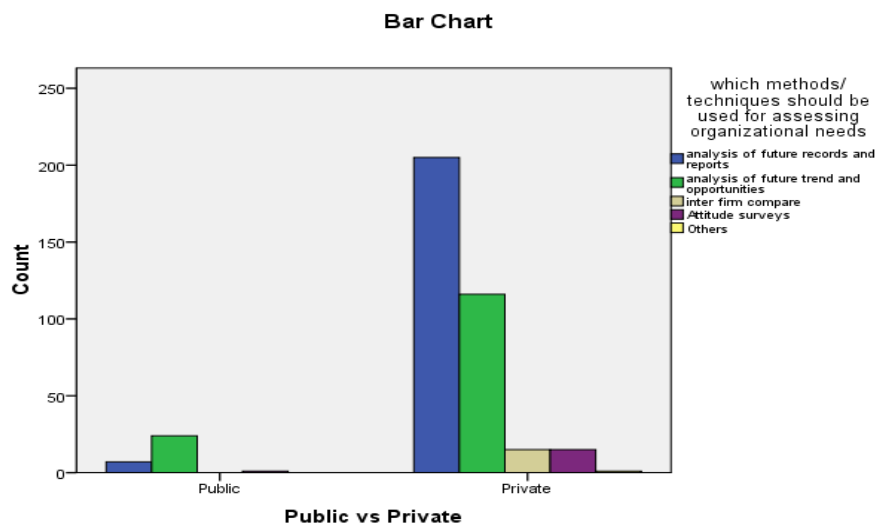


Figure 5.3.5
Methods used for assessing Organizational needs

Data Interpretation

From the data exhibited in the above tables, it can be interpreted that 75% Public organizations agree to use “Analysis of future trend and opportunities” for assessing organizational needs. On the other hand 58.2% Private organizations agree to use “Analysis of future records and reports”. The difference is significant between Public and Private enterprises.

5.3.6 Identification of MGT level for training need analysis stage is concerned:

Table : 5.3.6.
Levels of training need analysis stage for the sectors.

Cross tab						
			With which level the need analysis stage is concerned			Total
			Top level management	Middle level management	Low level management	
Public vs Private	Public	Count	5	26	1	32
		% within Public vs Private	15.6%	81.2%	3.1%	100.0%
	Private	Count	175	154	23	352
		% within Public vs Private	49.7%	43.8%	6.5%	100.0%
Total		Count	180	180	24	384
		% within Public vs Private	46.9%	46.9%	6.2%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.618a	2	.000
Likelihood Ratio	17.619	2	.000
Linear-by-Linear Association	7.521	1	.006
N of Valid Cases	384		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.00.

Data Interpretation

From the data exhibited in the above tables , it can be interpreted that 81.2% Public organizations, the need analysis stage is concerned in the “top level management” and in 49.7% private organizations; the need analysis stage is concerned in the “middle level management”. The difference is significant. 43.8% private organizations agree to concern the need analysis at the “middle level management”. The difference is significant.

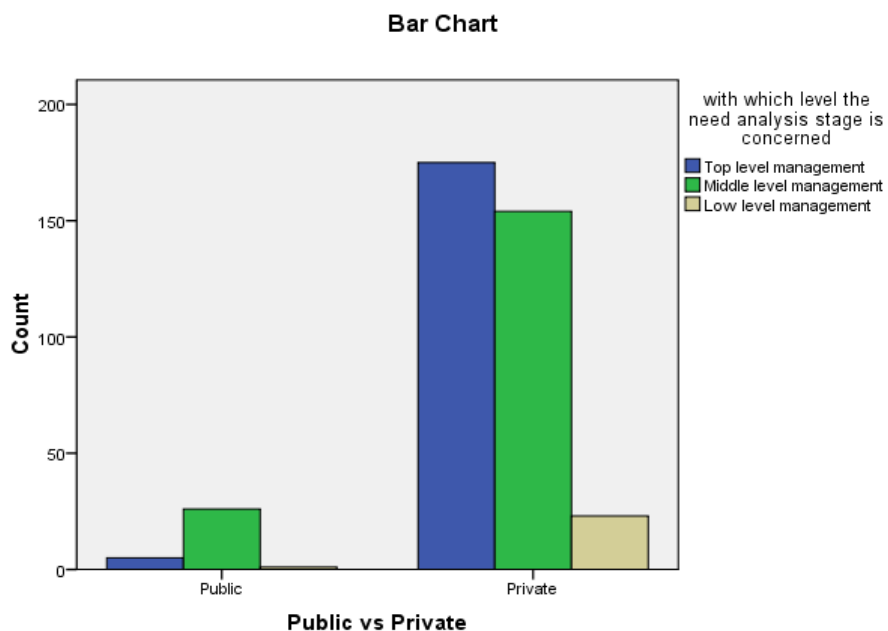


Figure : 5.3.6.
Levels of training need analysis stage for the sectors.

5.3.7 Frequently used training by the sectors (Public and private)

Table			which training is frequently used by your organization			Total
			on the job methods	off the job methods	Both	
Public vs Private	Public	Count	25	0	7	32
		% within Public vs Private	78.1%	.0%	21.9%	100.0%
	Private	Count	188	30	134	352
		% within Public	53.4%	8.5%	38.1%	100.0%
		vs Private				
Total	Count	213	30	141	384	
	% within Public vs Private	55.5%	7.8%	36.7%	100.0%	

5.3.7.

Frequently used training by public and private sectors

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.053 ^a	2	.018
Likelihood Ratio	10.539	2	.005
Linear-by-Linear Association	5.522	1	.019
N of Valid Cases	384		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.50.

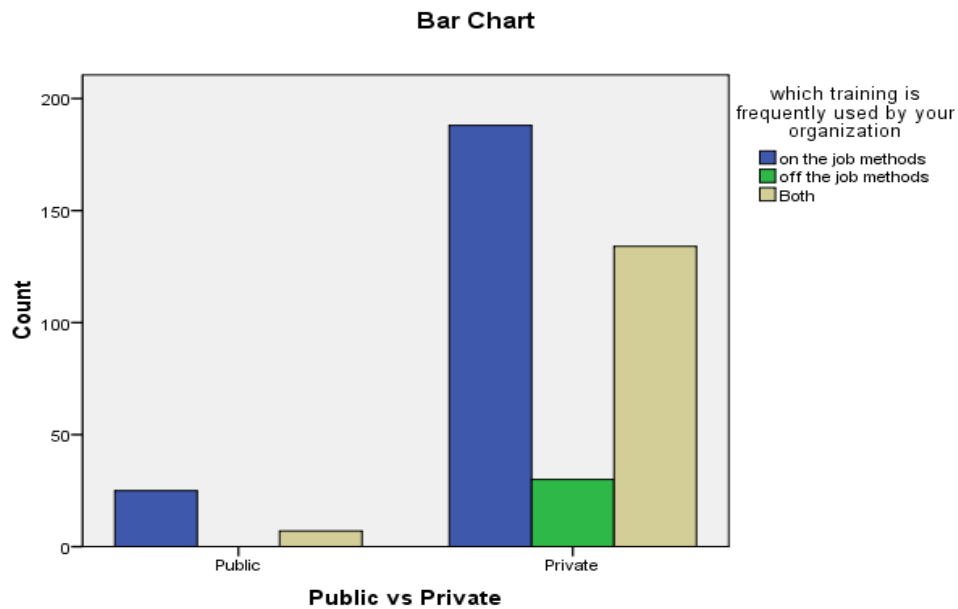


Figure 5.3.7.
Frequently used training by public and private sectors

Data Interpretation

From the data exhibited in the tables, it can be interpreted that 78.1% Public organizations frequently use “On the job methods” of training. 38.1% Private organizations use both methods. It is revealed from the study that no public organizations use “Off the job methods”. On the other hand, 8.5% Private organizations use “Off the job methods”.

5.3.8 Training opportunities the selected public and private sectors offer:

Table 5.3.8
Training opportunities the selected private and Public sectors offer

			Which of the following training opportunities do you offer							Total
			Leadership training	Executive training	Technical training	Computer training	Oversees training	In house training	Technical training	
Public vs Private	Public	Count	8	9	11	0	0	2	2	32
		% within Public vs Private	25.0%	28.1%	34.4%	.0%	.0%	6.2%	6.2%	100.0%
	Private	Count	211	71	50	1	5	13	1	352
		% within Public vs Private	59.9%	20.2%	14.2%	.3%	1.4%	3.7%	.3%	100.0%
Total		Count	219	80	61	1	5	15	3	384
		% within Public vs Private	57.0%	20.8%	15.9%	.3%	1.3%	3.9%	.8%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.084 ^a	6	.000
Likelihood Ratio	22.188	6	.001
Linear-by-Linear Association	14.493	1	.000
N of Valid Cases	384		

a. 7 cells (50.0%) have expected count less than 5. The minimum expected count is .08.

