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RESEARCH ARTICLE

ASSESSING THE INFLUENCE OF TRAINING AND SKILL DEVELOPMENT INITIATIVES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF PRIVATE BANKS IN DHAKA, BANGLADESH

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ABSTRACT

This qualitative research study explores the impact of training and skill development policies and practices on employee performance in the context of private banking in Bangladesh. The study follows a qualitative research design, utilizing purposive sampling to select 50 employees from various job roles and experience levels across different private banks in the country. Data is collected through in-depth interviews, allowing for a comprehensive understanding of employees' experiences and perspectives regarding the training programs they underwent within the last 12 months. The demographic profile of the respondents highlights the gender, age group, job roles, experience levels, and types of training attended, presenting a diverse representation of the private banking workforce in Bangladesh. The findings reveal that employees generally had positive experiences with the training and skill development initiatives, perceiving them as valuable opportunities for professional growth and enhancing job performance. Participants praised the relevance and diversity of training programs, as well as the supportive learning environment. However, the study also identifies areas for improvement, including the need for more specialized and ongoing training opportunities, clearer career progression pathways, and transparency in the selection criteria. The research underscores the significance of practical application and continuous reinforcement of learned skills to sustain positive impacts on job performance.

This study provides valuable insights for private banks in Bangladesh to enhance the effectiveness of their training and skill development policies. By addressing the specific needs and preferences of their employees, banks can foster a highly skilled and motivated workforce, contributing to improved organizational performance and employee satisfaction.


KEYWORDS

Training, skill development, employee performance, private banking, Bangladesh, qualitative research, in-depth interviews, job roles, experience levels, learning environment, career progression, practical application, continuous reinforcement.

1. INTRODUCTION

The banking sector in Bangladesh is a crucial driver of economic growth and financial stability, with private banks playing a significant role in shaping the country's financial landscape (Abtahi et al., 2023). As competition intensifies and customer expectations evolve, private banks recognize the value of investing in their employees to maintain a competitive edge. In today's dynamic business environment, training and skill development are recognized as essential factors in improving employee performance and productivity (Emon et al., 2023). By equipping the workforce with the necessary knowledge, expertise, and competencies, private banks not only enhance individual performance but also contribute to the overall success of the organization (Hasan, Siam, et al., 2023). Acknowledging the significance of effective training and skill development policies, private banks in Bangladesh have been actively designing and implementing comprehensive programs to bolster their employees' capabilities (Hasan, Shafin, et al., 2023). These initiatives aim to bridge skill gaps, promote a culture of learning, and cultivate a highly skilled workforce capable of tackling the diverse challenges in the banking industry. This research report seeks to explore and measure the impact of

training and skill development policies and practices on employee performance in private banks of Bangladesh. The study will delve into various training methods, professional development programs, and performance assessment frameworks adopted by these banks. The objectives include identifying the most effective training and skill development strategies, examining their influence on employee performance, and understanding the key factors contributing to their success. Additionally, the report aims to identify any challenges or barriers faced by private banks in implementing these policies and practices effectively. By comprehensively analyzing the relationship between training, skill development, and employee performance, this research report intends to provide valuable insights that can inform the formulation of better policies and practices across private banks in Bangladesh. The findings of this study are expected to benefit individual banks in their talent development efforts and contribute to strengthening the overall performance and competitiveness of the banking sector. Moreover, the research outcomes will add to the existing knowledge in human resource management, organizational development, and talent optimization, offering valuable guidance for decision-makers and stakeholders within the private banking industry and beyond. In

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addressing the research questions, the study aims to determine the extent to which training and skill development policies and practices impact employees' performance in private banks of Bangladesh. Furthermore, it aims to identify specific training and skill development strategies that prove most effective in enhancing employee performance and to uncover the key factors that influence the success of such initiatives within the private banking sector.

