

Adult Learning Pedagogies For Bank Professionals- A Case Study On Mercantile Bank Training Institute, Bangladesh

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Abstract: Training is an attempt to improve the employees' employability and performance scale and also it minimizes the implementation and planning gap taken by the company that needs the staff support. Mercantile Bank Bangladesh Ltd has their designated training academy that ensures the skills needed to successfully train their employees. The paper analyzes various aspects of the training institute and implication of success.

Keywords : Bank Professionals, Training need, Institutional knowledge

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I. Introduction

The resources offered by the recruited employees often are considered to be the core value generating assets for every organization. Without them, the peripheral resources cannot operate in fully functional manner. Banking is a very essential service rendering industry for an economically active country. Smooth banking operation is the key to a healthy and positive financial performance that mostly depends on efficient people working in the banks. Hence a rigorous training is needed for the human resources of the banks to effectively accomplish their activities successfully.

II. Literature Review

Training and development is a subsystem of an organization that aids in the direct value addition of the services promised by the institutions through skills resources. It is the capacity of the people working for an organization that transcends through the works standards and results in effective acquisition and practice of company's mission and vision. Training is often interpreted as the activities where an expert and learner work together to effectively transfer information to enhance the latter's knowledge, attitude and or skills for him/her to perform better at current job. Training activities are focused upon, and evaluated against the job that an individual currently holds (Learner R, 1986). On the other hand development is often viewed as a broad, ongoing multi-faceted set of activities to bring someone up to an accepted standard. Training and development ensures that randomness is reduced and learning or behavioral change takes place in structural format. Development focuses upon activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate (Nadler L, 1984). Training valuation refers to the process of collecting the outcomes needed whether training is effective or not. The evaluation design refers to the collection of information-including what, when, and from whom- that will be used to determine the effectiveness of the training program. However, any organization that evaluates training has to be confident that there are many differentiating factors behind a training program being successful.

Kirkpatrick's Four Level Model

A program's effectiveness can be determined by the output or perceived outcomes that can be measured. The original framework for identifying and categorizing training outcome is developed by Donald Krikpartrik (Krikpartrik D, 1975). A Professor Emeritus at the University of Wisconsin, Dr Krikpartrik first published his four-level Training evaluation model in US Training and Development Journal. It has been used widely since 1980s. It suggests that higher level outcomes should not be measured if changes occur in lower level outcomes. (Noe, Hollenbeck, Gerhart & Wright, 2013)

Level 1- Reaction is the stage that tends to measure how employees are getting trained and the reaction of the employees about the training program. Steps are taken to ensure that the trainees feel a positive prospect about the environment, instructor's skills, content of the course and materials offered at the training. The participants should feel the positive significance that the training as value addition to their career. Reaction stage also helps determine the perceived prospect from a trainee perspective to reform future training programs.

Level 2- Learning is the stage where the learners' changed and positive behavior is observed. Every training session have specific objectives with learning outcomes that cater to the company's recruitment objective. Objects can be measured after the end of the session through end-in surveys or simply by observing the participants' performance. Learning outcomes include changes in knowledge, skills, and attitude and so on.

Level 3- Behavior is the most visible and observable stage of learners that performs task after training or even during training. The application of learning is more important than taking part in the physical learning process. Performance evaluation by line managers and better job performance and increased service coefficient are indicators of positive behavior for confirming training led expected behavior.

Level 4 Evaluation/Results are all about measurement of training effectiveness. An effective training will contribute to the functional objectives of the mother institute. The evaluation would necessarily determine how the training will be beneficial for the organization where the employee belongs.

III. Background

Mercantile Bank Limited

The Mercantile bank Limited was incorporated in Bangladesh as a Public Limited Company with limited liability under the Bank Companies Act 1991 on May 20, 1999 and commenced commercial operation on June 02, 1999. The Bank went for public issue of Shares on in 2003 and its shares are listed with Dhaka Stock Exchange and Chittagong Stock Exchange. The Bank has 84 branches spread all over the country. Mercantile Bank is a highly capitalized new generation bank with an authorized capital and paid-up capital of Tk 8000.00 million and Tk 4968.90 million respectively. The bank has diversified activities in retail banking, corporate banking and international trade. The bank gives special emphasis on export, import, trade, finance, SME finance, retail credit and finance to women entrepreneurs. To provide client services in respect of international trade it has established wide banking relationship with local and foreign banks covering major trade and financial centers at home and abroad. The bank's mission statement is- "Will become most caring, focused for equitable growth based on diversified deployment of resources, and nevertheless would remain healthy and gainfully profitable Bank."