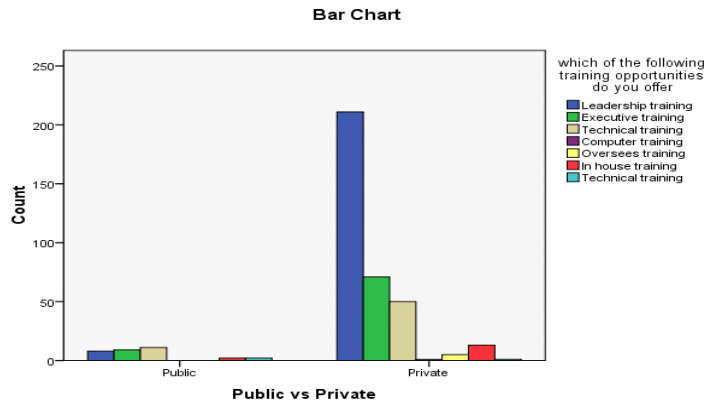


Table 5.3.8
Training opportunities the selected private and Public sectors offer

Interpretation:

From the above data it is found that 59.9% private organizations emphasize on “Leadership training”. It is found that very few public organizations emphasize on “computer training” and “oversees training”. Similarly few private organizations emphasize on these two training.

5.3.9 Are employees permitted pay for time not work while they attended training seminars outside organization

Table: 5.3.9
Are employees permitted pay for time not work while they attended training seminars outside organization

Cross tab			Are employees permitted pay for time not work while they attended training seminars outside organization				Total
			yes with pay	yes without pay	no only after work hour	no only special cases	
Public vs Private	Public	Count	29	2	1	0	32
		% within Public vs Private	90.6%	6.2%	3.1%	.0%	100.0%
	Private	Count	297	19	16	20	352
		% within Public vs Private	84.4%	5.4%	4.5%	5.7%	100.0%
Total		Count	326	21	17	20	384
		% within Public vs Private	84.9%	5.5%	4.4%	5.2%	100.0%

Assessment of permission of the employees for pay for time not work for attending training

Source : Primary data

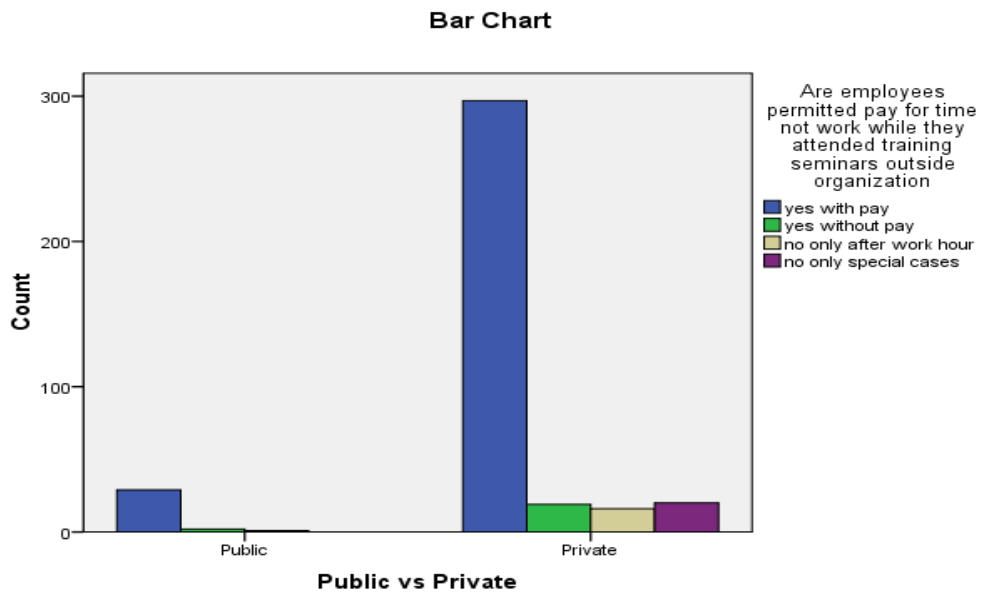


Figure : 5.3.9
Assessment of permission of the employees for pay for time not work for attending training

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.126 ^a	3	.547
Likelihood Ratio	3.798	3	.284
Linear-by-Linear Association	1.735	1	.188
N of Valid Cases	384		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.42.

Interpretation:

From data it is found that Both public and private sectors pay for time not works while employees attended training seminars outside organization. This is very positive. It will make organizations more efficient.

5.3.10 Identification of minimum training length per year:

Table 5.3.10
Identification of minimum training length per year

Cross tab			What is the minimum training length per year					Total
			no minimum	upto 8 hours	9 to 24 hours	25 to 40 hours	over 40 hours	
Public vs Private	Public	Count	13	1	8	5	5	32
		% within Public vs Private	40.6%	3.1%	25.0%	15.6%	15.6%	100.0%
	Private	Count	134	35	72	50	61	352
		% within Public vs Private	38.1%	9.9%	20.5%	14.2%	17.3%	100.0%
Total	Count	147	36	80	55	66	384	
	% within Public vs Private	38.3%	9.4%	20.8%	14.3%	17.2%	100.0%	

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.886 ^a	4	.757
Likelihood Ratio	2.337	4	.674
Linear-by-Linear Association	.000	1	.992
N of Valid Cases	384		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 3.00.

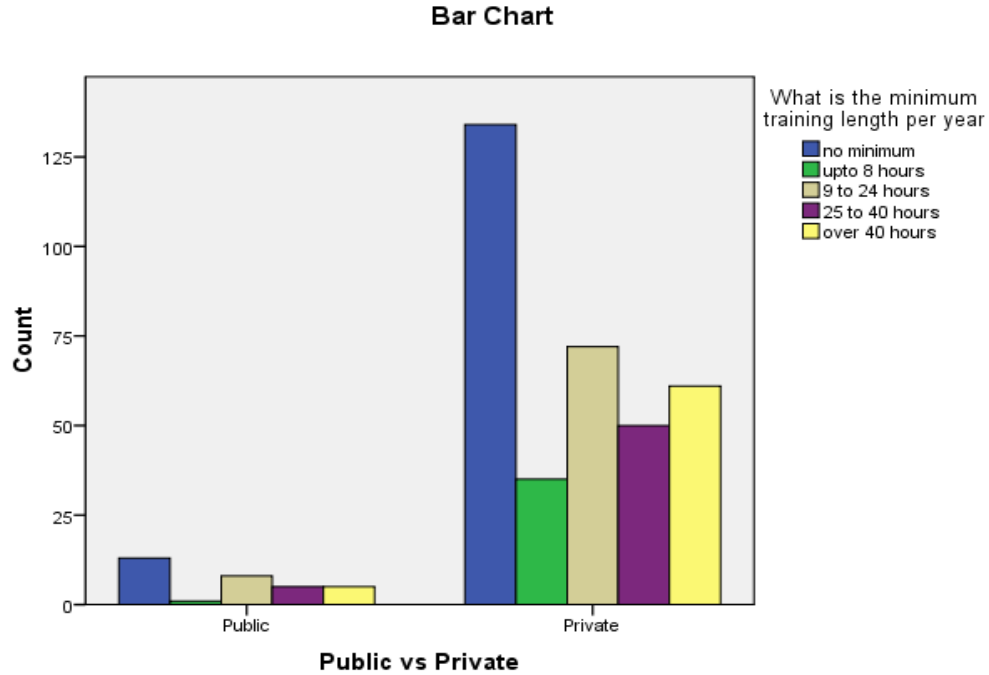


Table 5.3.10
Identification of minimum training length per year

Interpretation:

From the data exhibited in the above tables, it can be interpreted that there is a significant difference between public and private sectors in the minimum training length per year. There is no minimum training length in 40.6% public organizations and in 38.1% private organizations. There are over 40 hours training length in 15.6% and 17.3% public and private organizations respectively.