2. LITERATURE REVIEW

The literature on training and skill development and its impact on employee performance has been a subject of significant interest and exploration in various organizational settings and industries. With the rapid changes in the business landscape and evolving customer demands, organizations recognize the value of investing in their employees' growth and development to stay competitive and achieve sustainable success. In this context, training and skill development programs play a crucial role in equipping the workforce with the necessary knowledge, expertise, and competencies to excel in their roles.

2.1 The Impact of Training on Job Performance

A plethora of empirical studies has consistently demonstrated the positive impact of training programs on job performance across diverse industries. In the manufacturing sector, employees who participated in training exhibited improved task performance and contextual performance, as observed in the study conducted by (Farrukh et al., 2021). Similarly, in the banking sector, employees who received job-related skills training reported higher levels of job performance, including increased productivity and work quality, as revealed by the research conducted by (Božović et al., 2019). These findings underscore the importance of training initiatives in enhancing employees' abilities to effectively carry out their tasks and responsibilities.

2.2 Training and Job Satisfaction

Job satisfaction is a crucial aspect of employee well-being and organizational success. Several studies have explored the relationship between training and job satisfaction, highlighting its positive impact on employees' overall contentment in their roles. For instance, research in the hospitality industry by demonstrated that employees who received training on customer service skills reported higher job satisfaction levels (Jehanzeb and Mohanty, 2018). Similarly, in the information technology sector, found that training programs contributed to increased job satisfaction and perceived higher levels of job-related support (Al-dalhmeh et al., 2018). These findings underscore the role of training in enhancing employees' satisfaction with their work environment and the organization as a whole.

2.3 Training and Organizational Commitment

Organizational commitment refers to employees' emotional attachment and loyalty to their organization. Numerous studies have examined the relationship between training and employees' commitment to their organization, revealing positive associations. In the manufacturing industry, found that employees who received training reported higher levels of affective commitment, which signifies a strong emotional attachment to the organization (Jehanzeb and Mohanty, 2018). Similarly, in the public sector, demonstrated that employees who participated in training programs displayed higher levels of organizational commitment (Malik and Garg, 2017). These findings indicate that training initiatives foster a sense of dedication and loyalty among employees, which can contribute to increased retention and reduced turnover rates within the organization.

2.4 Factors Influencing the Effectiveness of Training Programs

Despite the overall positive impact of training and skill development, the effectiveness of these programs may vary depending on several factors. One critical factor is the type of training provided. Some studies have suggested that technical training tends to have stronger effects on job performance compared to interpersonal skills training, as observed in the research by (Hanaysha, 2016). Furthermore, employees' perceptions of the relevance and quality of the training can moderate its impact on performance, as highlighted by the study conducted by (Chiaburu et al., 2018). Employee characteristics, such as prior knowledge and motivation, have also been found to influence the outcomes of training programs. Employees with higher levels of prior knowledge tend to exhibit greater improvement in job performance after training, as observed in the study by (Colquitt et al., 2000). Moreover, highly motivated employees who are eager to learn and apply the training content tend to achieve better performance outcomes compared to those with lower motivation, as noted

in the research by (Colquitt et al., 2000). Additionally, the organizational context in which training and skill development programs are implemented can significantly impact their effectiveness. Factors such as resource availability, management support, and organizational culture play crucial roles in shaping training outcomes. Employees' perception of organizational support, such as the provision of resources and opportunities for skill development, has been found to positively influence the relationship between training and job satisfaction, as revealed by (Holtom et al., 2008). Moreover, supervisor support, such as feedback and recognition, has been shown to moderate the relationship between training and job performance, as highlighted in the research by (Wang and Noe, 2010).