The founder of MBL is committed to make it a little more different and qualitatively distinctive. There are newer and more visionary goals to achieve. The board of Directors consists of eminent personalities from the industries and commercial royalty. The Bank provides a broad range of financial services to its customers and corporate clients. The Board of Directors being at the highest level of organizational structure plays an important role on the policy formulation.

MBL's mission is to expand its activities at home and abroad by adding new dimensions to their banking services. With that, they are also putting highest priority in ensuring transparency, accountability, and improved client services as well as to their commitment to serve the society. And hence, their vision is to ensure highest standard of customer services through best application of latest information technology, making due contribution to the national economy and establishing themselves firmly in the sector. MBL also has some strategic objectives that involve increasing shareholders' values, to achieve economic value addition, to be market leader in product innovation and to provide better customer service, to be one of the top five financial institutions in Bangladesh in terms of market share in all significant segments.

Mercantile bank Training Institute

Mercantile Bank Training Institute (MBTI) is the most effective learning centre for Mercantile Bank Limited where their employees are trained, mentored to ensure professional excellence that is needed to meet the mission and vision of the bank. The training center started its journey in 2002 and has been successfully delivering value across the skills need of the employees to retain the bank's esteemed reputation. The institution provides employees with experience and tools to develop the skills and strengthen their career growth. The learning modules are primarily learner centered and ensure high customer engagement, product knowledge and innovative learning with adequate problem solving skills. The trainings are provided to ensure development in three prime sectors- i. to bring all the employees under one uniformed standard of work; ii. Ensure 'tailor-made' training for the employees; iii. To build succession of competent employees and enable them to occupy more reasonable positions as situation emerge. The institute has a well equipped library, fully furnished dorm, modern facilities in their classrooms with state-of-the-art visual equipments. The institute is governed under the Principal and extremely professional faculty members that constantly work to bring the bank's brand value to the highest standard through training its employees. The training program consists of comprehensive foundation courses for entry level management trainees and other officers recommended by their respective departments. Training process is an indispensable segment of private banks to ensure the right induction for the newly recruited employees. Training process is essential for any competitive bank to increase the performance and efficiency of the individuals and the bank as a whole. Training is a process through which the participants' performance is improved by increasing the level of skills by several teaching learning techniques.

The Purpose of training and Development

- Training and development modules are designed as per the market need and gap in ensuring that the employees are aware of the skills needed to address the gap. This will improve the quality of the work force.
- The enrolled employees would definitely add much needed skills to his/her capabilities and enhanced career growth;
- If employee performance is not up to the mark as per employee evaluation or performance appraisal
- Required by the stakeholders who also gives importance on value building through efficient human resources;
- Trainees can stay up to date acquire more technological flexibilities with advancement of trainings.
- Trained employees act as an informal mentor to the newly appointed employees and help them in enculturation process.
- Appropriate training narrows the gap between planning and implementation as training curriculum always centers around the need of the mother institution.

IV. Discussions

The methods of training delivery in the institute are done through various methods- lecture, demonstration, discussion, presentation and so on. This allows the participants to have a various learning dimension that helps them learn in evolutionary manner that helps their understanding. 95% of the participants expressed their satisfaction on the benefit they would seek from the training. Hence, training programs do have positive impact on human development. Other essential observations are-

- The training program content are designed to serve the basic banking functions- general banking, credit, clearing, customer service, foreign exchange, legal documentation, anti- money laundering, etc.
- There are adequate teacher-student ratio in the class
- Participants feel confident in providing better services to corporate clients
- Management observe significant reduction in complaints against service delay with trained participants
- More efficient and qualified trainers are needed with international experience
- Curriculum of training program needs periodical readjustment keeping in line with global standards.

V. Conclusion

Mercantile Bank Ltd has a very good image and goodwill among the client and greater stakeholders through contributing th financial products and also by producing skilled employees for the banking sector. In ensuring steady and sustainable growth the HR team of the bank must work closely with the training institute and course contents must get periodical revision keeping in line with the recent banking affairs. Focus should be given more in developing the communication skills of the employees. Further research can be done in determining the satisfaction survey of the trained employees and work measures out of the findings.

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