5.3.11 Identification of own training institute of the selected private and public sectors:

Table : 5.3.11
Identification of own training institute of the selected private and public sectors:

Crosstab					
				Do you have any training institute of your own	
				yes	no
Public vs Private	Public	Count	15	17	32
		% within Public vs Private	46.9%	53.1%	100.0%
	Private	Count	144	208	352
		% within Public vs Private	40.9%	59.1%	100.0%
Total		Count	159	225	384
		% within Public vs Private	41.4%	58.6%	100.0%

Source : Primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.430 ^a	1	.512		
Continuity Correction ^b	.220	1	.639		
Likelihood Ratio	.426	1	.514		
Fisher's Exact Test				.575	.317
Linear-by-Linear Association	.429	1	.512		
N of Valid Cases ^b	384				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.25.					
b. Computed only for a 2x2 table					

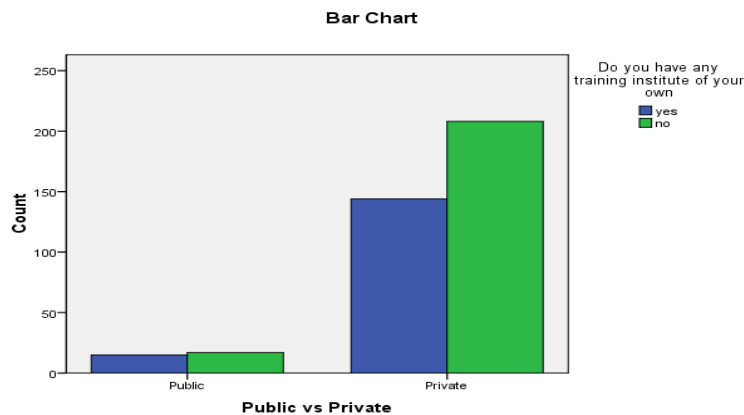


Figure 5.3.11 Identification of own training institute of the selected private and public sectors

Interpretation:

From the data exhibited in the above tables , it can be interpreted that 53.1% public organizations have no training institute of their own and 59.1% private organizations have no training institute of their own. So it should be minimized as early as possible.

5.3.12 Identification of hiring trainer from outside of the organization:

Table 5.3.12
Identification of hiring trainer from out side of the organization

Cross tab					
			Do you hire trainer from outside of the organization		Total
			yes	no	
Public vs Private	Public	Count	23	9	32
		% within Public vs Private	71.9%	28.1%	100.0%
	Private	Count	304	48	352
		% within Public vs Private	86.4%	13.6%	100.0%
Total		Count	327	57	384
		% within Public vs Private	85.2%	14.8%	100.0%

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.871 ^a	1	.027		
Continuity Correction ^b	3.793	1	.051		
Likelihood Ratio	4.119	1	.042		
Fisher's Exact Test				.037	.032
Linear-by-Linear Association	4.859	1	.028		
N of Valid Cases ^b	384				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.75.					
b. Computed only for a 2x2 table					

Interpretation:

From the data exhibited in the above tables, it can be interpreted that private organizations hire more trainers from outside of the organizations than public organizations. The difference is significant. It is

observed that private organizations (86.4%) hire more trainers from outside of the organizations than public (71.9%).

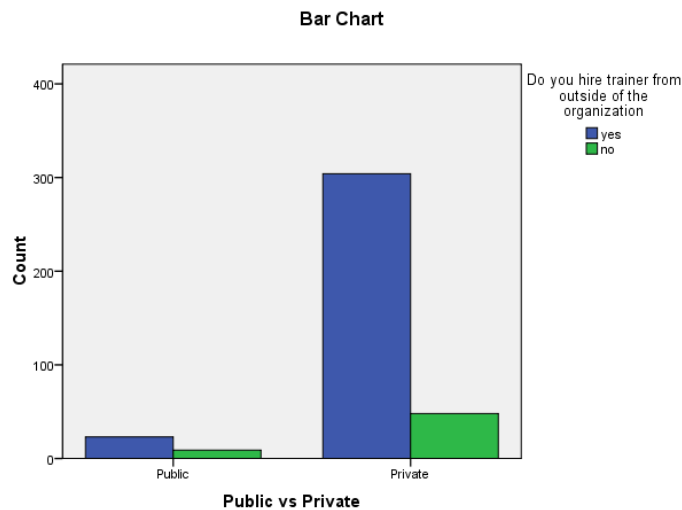


Figure 5.3.12
Identification of hiring trainer from out side of the organization

5.3.13 Identification of the facilities provide by the training period

Table 5.3.13
Identification of the facilities provide by the training period

Cross tab							
			The training period, what types of facility you provide with				Total
			Accommodation facility	Transport facility	Meal facility	Others	
Public vs Private	Public	Count	17	6	6	3	32
		% within Public vs Private	53.1%	18.8%	18.8%	9.4%	100.0%
	Private	Count	163	69	106	14	352
		% within Public vs Private	46.3%	19.6%	30.1%	4.0%	100.0%
Total		Count	180	75	112	17	384
		% within Public vs Private	46.9%	19.5%	29.2%	4.4%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.531 ^a	3	.317
Likelihood Ratio	3.264	3	.353
Linear-by-Linear Association	.172	1	.679
N of Valid Cases	384		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.42.

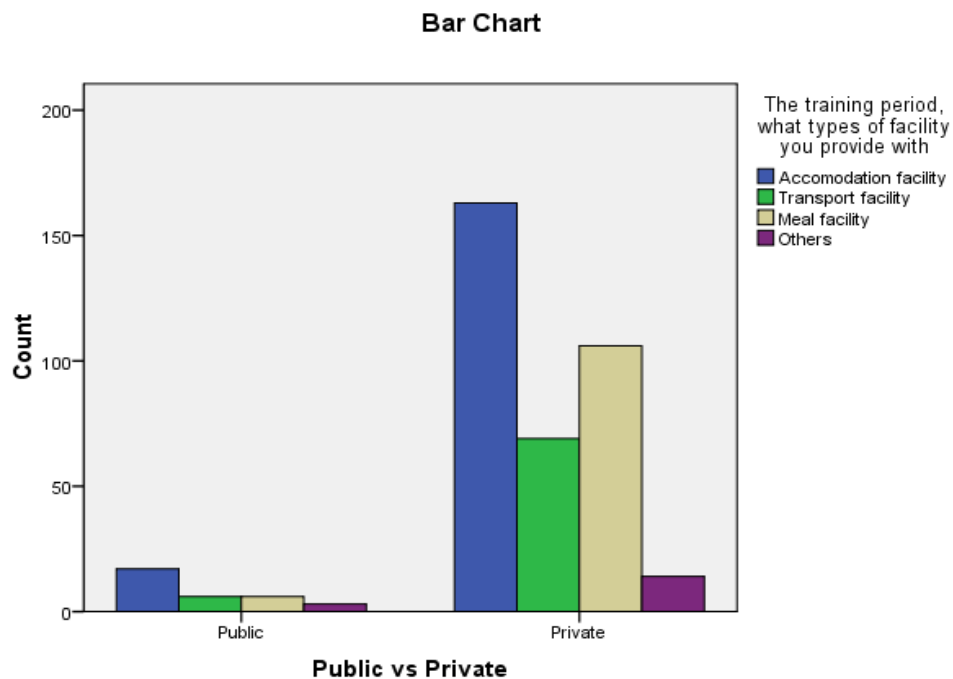


Figure 5.3.13
Identification of the facilities provide by the training period

Interpretation:

From the data exhibited in the above chart , it can be interpreted that_ there is no significant difference between public and private sectors in providing facilities during training period. Both public and private sectors provide “Accommodation facility” more compare to other facilities.

5.3.14. Identification of common format of training programs

Table 5.3.14.

Identification of common format of training programs

Cross tab							
			Common format of your training programs includes				
			Workshops	Classes	Briefings	If others	Total
Public vs Private	Public	Count	3	26	0	3	32
		% within Public vs Private	9.4%	81.2%	.0%	9.4%	100.0%
	Private	Count	260	66	25	1	352
		% within Public vs Private	73.9%	18.8%	7.1%	.3%	100.0%
Total		Count	263	92	25	4	384
		% within Public vs Private	68.5%	24.0%	6.5%	1.0%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	91.183 ^a	3	.000
Likelihood Ratio	73.431	3	.000
Linear-by-Linear Association	38.593	1	.000
N of Valid Cases	384		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .33.

Interpretation:

From the data exhibited in the above tables, it can be interpreted that 81.2% public organizations include “Class methods” as training program and 73.9% private organizations include “Workshops” as training programs. There is no public organization which includes “Briefing” as training program.

5.3.15 Assessment of the topics that emphasized in the training program:

Public organizations emphasized in all kinds of training programs and private organizations emphasized specially on “Leadership Development”.