The literature on training and skill development underscores its significant impact on employee performance, job satisfaction, and organizational commitment. Empirical studies across various industries have consistently demonstrated the positive associations between training initiatives and enhanced job performance, as well as increased job satisfaction and organizational commitment. However, the effectiveness of training programs may vary depending on factors such as the type of training, employee characteristics, and the organizational context. These findings highlight the importance of designing tailored training programs that align with employees' needs and the organization's strategic goals. In the context of the banking industry in Bangladesh, more research is needed to understand the specific impact of training and skill development initiatives. Moreover, incorporating qualitative research methods to capture the perceptions of employees and managers regarding the effectiveness of these programs can provide valuable insights for HR and management practices. By addressing these gaps, this research aims to contribute to the understanding of the impact of training and skill development on employee performance in the banking sector, ultimately benefiting organizations in optimizing their training programs and fostering a skilled and motivated workforce.

3. RESEARCH METHODOLOGY

The qualitative research design allowed for an in-depth exploration of the complex dynamics between training and skill development initiatives and employee performance within the banking sector of Bangladesh. The purposive sampling method ensured that the sample represented a diverse range of employees, covering various job roles, experience levels, and backgrounds, thereby enhancing the validity and generalizability of the findings. The use of semi-structured interviews facilitated flexibility during data collection, encouraging participants to share their unique perspectives and experiences openly. The researcher's presence during the interviews enabled the capture of non-verbal cues, further enriching the data analysis process. Thematic analysis of the interview data yielded a comprehensive understanding of the multifaceted impact of training and skill development policies and practices. Through constant comparison and triangulation, the researchers ensured the rigor and reliability of the findings. The study shed light on the factors that contribute to the effectiveness of training initiatives, including the relevance of training content, the level of support from supervisors and the organization, and the motivation and willingness of employees to apply the acquired skills. By focusing on the banking sector of Bangladesh, the study provided context-specific insights into the challenges faced by employees in applying their training to their roles, as well as the potential barriers in effectively implementing training and skill development policies. These findings offer valuable guidance for banking institutions to design and implement more targeted and impactful training programs that align with the needs and aspirations of their employees, thereby fostering a more competent and satisfied workforce. The qualitative nature of the research allowed for a deeper exploration of the human aspect of training and skill development, tapping into the subjective experiences and perceptions of the employees. This methodological approach, coupled with a robust sample size, enriched the validity and credibility of the study's findings, enhancing its contribution to the broader body of knowledge on training and skill development in organizational settings. The study's implications extend beyond the banking sector, providing valuable insights for organizations across different industries seeking to optimize their training policies and practices to nurture a talented and motivated workforce, ultimately promoting overall organizational success and sustainability.

4. FINDINGS

4.1 Demographic Profile of The Respondents

The table presents the demographic profile of respondents who participated in the study. These respondents represent various job roles within private banks in Bangladesh, and their characteristics provide valuable insights into the workforce composition in the banking sector.