Table 5.3.15

Assessment of the topics that emphasized in the training program

Source : Primary data

Crosstab												
			Topics that emphasized in the training program									Total
			Leadership Development	Performance management	Problem solving	Communication	Team building	Negotiation skill	Audit and corporate CSR	Customer handling etiquette	if others	
Public vs Private	Public	Count	11	7	7	0	2	0	0	4	1	32
		% within Public vs Private	34.4%	21.9%	21.9%	.0%	6.2%	.0%	.0%	12.5%	3.1%	100.0%
	Private	Count	233	73	28	9	2	3	1	3	0	352
		% within Public vs Private	66.2%	20.7%	8.0%	2.6%	.6%	.9%	.3%	.9%	.0%	100.0%
Total		Count	244	80	35	9	4	3	1	7	1	384
		% within Public vs Private	63.5%	20.8%	9.1%	2.3%	1.0%	.8%	.3%	1.8%	.3%	100.0%

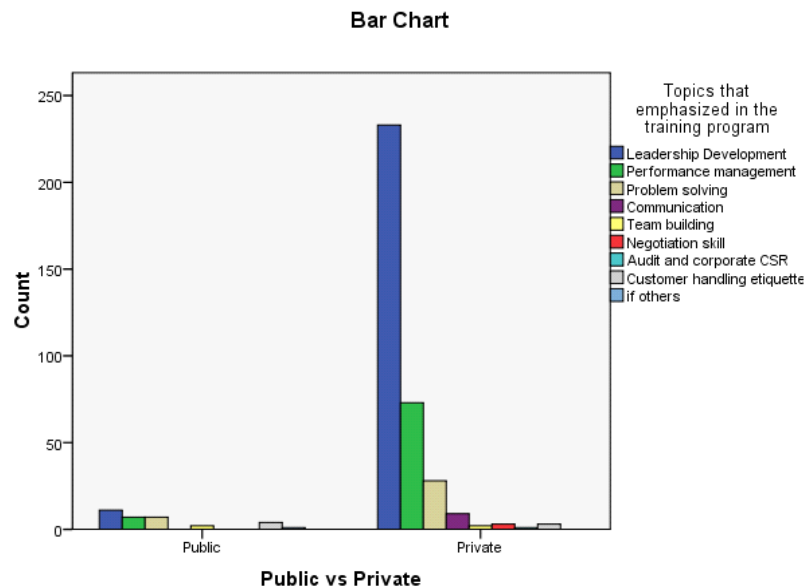


Figure 5.3.15

Assessment of the topics that emphasized in the training program

5.3.16 Identification of the criteria for developing the employees:

**Table : 5.3.16
Identification of the criteria for developing the employees**

Cross tab									
			Which criteria do you use for developing the employees						Total
			Intellectu al ability	Prior knowled ge and expertise	Motiva tion to learn	Performa nce skill	Concept ual and technica l skill	All the above	
Public vs Private	Publi c	Count	1	4	6	6	6	9	32
		% within Public vs Private	3.1%	12.5%	18.8%	18.8%	18.8%	28.1%	100.0%
	Privat e	Count	45	81	46	52	15	113	352
		% within Public vs Private	12.8%	23.0%	13.1%	14.8%	4.3%	32.1%	100.0%
Total		Count	46	85	52	58	21	122	384
		% within Public vs Private	12.0%	22.1%	13.5%	15.1%	5.5%	31.8%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.161 ^a	5	.006
Likelihood Ratio	13.252	5	.021
Linear-by-Linear Association	2.250	1	.134
N of Valid Cases	384		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.75.

Bar Chart

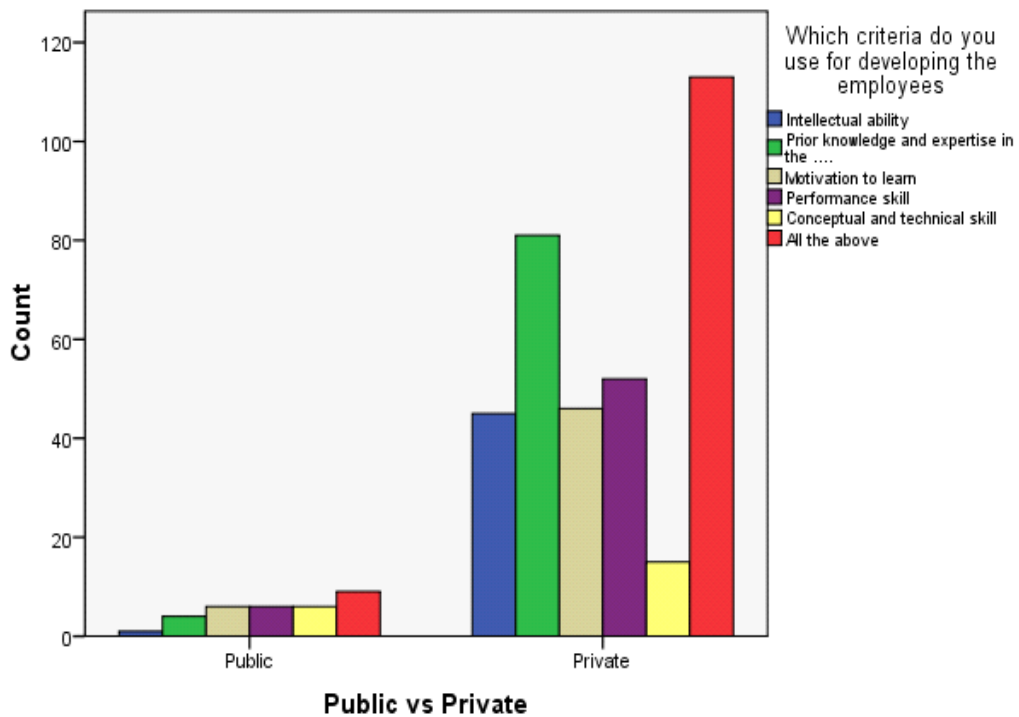


Figure: 5.3.16
Identification of the criteria for developing the employees

Interpretation:

From the data exhibited in the above tables, it can be interpreted that 28.1% public organizations use all criteria for developing the employees and private organizations use only 32.1%. Only 3.1% public organizations use “Intellectual ability” for developing the employees.

5.3.17 Identification of the way of training is effective for learning:

Table 5.3.17
Identification of the way of giving training is effective for learning

Cross tab						
				Do you think the way of giving training is effective for learning		
				yes	no	Total
Public vs Private	Public	Count	25	7	32	
		% within Public vs Private	78.1%	21.9%	100.0%	
	Private	Count	337	15	352	
		% within Public vs Private	95.7%	4.3%	100.0%	
Total		Count	362	22	384	
		% within Public vs Private	94.3%	5.7%	100.0%	

Source : primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	16.850 ^a	1	.000		
Continuity Correction ^b	13.746	1	.000		
Likelihood Ratio	10.898	1	.001		
Fisher's Exact Test				.001	.001
Linear-by-Linear Association	16.806	1	.000		
N of Valid Cases ^b	384				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.83.					
b. Computed only for a 2x2 table					

Interpretation:

Effective training for learning of private enterprises is higher than that of public enterprises. The difference is also significant. 21.9% organizations' employees think that the way of giving training is not effective for learning in public sector. So public organizations should be more sincere to give effective employee training for learning.

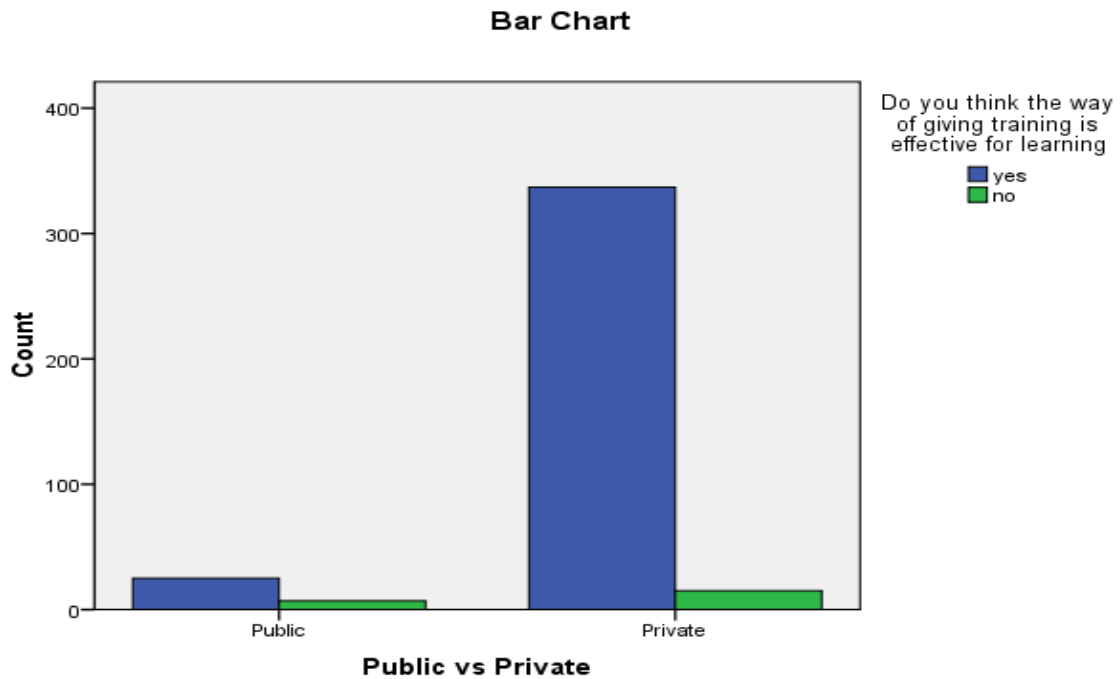


Table 5.3.17
Identification of the way of giving training is effective for learning

5.3.18 Identification the topics on which the training is provided is helpful in performing jobs:

Table 5.3.18.
Identification of the topics on which the training is provided is helpful in performing jobs:

Cross tab					
			Do you think the topics on which the training is provided is helpful in performing jobs		Total
			yes	no	
Public vs Private	Public	Count	29	3	32
		% within Public vs Private	90.6%	9.4%	100.0%
	Private	Count	341	11	352
		% within Public vs Private	96.9%	3.1%	100.0%
Total		Count	370	14	384
		% within Public vs Private	96.4%	3.6%	100.0%

Source : primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.262 ^a	1	.071		
Continuity Correction ^b	1.725	1	.189		
Likelihood Ratio	2.397	1	.122		
Fisher's Exact Test				.102	.102
Linear-by-Linear Association	3.253	1	.071		
N of Valid Cases ^b	384				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.17.					
b. Computed only for a 2x2 table					

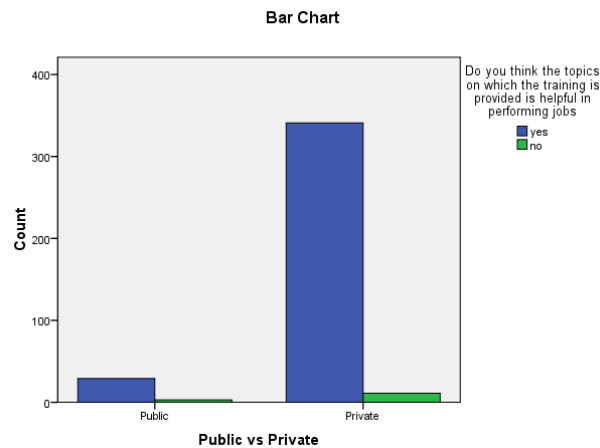


Figure 5.3.18.
Identification of the topics on which the training is provided is helpful in performing jobs:

Interpretation:

From the data exhibited in the above tables, it can be interpreted that “the topics on which the training is provided is helpful in performing jobs”-for both public and private enterprises, the answer is positive and the difference is insignificant

5.3.19 Determining the training that provided to employees is sufficient for the sectors:

**Table : 5.3.19
Determining the training that provided to employees is sufficient for the sectors**

Cross tab					
			Do you think the training that provided to employees is sufficient		Total
			yes	no	
Public vs Private	Public	Count	12	20	32
		% within Public vs Private	37.5%	62.5%	100.0%
	Private	Count	221	131	352
		% within Public vs Private	62.8%	37.2%	100.0%
Total		Count	233	151	384
		% within Public vs Private	60.7%	39.3%	100.0%

Source : Primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.859 ^a	1	.005		
Continuity Correction ^b	6.835	1	.009		
Likelihood Ratio	7.644	1	.006		
Fisher's Exact Test				.007	.005
Linear-by-Linear Association	7.839	1	.005		
N of Valid Cases ^b	384				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.58.					
b. Computed only for a 2x2 table					

From the data exhibited in the above tables, it can be interpreted that 62.5% Public organizations think that the training that provided to employees is sufficient. So there is great scope to improve training programs in public sectors. In Private sectors it is satisfactory 62%. But there are scopes of improvement.

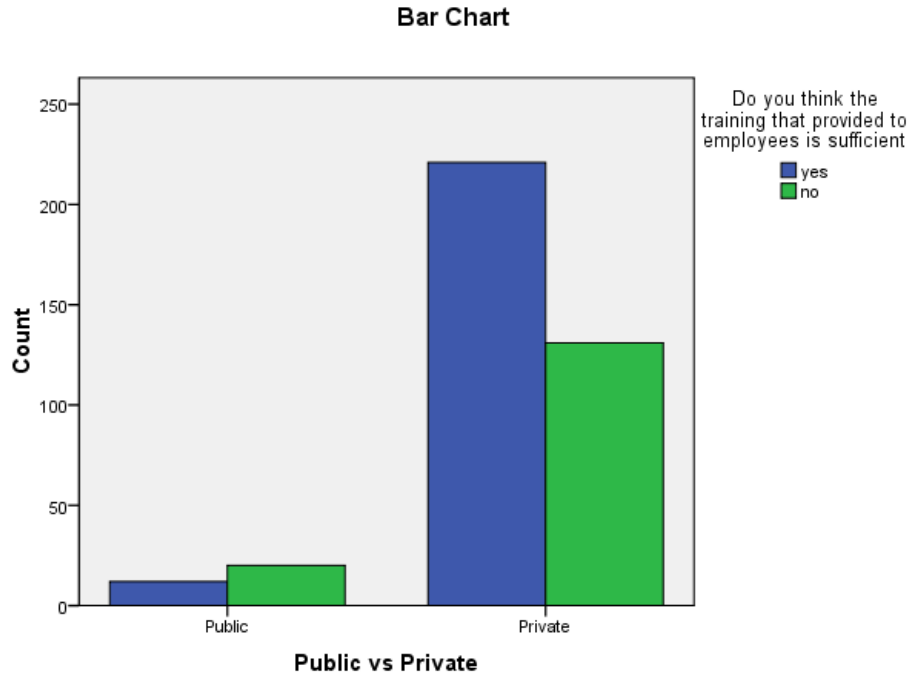


Figure : 5.3.19
Determining the training that provided to employees is sufficient for the sectors:

5.3.19 Identification of training requirement before starting work or training is required after job starts:

Table : 5.3.20
Identification of training requirement before starting work or training is required after job starts

Cross tab					
			Do you think training is required before starting work or training is required after job starts		Total
			training first then start work	pre service or on the job training	
Public vs Private	Public	Count	5	27	32
		% within Public vs Private	15.6%	84.4%	100.0%
	Private	Count	189	163	352
		% within Public vs Private	53.7%	46.3%	100.0%
Total		Count	194	190	384
		% within Public vs Private	50.5%	49.5%	100.0%

Source : Primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	17.006 ^a	1	.000		
Continuity Correction ^b	15.517	1	.000		
Likelihood Ratio	18.504	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	16.961	1	.000		
N of Valid Cases ^b	384				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.83.					
b. Computed only for a 2x2 table					

Interpretation:

From the data exhibited in the above tables, it can be interpreted that 84.4% public organizations think that training is required before starting work or training is required after job starts. In private organizations it is almost 50%.

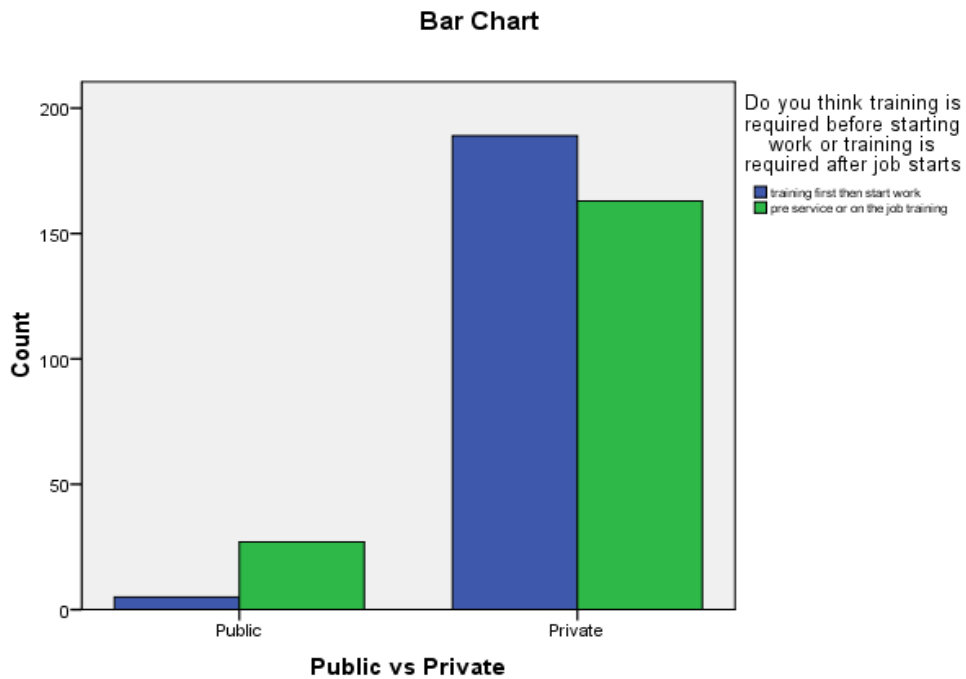


Figure : 5.3.20
Identification of training requirement before starting work or training is required after job starts

5.3.21 Determination of the methods are used for evaluation of employee development:

Table : 5.3.21
Determination of the methods are used for evaluation of employee development

Cross tab							
			Which method are used for evaluation of employee development				
			Direct report	Records	Observation	Short questionnaire and interview	Total
Public vs Private	Public	Count	3	14	7	8	32
		% within Public vs Private	9.4%	43.8%	21.9%	25.0%	100.0%
	Private	Count	133	45	108	66	352
		% within Public vs Private	37.8%	12.8%	30.7%	18.8%	100.0%
Total		Count	136	59	115	74	384
		% within Public vs Private	35.4%	15.4%	29.9%	19.3%	100.0%

Source : Primary data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.345 ^a	3	.000
Likelihood Ratio	23.369	3	.000
Linear-by-Linear Association	2.293	1	.130
N of Valid Cases	384		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.92.