Table 1: Demographic Profile of the Respondents

Gender	Age Group	Job Role	Experience Level	Training Type
Female	25-35	Customer Service Representative	3-5 years	Customer Handling
Male	35-45	Branch Manager	10+ years	Leadership Development
Female	25-35	Financial Analyst	2-4 years	Financial Analysis
Male	45-55	Relationship Manager	6-10 years	Sales & Negotiation
Female	35-45	IT Specialist	5-7 years	Technical Skills
Male	25-35	Marketing Officer	1-2 years	Marketing Strategies
Female	45-55	Operations Manager	10+ years	Process Improvement
Male	25-35	Sales Representative	3-5 years	Sales Techniques
Female	35-45	Compliance Officer	6-10 years	Regulatory Compliance
Male	35-45	Human Resources Manager	6-10 years	Talent Management
Female	25-35	Risk Analyst	2-4 years	Risk Management
Male	45-55	Investment Advisor	6-10 years	Investment Strategies
Female	35-45	Product Manager	5-7 years	Product Development
Male	25-35	Teller	1-2 years	Cash Handling
Female	45-55	Audit Manager	10+ years	Audit & Compliance
Male	35-45	Customer Relationship Manager	6-10 years	Customer Relations
Female	25-35	Business Analyst	3-5 years	Business Analysis
Male	25-35	Credit Officer	2-4 years	Credit Evaluation
Female	35-45	Branch Operations Officer	6-10 years	Operations Management
Male	35-45	Branch Operations Officer	6-10 years	Operations Management
Female	25-35	IT Support Specialist	2-4 years	Technical Troubleshooting
Male	45-55	Chief Financial Officer	10+ years	Financial Leadership
Female	35-45	Loan Officer	5-7 years	Loan Processing
Male	25-35	Marketing Manager	3-5 years	Marketing Campaigns
Female	45-55	Compliance Analyst	10+ years	Compliance Framework
Male	35-45	Investment Analyst	6-10 years	Investment Analysis
Female	25-35	Business Development Manager	3-5 years	Business Strategy
Male	25-35	Data Analyst	2-4 years	Data Analytics
Female	35-45	Treasury Manager	6-10 years	Treasury Operations
Male	35-45	Branch Sales Manager	6-10 years	Sales Management
Female	25-35	Risk Manager	2-4 years	Risk Assessment
Male	45-55	Investment Banker	10+ years	Investment Strategies
Female	35-45	Product Specialist	5-7 years	Product Knowledge
Male	25-35	Operations Officer	1-2 years	Operational Efficiency
Female	45-55	Audit Analyst	10+ years	Auditing Techniques
Male	35-45	Wealth Advisor	6-10 years	Wealth Planning
Female	25-35	Business Relationship Manager	3-5 years	Client Relationship
Male	25-35	Data Scientist	2-4 years	Data Mining
Female	35-45	Operations Manager	6-10 years	Process Optimization
Male	35-45	Investment Officer	6-10 years	Investment Portfolio
Female	25-35	Credit Risk Analyst	2-4 years	Credit Risk Management
Male	45-55	Business Banking Manager	10+ years	Business Banking
Female	35-45	IT Project Manager	5-7 years	Project Management
Male	25-35	Customer Support Representative	1-2 years	Customer Relations
Female	45-55	Compliance Manager	10+ years	Compliance Governance
Male	35-45	Investment Strategist	6-10 years	Investment Strategy
Female	25-35	Retail Banking Officer	3-5 years	Retail Banking
Male	25-35	Database Administrator	2-4 years	Database Management
Female	35-45	Operations Analyst	6-10 years	Process Analysis
Male	35-45	Credit Analyst	2-4 years	Credit Risk Assessment

Here are some key interpretations:

- I. **Gender Distribution:** The study includes an equal representation of male and female respondents, indicating gender diversity within the private banking workforce. This balanced gender distribution is crucial for promoting an inclusive work environment and fostering a diverse range of perspectives.
- II. **Age Group:** The respondents are categorized into different age groups, with the majority falling within the 25-35 and 35-45 age brackets. This suggests that the private banking sector in Bangladesh employs a mix of experienced professionals and young talent, fostering a balanced workforce with a blend of fresh ideas and industry expertise.
- III. **Job Roles:** The respondents represent a wide range of job roles within private banks, including customer service representatives, branch managers, financial analysts, relationship managers, and more. This diverse representation reflects the complexity and

specialization of roles required to run a successful banking operation.

- IV. **Experience Level:** The experience levels of the respondents vary, with some having 1-2 years of experience, while others have over 10 years of experience. This mix of experience levels highlights the importance of nurturing talent at different stages of their career and the need for both mentorship for junior employees and leadership development for experienced professionals.
- V. **Training Type:** The respondents' training types include customer handling, leadership development, financial analysis, technical skills, and more. This indicates that private banks prioritize a range of training programs to enhance employees' capabilities across different aspects of their job roles.

The demographic profile of respondents in this study showcases the diversity and complexity of the private banking workforce in Bangladesh. The findings from this study can aid in understanding the impact of

training and skill development policies and practices on different job roles and experience levels, providing valuable insights for designing targeted and effective training programs within the private banking sector.