Interpretation:

From the data exhibited in the above tables , it can be interpreted that 43.8% public organizations use “record method” for evaluation of employee development and 37.8% Private organizations use “direct report method ” for evaluation of employee development. 25% public organizations use “short questionnaire and interview” for evaluation of employee development

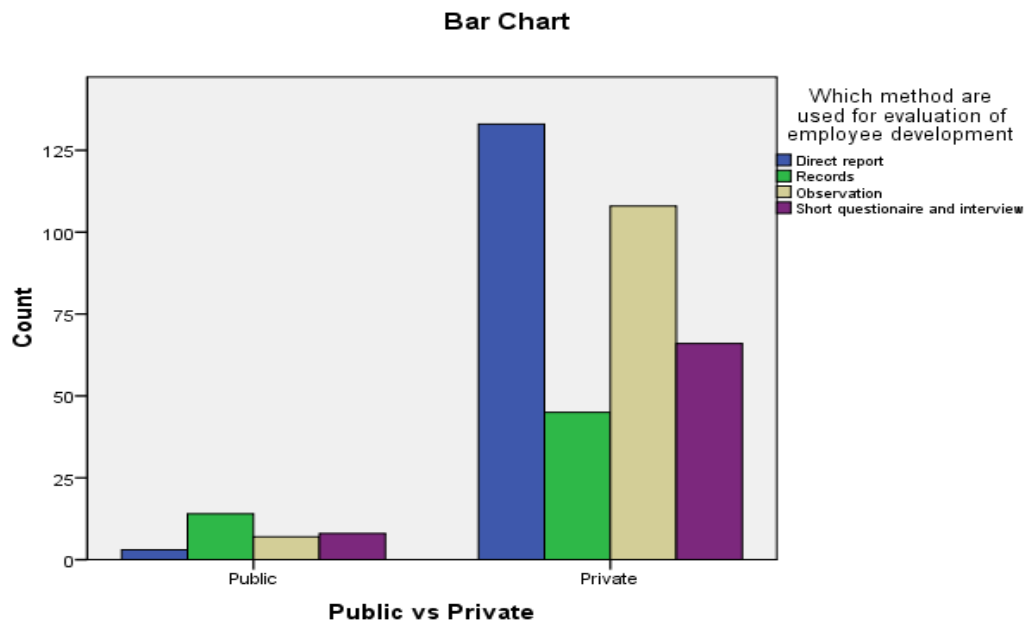


Figure : 5.3.21
Determination of the methods are used for evaluation of employee development

5.3.22 Identification of barriers in training and development program:

Table 5.3.22

Identification of barriers in training and development program

Cross tab					
			Is there any barrier in training and development program		Total
			yes	no	
Public vs Private	Public	Count	25	7	32
		% within Public vs Private	78.1%	21.9%	100.0%
	Private	Count	183	169	352
		% within Public vs Private	52.0%	48.0%	100.0%
Total		Count	208	176	384
		% within Public vs Private	54.2%	45.8%	100.0%

Source : Primary data

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.071 ^a	1	.004		
Continuity Correction ^b	7.053	1	.008		
Likelihood Ratio	8.628	1	.003		
Fisher's Exact Test				.005	.003
Linear-by-Linear Association	8.050	1	.005		
N of Valid Cases ^b	384				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.67.					
b. Computed only for a 2x2 table					

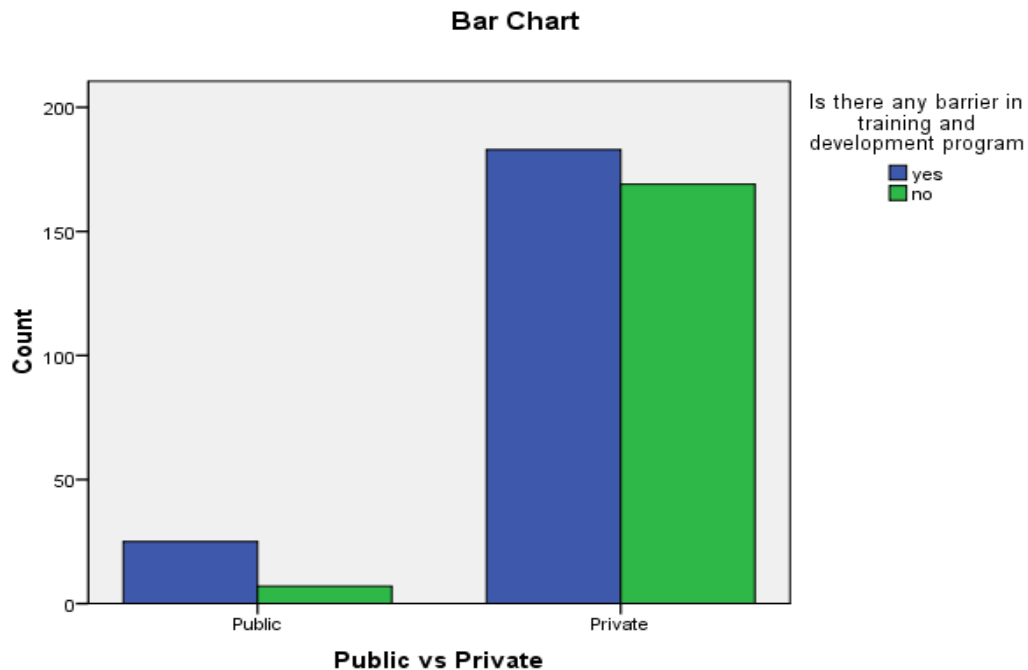


Figure 5.3.22 : Identification of barriers in training and development program

Interpretation:

From above data we can see that 78.1% public organizations have barrier in training and development program. Similarly it is not so bad in private organizations. Private organizations have very few training barriers.

5.4 Summary of Findings

As shown under the objectives, the study has been conducted to discuss the HRM practices in our country. An attempt has been made to identify the various functions human resource management system, used in the enterprises. An effort has been made to identify the pattern of human resources management system in our country. Also the research attempted to find out different employee training and development system of various Bangladeshi enterprises. By which the research has been made to identify the problems identification and need assessment of training and development practices of different enterprises.

The companies who are using training and development believe that there were many benefits of training and development. It was found that the large capital oriented companies than the small capital oriented companies practiced human resource management properly. Managers in the training and development practicing companies were more active than the managers in the enterprises who were not using training and development.

Therefore, the followings are major findings inferred from the study:

- (1) In Bangladesh, motivation is considered as an effective way for learning from training system.
- (2) After doing the survey, the researcher found that the recruitment and selection process of the banks are almost same. But some organizations use an elaborate process so that they can select the best employees and others don't follow so because of their constraints.
- (3) "Lack of willingness of the participants" was faced as constraint of effective training system.
- (4) It is inferred that cost effectiveness plays an important role in shaping the pattern of training and development program in Bangladeshi enterprises.
- (5) It is clearly exhibited from the study that, maximum sample enterprises faced constrains in employee training and development program implementation.
- (6) It is understood that, HR plan is maintained for training and development in 85% of the selected enterprises.
- (7) The opinion of the respondents was that training and development program mainly depended on cost. That is why cost and convenience factor was very much important to them.

(8) The respondents believed that trainers with expert knowledge could help the employees in personal development.

(9) It is inferred that the “The goal of the organization” plays as the most important objectives in training and development program design in Bangladesh.

(10) For individual needs-assessment techniques, interview and observation had the highest usage rate, among the enterprises. Job analysis and questionnaire had medium usage rate and performance appraisal had the minimum usage in the enterprises.

(11) Regarding the methods for training and development, it was found that lecture, group discussion and on the job training had highest usage rate in the enterprises. Case study and degree & certification program had medium usage rates respectively. The lowest rate is workshop for seminars. Hence it is concluded that, lecture, group discussion and on the job training, these three methods are mostly practiced in training and development programs in Bangladesh.

(12) The study reveals that maximum respondents suggested that government should take more steps to encourage training and development programs. There should be more funds for training and development.

(13) All the enterprises appraise their employees’ performance regularly. They follow graphic rating scale, check lists, MBO techniques and also use narrative form to appraise the performance of the employees.

(14) It is found that most of the selected non-banking financial Institutes have business plan in line with human resource plan. All the organizations apply both internal and external sources of recruitment process.

(15) The compensation package includes basic salary, medical allowances, house rent allowances, transportation packages, performances bonus, etc. along with other common benefits for most of the selected enterprises.

(16) From the survey and data collected it is found that the selected NGOs have structured human resources division where they have separate HR units like recruitment and selection unit, performance appraisal unit, promotion and transfer unit, sexual harassment unit, training and development unit, compensation unit, etc.

(17) The selected ceramic enterprises have specific human resource division. They use both external and internal source of recruitment and also provide training both on the job and off the job for their employees. They follow narrative form of performances appraisal.

(18) It is revealed from the research and observations that most of the selected real-estate enterprises do not have proper human resource policy and HR planning. They have performance appraisal techniques like, MBO methods and paired comparison method and confidential rating method. Some of the selected enterprises do not follow structural performance appraisal system and some follow narrative techniques of performance measurement. Very few of the selected enterprises have proper compensation policy.

(19) The study revealed that compared to public enterprises private enterprises perform more structured human resource functions. The local enterprises have a very good HRM system as well as foreign enterprises system. For top level and middle level executives organizations use *HEADHUNT*. This means they search for efficient executives who are working in other organizations and employ them for higher benefits. Retired army officers are getting preferred for acting as the head of HRD. Private commercial banks, multinationals and mobile companies arrange more seminars and workshops than that compare to public banks and some national organizations. There is no significant difference in recruitment and selection process of Islamic banks and commercial banks.

(20) Lastly, it can be said from the observation regarding the selected enterprises, is that there is gap between human resource theory and human resource practices.

HR experts and authors of Bangladesh identified some issues that are important if the HR functions are used to add measurable value, deliver business results, enact professionalism and demonstrate new competencies. The challenges are:

1. Proper HR Policy and HR Planning Development

The main challenges of HR Professionals is to develop an effective HR policy for organization which will be apart of strategic plan to maintain competitive advantage. On the basis of HR policy, development of HR plan also is a major task of HR professionals.

2. Managing Knowledge Workers

Essentially, here we are looking at different kind of people who does not obey the principles of management for the traditional group. This boils down to higher educational qualifications, taking up responsibilities at a lesser age and experience, high bargaining power due to the knowledge and skills in hand, high demand for the knowledge workers, and techno suaveness. The clear shift is seen in terms of organization career commitment to individualized career management. Managing this set of people is essential for the growth of any industry but especially the IT and other knowledge based sectors.

3. Change Management

It appears to be a particular challenge of HR professionals, as this expertise has generally not been a consistent area of focus for training and development. This challenge arises by organization expansion and shifting management. When organization expands from their original work i.e. a garments factory expand to composite knitting then HR professional face some challenge. In shifting the work keeping smoothness is very much challenging.

4. Attracting and Retaining the best

Business organizations of the future will compete aggressively for the best people and successful organizations will be the ones that are able to attract good people, use them effectively, develop them and retain their skills within the organization.

5. Challenges of Workplace Diversity

The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of work place diversity can be turned into a strategic organizational asset if any organization is able to capitalize on this melting pot of diverse talents.

The study is an outcome of the sincere efforts taken by the researcher to identify the various functions of human resources management system in Bangladeshi enterprises .An effort was also made to find out the system and barriers in training and development of the selected Bangladeshi enterprises along with the probable solutions for it.

This study would benefit the researchers, practitioners, policy makers, students, and various stakeholders by offering the status of research on HRM practices and especially employee training and development in Bangladesh.

The study is conducted to identify HR system of different enterprises of Bangladesh and also how they operate various HR functions. Moreover, the study conducted to get answer of the researcher's questions that what system the enterprises follow to discharge their HR functions.

Finally, the researcher had done an in depth study on training and development which is a vital function of human resource management. Lastly, another reason of this study was to identify the lacuna in HRM system of Bangladeshi enterprises and suggest a sound and useful HR system for better performances of the enterprises.

Therefore, we believe that objectives of this study have been identified by the findings and suggestions of the study.

6.1 Conclusion

The study is conducted to identify HR system of different enterprises of Bangladesh and also how they operate various HR functions. The study is an outcome of the sincere efforts taken by the researcher to identify the system of employee training and development system in Bangladeshi enterprises. An effort was also made to find out the barriers in employee training and development programs along with the probable solutions for it.

It is an attempt undertaken at the various listed companies in Dhaka Stock Exchange and the survey covered 48 enterprises in the selected sectors in Dhaka Stock Exchange LTD including some other sectors like NGOs and service sectors. The study is both descriptive and analytical. It begins with a discussion on the total human resource management system of the selected 48 enterprises including employee training and development practices and ends with barriers in employee training and development programs along with the probable solutions for it. The study was based on both primary and secondary data. The efficiency and effectiveness of employee training and development programs was also highlighted by exploring the relationship between employee training and development and net profit/loss in various enterprises in Bangladesh in this study.

Various problems in employee training and development programs along with the solutions have been brought to lime-light to enable the planners and experts in the field for taking certain policy discussions to promote the employees in various enterprises.

Moreover, the study conducted to get answer of the researcher's questions that what system the enterprises follow to discharge their HR functions.

Finally, the researcher had done an in depth study on training and development which is a vital function of human resource management. Lastly, another reason of this study was to identify the lacuna in HRM system of Bangladeshi enterprises and suggest a sound and useful HR system for better performances of the enterprises.

Therefore, we believe that objectives of this study have been identified by the findings and suggestions of the study.

As human resource management practices have not been studied extensively in Bangladesh, therefore, there are a number of areas where future studies can be directed such as: Studies can be undertaken to portray the HRM practices of small and medium enterprises (SMEs) of Bangladesh. Case studies may be undertaken on HRM practices of different organizations for thorough analysis. In-depth studies may be conducted to evaluate the impact of HRM practices on organizational performance through using associational and difference inferential statistics. More studies may be undertaken on least investigated areas of HRM in Bangladesh such as job analysis, compensation management, HR planning, career development, safety and health, HR audit, and HR research.

6.2 Recommendations

From the foregone analysis, it has been identified that the following suggestions would improve the employee training and development activities and program in Bangladeshi enterprises.

1. It was found that training and development was existent in 83.8 percent enterprises. The rest 26.2 percent enterprises do not practice training and development. There is a high co relationship between training and

development. Also, training and development practicing enterprises make more profit than the other types of enterprises where training and development is not existent. Therefore, it is suggested that more awareness should be grown among the enterprises for using employee training and development practices.

2. Attitude survey is a technique for assessing organizational needs for employee training and development. The main purpose of which is to determine the opinions and feelings of the large groups of individuals in respect of an issue or set of issues. It can lead to a better understanding of the causes of different problems, anticipate undesired events, identify some employee development needs and generally improve the quality of the decision-making process and management style. Attitude surveys are more often used to identify probable causes of dissatisfaction, such as inadequate supervision and wrongly focused wage policy and administration, interpersonal clashes, uninteresting work, and so on. However, it was not at all, used by any company in the study area. Therefore, it is suggested to increase the usage rate of attitude survey in Bangladesh as a method for assessing organizational needs.
3. Employee development is mainly applied at top level of management in Bangladeshi enterprises. Employee development program is beneficial for the employees and also for other managers at any level of management. This can lead to more profits and improvements performance of the managers in

the enterprises. Therefore, the usage rate of training and development should be increased in mid and lower levels of employees in Bangladeshi enterprises.

4. What the learners could know – items, which are interesting and relevant but not essential---is an important basis for content selection in employee training and development program. But, no respondent used “what the learners could know” in the study area as the basis for content selection. It is therefore concluded that “what the learners could know” ---should be considered that more seriously by the enterprises, as the basis for content selection for training and development programs in our country.
5. Regarding the time and material factors in training and development program design stage, “The time of day when the program is conducted” --- is very important. The following opinion was found from the respondents. The authority and employees did not prefer same time for training and development program. Authority wanted training development program time to be out of office time. They believed that the training and development program could hamper the flow of office work. On the other hand, the attendants of employee training and development program felt that employee training and development program could be run at any time of the day. In reality training and development program increases the quality of the performance of the employees. Therefore, the authority should not think that training and development programs could hamper the flow of office work.

Actually, training and development program could be run at any convenient time of the day. There should be more compromising mentality between the authority and the training and development program attendants.