4.2 Experiences with Training And Skill Development Policies and Practices

The findings of the study revealed that employees in the private banking sector generally had positive experiences with the training and skill development policies and practices of their respective banks. The majority of the employees reported that their banks provided various training programs to enhance their professional skills and contribute to their job performance. Employees expressed satisfaction with the opportunities provided by their banks for professional development. They mentioned that the training programs were well-designed and covered a wide range of topics, including technical skills, leadership development, customer service, and soft skills. Employees appreciated the diversity of training programs, as it allowed them to acquire relevant skills for their respective job roles. Furthermore, the employees perceived their banks' training and skill development policies and practices as supportive of their overall job performance. They mentioned that the training programs helped them improve their knowledge, competence, and confidence, which in turn positively impacted their job performance. Employees reported that the training programs equipped them with new skills and perspectives that were applicable to their day-to-day work, enabling them to perform their job duties more effectively and efficiently. The selection criteria for employees who underwent training and skill development programs were perceived as fair and transparent by the majority of employees. However, some employees mentioned that there could be further improvements in the selection process to ensure equal opportunities for all employees. In terms of feedback and suggestions, employees expressed comfort in sharing their opinions and recommendations about the training and skill development programs with their banks' management. They felt that their feedback was valued and considered, which encouraged them to provide constructive suggestions for further improvement.

Overall, the findings indicated that employees in the private banking sector had positive experiences with the training and skill development policies and practices of their banks. The banks' efforts in providing training opportunities were perceived as beneficial in enhancing the professional skills of the employees and contributing to their job performance. However, there were some suggestions for further improvements in the selection process and other areas, which could be considered for enhancing the effectiveness of the banks' training and skill development policies and practices."

4.2 Perceived Impact of Training And Skill Development Programs On Job Performance

The findings from the study revealed that employees generally perceived the training and skill development programs in a positive light, attributing them to significant improvements in their overall job performance. Participants considered these programs as valuable opportunities to enhance their abilities and keep abreast of the latest industry trends and best practices. As a result, the employees reported increased confidence in their skills, leading to higher job satisfaction and motivation. One of the key advantages of the training initiatives was their practicality, enabling employees to apply the acquired knowledge and skills in their day-to-day tasks. The participants expressed that the training programs equipped them with practical tools and techniques that could be immediately implemented in their work, resulting in enhanced efficiency and effectiveness. Consequently, this positive impact on their job performance and productivity was evident. Additionally, employees acknowledged that the training programs played a crucial role in their career growth and development. The new skills and knowledge acquired through these initiatives made them more marketable and created new avenues for advancement within the organization. This, in turn, fostered a sense of loyalty and commitment among employees, leading to increased job engagement and overall performance. However, it is noteworthy that the perceived impact of the training and skill development programs varied based on certain factors. The quality and relevance of the training content, as well as the level of support and follow-up provided by the organization, played crucial roles in determining the effectiveness of the programs. Participants emphasized the importance of continuous reinforcement and practical application of the learned skills in their respective job roles to sustain the positive impact on their performance over time. The study highlights that training and skill development programs significantly influence employees' job performance, contributing to their professional growth and organizational commitment. By focusing on relevant and practical training content, as well as providing ongoing support and reinforcement, private banks in Bangladesh can maximize the impact of such initiatives, fostering a highly skilled and motivated workforce.

4.3 Specific Training and Skill Development Programs Undergone Within the Last 12 Months

The employees' feedback on the various training and skill development programs they underwent within the last 12 months shed light on the diverse and essential nature of these initiatives. The range of programs mentioned indicates the private banks' commitment to providing comprehensive and relevant training to cater to employees' needs and enhance their job performance. The key types of programs mentioned are as follows:

- I. **Technical Training:** Employees highlighted the significance of technical training programs to stay updated with the latest technologies and tools relevant to their job roles. These programs covered various technical skills such as coding languages, data analysis, project management software, and other technological advancements that are critical for their respective fields. The emphasis on technical training reflects the banking industry's increasing reliance on technology to streamline operations and deliver innovative services.
- II. **Leadership Development Programs:** Leadership development programs were popular among employees, especially those in leadership positions or aspiring to take on leadership roles. These programs focused on honing leadership skills such as effective communication, decision-making, conflict resolution, and strategic planning. By enhancing these competencies, employees are better equipped to manage teams, foster a positive work culture, and drive the organization towards its goals.
- III. **Customer Service Training:** Employees in customer-facing roles, such as sales, support, or client management, emphasized the importance of customer service training programs. These programs aimed to improve skills in areas like active listening, problem-solving, handling difficult customers, and building positive relationships with clients. The focus on customer service training aligns with the banking industry's commitment to delivering exceptional customer experiences and building lasting customer loyalty.
- IV. **Soft Skills Development:** Soft skills development programs were highlighted as essential by employees across various job roles. These programs targeted interpersonal skills such as communication, teamwork, time management, adaptability, and emotional intelligence. Recognizing the significance of soft skills in the workplace, employees valued these programs for their contribution to effective collaboration, improved teamwork, and overall professional growth.

Overall, the diversity of training and skill development programs mentioned reflects the private banks' efforts to nurture a well-rounded and highly skilled workforce. By addressing specific technical, leadership, customer service, and soft skill needs, these initiatives play a crucial role in enhancing employees' capabilities, job satisfaction, and overall performance within the banking sector in Bangladesh.

Table 2: Perception of Selection Criteria for Training and Skill Development Programs	
Positive Perception	Mixed Perception
Fair and transparent selection criteria	Lack of clarity in the selection process
Consistency in the selection criteria	Varying criteria for different employees
Relevant criteria aligned with job roles	Perceived favoritism in the selection process
Inclusion of employees based on performance or potential	Limited opportunities for certain employees
Objective criteria such as job requirements or performance reviews	Lack of feedback on why some employees were not selected
Opportunities for employees with diverse backgrounds or experiences	Perceived bias in the selection process
Equal access to training and skill development programs	Limited visibility into the selection criteria and process

Employees who had a positive perception of the selection criteria felt that the process was fair and transparent. They believed that the criteria used were consistent and aligned with job roles, and that employees were selected based on performance or potential. They appreciated the opportunities provided to employees with diverse backgrounds and experiences, and felt that there was equal access to training and skill

development programs. On the other hand, employees with mixed perceptions expressed concerns about the lack of clarity in the selection process. They felt that the criteria used for selection varied for different employees, leading to perceived favoritism or bias. Some employees felt that there were limited opportunities for certain employees, and that feedback on why some employees were not selected was not provided. They also expressed concerns about the visibility and transparency of the selection criteria and process.

4.5 Effectiveness of Training and Skill Development Policies and Practices:

Table 3: Effectiveness of Training and Skill Development Policies and Practices	
Positive Feedback	Areas of Improvement
Training programs were relevant to job roles	Need for more advanced or specialized training programs
Helped enhance professional skills	Need for more frequent or ongoing training opportunities
Opportunities for skill development aligned with career growth	Need for clearer career progression pathways
Access to training resources and materials	Need for more personalized or customized training plans
Supportive training environment	Need for better tracking and evaluation of training outcomes
Opportunities for feedback and reflection	Need for addressing scheduling or workload challenges during training
Support from managers and peers during training	Need for more inclusive and diverse training programs
Overall satisfaction with the effectiveness of training programs	Need for more communication and awareness about available training opportunities

Employees provided positive feedback on the effectiveness of the bank's training and skill development policies and practices. They felt that the training programs were relevant to their job roles and helped them enhance their professional skills. They appreciated the opportunities for skill development that were aligned with their career growth, access to training resources and materials, and a supportive training environment. Employees also acknowledged the support they received from managers and peers during the training process and expressed overall satisfaction with the effectiveness of the training programs. Employees also identified areas of improvement. They felt that there could be more advanced or specialized training programs to further enhance their skills, and more frequent or ongoing training opportunities to keep up with changing job requirements. They also expressed the need for clearer career progression pathways, more personalized or customized training plans, and better tracking and evaluation of training outcomes. Additionally, employees mentioned challenges related to scheduling or workload during training and expressed the need for more inclusive and diverse training programs. They also emphasized the importance of communication and awareness about available training opportunities.

Employees provided valuable suggestions for improving the training and skill development policies and practices of the bank. These suggestions included providing more opportunities for practical application of skills through hands-on practice, simulations, on-the-job training, and job rotation. They also emphasized the need for more specialized training programs tailored to different job roles or levels, with ongoing updates to keep up with changing job requirements. Involving employees in the selection process for training programs, seeking their input on training needs and preferences, and providing transparency on selection criteria were also suggested. Furthermore, employees highlighted the importance of providing access to resources for self-paced learning, offering opportunities for feedback and reflection, and continuous learning beyond initial training programs. Employees also recommended offering training programs with external experts or industry specialists, practical case studies, and multiple formats for flexibility.

4.6 Suggestions for Improving Training and Skill Development Policies and Practices

Table 4: Suggestions for improving training and skill development policies and practices		
Opportunities for Practical Application	Specialized Training Programs	Employee Involvement in Selection Process
Provide opportunities for hands-on practice of skills learned in training	Offer specialized training programs tailored to different job roles or levels	Involve employees in the selection process for training programs to ensure relevance
Create simulations or real-world scenarios for applying learned skills	Provide advanced or specialized training for specific skill sets or domains	Seek input from employees on their training needs and preferences
Offer on-the-job training or apprenticeship programs for practical learning	Provide ongoing and updated training programs to keep up with changing job requirements	Consider employees' career aspirations and goals when selecting training programs
Provide opportunities for job rotation or cross-functional training to broaden skills	Offer training programs with external experts or industry specialists for specialized knowledge	Provide feedback and transparency on the selection criteria for training programs
Provide opportunities for employees to practice skills in a safe and supportive environment	Offer targeted training programs for different departments or teams based on their needs	Encourage employees to share feedback on the effectiveness of training programs
Provide opportunities for feedback and reflection on the application of learned skills	Offer training programs with practical case studies or real-life examples for better understanding	Consider diversity and inclusion factors in the selection of training programs
Provide access to resources for self-paced learning and skill development	Provide opportunities for employees to pursue certifications or external courses for specialized skills	Provide opportunities for employees to share their knowledge and expertise through peer-to-peer training
Offer continuous learning opportunities beyond initial training programs	Provide training programs in multiple formats (e.g. online, classroom, blended) for flexibility	Provide avenues for employees to provide input and suggestions for improving training programs

5. DISCUSSION AND CONCLUSION

5.1 Discussion

The discussion section of the research study provides a comprehensive analysis of the findings related to the experiences of employees with the training and skill development policies and practices within private banks in Bangladesh. The study aimed to understand the impact of these initiatives on employee performance and identify areas for improvement. The key findings from the study are discussed below:

The demographic profile of the respondents revealed a diverse representation of gender, age groups, job roles, experience levels, and training types within the private banking sector. The equal representation of male and female respondents signifies a balanced gender distribution, promoting inclusivity and diverse perspectives. The mix of age groups

indicates a blend of experienced professionals and young talent, which contributes to a dynamic and agile workforce. The various job roles represented highlight the complexity and specialization required to run successful banking operations. Moreover, the range of experience levels indicates the need for targeted training programs to cater to employees at different stages of their careers. Overall, the demographic profile of the respondents provides valuable insights into the workforce composition in the private banking sector in Bangladesh. The majority of employees had positive experiences with the training and skill development policies and practices of their respective banks. They reported that the training programs provided valuable opportunities for professional development and enhancement of job performance. The diversity of training programs offered, including technical skills, leadership development, customer service, and soft skills, catered to the specific needs of employees in different job roles. Employees felt that the training programs equipped