6. "Changes in content"---- is an important factor in selecting media in training and development program design stage. The possibility and scope of changes in content must be reviewed before the media is selected and the program material prepared. For example, where training materials are selected to meet employee development needs and some of the content then becomes obsolete, the materials need to be replaced or modified. It is found from the study that the application rate of ---- changes in content is lowest among other factors in selecting media at training and development program design stage, in the enterprises. Some respondents felt that ----The number of changes of content, which may be necessary over time, might be costly and troublesome. This opinion can lead to non-effective training and development program, in the enterprises. Hence, ---- Changes in content, should be considered seriously as an important factor in selecting media in the enterprises.

7. Evaluation of training and development practice is critically important because it determines if the learner has achieved the objectives of the program and highlights areas where the employee development program should be revised. The study revealed that, out of 95 respondents, 86% respondents adopted the evaluation system in their enterprises. In the rest 14% of

enterprises, evaluation of employee development program is not practiced. Without the evaluation system, the training and development program can be less effective. Hence it is suggested that, there should be training and development evaluation system in all the employee development-practicing enterprises.

8. Employees should be interviewed individually as well as in group to know about their training needs. It is the most crucial part in a successful training program. If training does not meet then need then it becomes meaningless.
9. Training must be planned, systematic and continuous process providing an atmosphere conducive to effective learning.
10. Training programs should be designed according to the specific requirements of the employees. There is no one single training technique that satisfies all employees.
11. Opportunities for training should be provided for all employees of the organization.
12. Management must recognize that HR functions are essential for the continued growth and development of individual and organization.
13. Employees should be treated as “human resources” rather than “human capital”. Human capital means employees can be transferred from one place to another without any reason. It is believed that they would not react to it. Emotional attachment of the employees is ignored here.
14. Employees should be interviewed individually as well as in group to know about their individual and group needs. It is the most crucial part in a successful HRM System. If HRM functions do not meet then need then it becomes meaningless.

15. Human resource system must be planned, systematic and continuous process providing an atmosphere conducive to effective employee development.
16. Training programs should be designed according to the specific requirements of the employees. There is no one single training technique that satisfies all employees.
17. Opportunities for career advancement should be provided for all employees of the organization.

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Appendix 03

Interview Schedule and Questionnaire:

How can you assess the effectiveness of Training and Development of your Organization?

Interview schedule

General information

- i. Name of the organization
- ii. Name of respondent
- iii. Designation
- iv. Educational qualifications : (please tick one)
 - Exact highest class passed
 - S. S. C.
 - H.S.C.
 - Graduate
 - Masters
 - Others
- v. Location :

This is a questionnaire prepared for evaluating Training and Development of an organization. It is collected for getting some primary data as required by the research for preparing PhD thesis paper. Your active participation is requested.

1. Do you have any policy that states the organization's philosophy on employee training and development?

- a) Yes
- b) No

If yes, please specify :

- 1.....
- 2
- 3.

2.1 Do you have any process for assessing the organization’s (immediate and future)training needs and individual development needs?

- a) Yes, by human resource department
- b) Yes, by outside consultants
- c) Yes, by each department head
- d) No

2.3 If yes, how is this assessment carried out? (elaborate)

.....

.....

.....

2.4 How often is the assessment updated?

- a) monthly
- b) quarterly
- c) half yearly
- d) yearly
- e) once in two years

2.5 Who participates in the assessment? (Describe full procedures)

.....

...

Problem identification and training- needs assessment

3.1 Which of the following issues have you consider in assessing training needs?

- a) job skills, knowledge and ability
- b) new technologies, processes, products, services, market changes and community needs
- c) organizational issues, such as mission, objectives, cultural changes and customer orientation
- d) If any other, please specify.....
-
-

- 3.2 How do you identify priority training needs?
- a) Job analysis and job description
 - b) Questionnaire
 - c) Interview
 - d) Observation
 - e) Performance Appraisal
- 3.3 Which of the following techniques are used for assessing group needs?
- a) Group meeting and discussion
 - b) Group project
 - c) Case method
 - d) Business game
 - e) Others (mention)
- 3.4 Which methods/ techniques should be used for assessing organizational needs?
- a) Analysis of records and reports
 - b) Analysis of future trend and opportunities
 - c) Inter-firm compares
 - d) Attitude surveys
 - e) Others (Mention)
- 3.5 With which level the need analysis stage is concerned?
- a) Top level management
 - b) Middle level management
 - c) Low level management

Method and courses identification

- 4.1 Which training is frequently used by your organization?
- a) On-the –job methods (frequency in a year)
 - b) Off-the-job methods (frequency in a year)
 - c) Both
- 4.2 Which of the following training opportunities do you offer?
- a) Leadership training
 - b) Executive training
 - c) Technical training
 - d) Computer training
 - e) Oversees training
 - f) In house training
 - g) Technical training
 - h) If any others, please specify.....

4.3 Are employees permitted pay for time not work while they attended training seminars outside organization?

- a) Yes, with pay
- b) Yes, without pay
- c) No, only after work hours
- d) No, only special cases

4.4 What is the minimum training length per year?

- a) No minimum
- b) Up to 8 hours
- c) 9 to 24 hours
- d) 25 to 40 hours
- e) Over 40 hours

4.5 Do you have any training institute of your own?

- a) Yes
- b) No

If yes ,then where and briefly describes about its programmes

.....
.....
.....

4.6 Do you hire trainer from outside of the organization?

- a) Yes
- b) No

4.7 How often your company conducted training program in year?

Job Name

Training conducted in last year (2012)

- 1
- 2
- 3
- 4
- 5
- 6
- 7

- 8
- 9
- 10

4.8 How many employee you arrange for training program at a time?

Job Name	Number of participants	Total duration of training (Days)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

4.9 During the training period, what types of facility you provide with ?

- a) Accommodation facility
- b) Transportation facility
- c) Meal facility
- d) Others (mention)

4.10 Common format of your training programs includes:

- a) Workshops
 - b) Classes
 - c) Briefings
 - d) If any others, please specify.....
-

4.11 Topics that emphasized in the training program?

- a) Leadership Development
- b) Performance management
- c) Problem solving
- d) Communication
- e) Team building
- f) Negotiation skill
- g) Audit and Corporate CSR

- h) Customer handling etiquette
 - i) If any other, please specify.....
.....
.....
- 4.12 Which criteria do you use for developing the employees ?
- a) Intellectual ability
 - b) Prior knowledge and expertise in the area to be taught
 - c) Motivation to learn
 - d) Performance skill
 - e) Conceptual and technical skill
 - f) All the above

Training and Development program Design and Evaluation

5.1 How do evaluate the training received?
.....
.....

5.2 Do you think the way of giving training is effective for learning?
a) Yes
b) No

5.3 What are the criteria used for deciding effectiveness for training ?

5.4 Do you think the topics on which the training is provided is helpful in performing jobs ?
a)Yes
b)No

5.5 Do you think the training that provided to employees is sufficient?
a)Yes
b)No

5.6 Do you think training is required before starting work or training is required after job starts?

- a) Training first, then start work
- b) Pre –service or on the job training

5.7 How the training program of your organization can be more effective. Give your opinion please?

Job wise

Suggestion

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

5.8 What should be the features of the employee development program design objective ?

- a) Specific
- b) Measurable
- c) Attainable
- d) Relevant

5.9 Which factor is usually considered for selecting the training method ?

- a) The need for interaction between the instructor and learner
- b) The changes in content
- c) Cost and conveniences factors:
 - I. Location
 - II. Numbers to be trained
 - III. Timing of training
 - IV. Company preferences

- 5.10 Which method are used for evaluation of employee development ?
- a) Direct report
 - b) Records
 - c) Observation
 - d) Short questionnaire and Interview

Barriers and probable solutions of employee training and development

6.1 Is there any barrier in training and development program ?

- a) Yes
- b) No

6.2 If yes which of the following was considered as constraint?

- a) Shortage of fund
- b) Lack of willingness of the participants
- c) Lack of time of participants
- d) Less encouragement from the authority
- e) Shortage of suitable qualified academic staff

6.3 Specify the problem you face while conducting training program (Job wise) .

.....
.....
.....

6. 4 Do you think the employee development method of your organization is appropriate ?

- a) yes
- b) No

If no mention the reason :.....

6.5 Which of the followings should be used to overcome the barriers in training and development ?

- a) Organization should invest more fund for employees T and D
- b) Organization should offer more specific training courses
- c) There should be more encouragement from the highest authority
- d) Government should take more steps to encourage training and development
- e) There should provisions for more employee development in organization
- f) The concepts and benefits of training and development should be more explained to the managers .

6.6 Mention the weaknesses of your staff development program .

.....
.....
.....

6.7 Mention the strength of your training and development program .

.....
.....

6.8 What are the prospect (opportunity) of your staff development ?

.....

6.9 What are the threats of your staff development program ?

.....

7.0 What are the threats of your staff development program ?

.....
.....

7.1 Give an overall recommendation that are urgently request for organization like yours.

.....
.....
.....

Thank you for your cooperation

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