them with new skills and perspectives that were applicable to their day-to-day work, leading to improved efficiency and effectiveness. The perceived fairness and transparency in the selection criteria for training were generally well-received, but some employees suggested further improvements to ensure equal opportunities for all. The study highlighted that training and skill development programs had a positive impact on employees' job performance and overall productivity. Participants acknowledged that the practicality of the training initiatives allowed them to apply the acquired knowledge and skills in their work immediately. As a result, they reported increased confidence and job satisfaction. The training programs also played a crucial role in employees' career growth and development, making them more marketable and creating opportunities for advancement within the organization. However, the effectiveness of the training programs varied based on the quality and relevance of the content, as well as the level of support and follow-up provided by the organization. The perception of the selection criteria for training and skill development programs was generally positive, with employees appreciating the fairness and consistency in the process. Objective criteria, such as job requirements or performance reviews, were considered essential for selecting participants. Employees also valued the inclusion of individuals based on their performance or potential and the opportunities provided to employees with diverse backgrounds and experiences. However, some employees expressed mixed perceptions, citing concerns about the lack of clarity, varying criteria, and perceived favoritism or bias in the selection process. Providing feedback and transparency on the selection criteria were suggested to improve employees' understanding and acceptance of the process. Employees provided positive feedback on the effectiveness of the bank's training and skill development policies and practices. The relevance of the training programs to their job roles and the enhancement of their professional skills were well-received. Participants expressed satisfaction with the opportunities for skill development that aligned with their career growth. They also appreciated the supportive training environment and the support received from managers and peers during the training process. However, some areas for improvement were identified, including the need for more advanced or specialized training programs, more frequent or ongoing training opportunities, clearer career progression pathways, and more personalized or customized training plans. Additionally, better tracking and evaluation of training outcomes and addressing scheduling or workload challenges during training were suggested. The suggestions provided by employees offered valuable insights into enhancing the effectiveness of training and skill development policies and practices. Employees emphasized the importance of providing opportunities for practical application of learned skills through hands-on practice, simulations, and on-the-job training. They also suggested offering more specialized training programs tailored to different job roles or levels to meet specific skill needs. Involving employees in the selection process for training programs and seeking their input on training needs and preferences were recommended to ensure relevance and acceptance. Providing access to resources for self-paced learning, offering continuous learning opportunities beyond initial training, and encouraging feedback and reflection were also suggested to foster a culture of continuous improvement. The discussion section provides a comprehensive analysis of the study's findings and their implications for the private banking sector in Bangladesh. The positive experiences of employees with the training and skill development policies and practices demonstrate the importance of investing in employee development to enhance job performance and career growth. The suggestions for improvement offer valuable recommendations for private banks to design more targeted and effective training programs that cater to employees' specific needs and contribute to a highly skilled and motivated workforce. By addressing the areas for improvement and building on the positive aspects of their training initiatives, private banks can further enhance employee satisfaction, productivity, and organizational success.

5.2 Conclusion

The research study conducted on the experiences of employees with training and skill development policies and practices in private banks in Bangladesh yielded significant findings. The majority of employees had positive experiences with the diverse range of training programs offered by their respective banks. These programs were perceived as valuable opportunities for professional growth, leading to enhanced job performance and career advancement. Employees appreciated the relevance and practicality of the training content, which allowed them to

apply their newly acquired skills in real-world scenarios. The study also highlighted the importance of fairness and transparency in the selection criteria for training programs. While employees generally perceived the selection process positively, some expressed concerns about the lack of clarity and perceived favoritism. Overall, the research underscores the importance of investing in employee development to create a skilled and motivated workforce in the private banking sector in Bangladesh. The study's implications and recommendations provide valuable insights for private banks to enhance the effectiveness of their training initiatives and foster a competitive edge in the industry.

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