

Human Resource Development

A Case Study Based on Training of
Nabil Bank Ltd., Kathmandu

A Thesis

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RECOMMENDATION

This is to certify that Ms. Aabha Shrestha has prepared the thesis entitled "**Human Resource Development A case study based on Training of Nabil Bank Ltd., Kathmandu**" under my supervision and guidance. It embodies his original and independent work. I am satisfied with the work in terms of its research methodology, presentation and describes of data.

This thesis has been prepared in the format prescribed by the Faculty of Management, Tribhuvan University, for the partial fulfillment of Degree of Masters of Business Studies.

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LIST OF ABBREVIATIONS

ABBS	:	Anywhere Branch Banking Service
ATM	:	Automated Teller Machine
CD	:	Compact Disk
CEO	:	Chief Executive Officer
GPS	:	General Public Shareholders
HR	:	Human Resource
HRD	:	Human Resource Development
HRM	:	Human Resource Management
HRTD	:	Human Resource Training & Development
IT	:	Information Technology
NABIL	:	Nepal Arab Bank International Limited
NIDC	:	Nepal Industrial Development Corporation
NRB	:	Nepal Rastra Bank
OD	:	Organizational Development
RBS	:	Rastriya Beema Sansthan
SIM	:	Subscriber Identification Module
SME	:	Small & Medium Enterprises
SWIFT	:	Society for Worldwide Interbank Financial Telecommunication
TD	:	Training & Development
VDC	:	Village Development Committee
VSAT	:	Very Small Aperture Terminal

CHAPTER – I

INTRODUCTION

1.1 Background of the Study

An organization is an association of human beings with structure and technology that is meant for the accomplishment of specific goals. It is a mechanism which enables men to live together and perform the activities collectively. Dr. Govind Ram Agrawal defines organization as – “An organization is a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.” Therefore an organization is a human association composed of people, structure and technology for achieving common goals in a dynamic environment.

Organization provides employment and produces various products to satisfy human needs. Organizations are of different types – business, government, non-government, service, international, national, unions and associations. Organizations need people and people need organizations. It is people who direct and control organization. An important aspect of managing an organization is managing people.

An organization is the foundation on which the whole structure of management is built. In fact management is the backbone of every organization. There is management in every activity of an organization. Organizing the organization is an important function of management. Management has been defined as the guidance, leading and controlling of the efforts of a group of people towards some common objectives. The management is universal process in all organized social and economic activities to attain the defined objectives. Management is necessary for a business firm, government enterprise, education institutes, health services, trading organizations, etc. People as human resources are vital for achieving goals.

An organization is effective if it is able to achieve its goals. Since better people achieve better results, the organizational effectiveness depends largely on the performance of people working in organizations. The people in an organization can perform better and give better results only if the management is effective.

One of the important tools for a successful and effective management is training. Training is an important part of Human Resource Development (HRD) efforts in modern organizations. Management of an organization cannot flourish without training. “The goals and objectives of an organization cannot be achieved unless there is systematic planning of manpower training.” (Yodler Dale, 1972). Therefore training is an important tool that enhances capabilities required to improve performance in the present job. It involves positive changes in knowledge, skills and attitudes of employees to increase their efficiency and effectiveness on the job. According to Decenzo and Robbins, “Training is a

learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job.” Training is the most frequently used HRD mechanism.

A program of training becomes essential for the purpose of solving specific problems of a particular organization that arise due to the introduction of new lines of production, change in design, demands of competition, the quality of materials processed for individual adjustments, economy, promotions, career development, job and personal changes and change in the volume of business. Collectively, these purposes directly relate to the ultimate purpose of organizational training programmes for enhancing overall organizational effectiveness.

Every organization needs to have well trained and experienced people to perform the activities perfectly and smoothly. Training helps employees to increase their level of performance on their present assignment. Increased human performance directly leads to the increase in the operational productivity. Better informed and trained employees are less likely to make the operational mistakes. Organization that have good internal educational programs have to make less drastic manpower changes and adjustments in the event of sudden personal alternations when the need arises. If a company maintains an adequate instructional programmer for both the non-supervision and management employees, then the company can easily replace the staffs from the internal sources in case of the organizational flagrant.

As the job becomes complex, the importance of the employee development also increases. Inadequate job performance or a decline in productivity resulting out of job redesigning or technological breakthrough requires some types of training and development efforts. Training helps to raise the skill level and increase the versatility and adaptability of employees. In a rapidly changing society, employee development is not just an activity that is desirable, but is also an activity that an organization must commit in order to maintain a viable and knowledgeable work force.

Training is the foundation of sound management, for it makes employees more effective and productive. It is an integral part of the whole management program with all its many activities that are functionally inter-related. It serves as a balancing factor between employee capabilities and job requirements. It transforms the behavior of the individual and improves performance by improving knowledge, skills and attitudes. It sustains competitive advantage. Training enables employees to develop and rise within the organization and increase their market value, earning, power and job security.

It moulds the employees’ attitude and helps them to achieve a better co-operation in the company and a greater loyalty to it. In the same way the management is also

benefitted by the training in the sense that higher standards of quality are achieved, a satisfactory organizational structure is built up, authority can be delegated and the stimulus for progress is applied to the employees.

Moreover, training heightens the moral of the employees, for it helps in reducing dissatisfaction, complaints, grievances and absenteeism. This in turn reduces the rate of turnover and makes a better and economical use of materials and equipment by the trained employees. The basic purpose of training is to increase productivity, improve quality, help company to fulfill its future personnel needs, improve organizational climate, improve health and safety. A well planned training results in an endless chain of positive reactions. Training may also help to prevent industrial accidents and maintain safer work environment that leads to more stable mental attitudes on the part of employees.

If supervisors know that they can do better through company designed trainings and development programs, the managerial mental state also improves. Training and development program foster the initiative and creativity of employees on the personal basis that is gained individually from their exposure to educational experiences. So, proper training program ensures that the organization has the right number of people at the right place and at the right time. This study aims at assessing the scenario of Human Resource Development program in Nepalese companies.

1.2 A Brief Introduction of Nabil Bank Ltd (NABIL).

Nabil Bank Ltd. is the first foreign joint venture bank of Nepal which was established on 12th July 1984 with a small capital of NPR 30 million and manned by about 50 staff. It was incorporated with the objective of extending international standard modern banking services to various sectors of the society. The bank provides a full range of commercial banking services throughout the kingdom.

The bank comprises of all stakeholders – customers, regulators, the board, shareholders, the staff and the community at large. Now the bank has completed a history of 27 years' unwavering services in banking in the nation. In Nabil, banking does not just mean transactions but goes beyond banking in furthering professionalism and fostering a new culture. At present it has 47 branches and a chain of 63 ATMs services throughout the nation. The bank issues credit, debit and prepaid payment cards in Visa and MasterCard that are accepted directly for purchase of goods and services and cash withdrawals from ATMs. Besides these, the bank also provides the facilities of M-Banking which is a mobile banking solution, E-Corporate, Super Slab, Internet Banking, Any Branch Banking Services (ABBS) and many more.

With Nabil's entry in the industry over two and half decades back, banking has undergone great turnarounds. Banking since then does not just mean transactions but goes beyond banking in furthering professionalism and fostering a new culture. NABIL works in alliance with all strategic partners in the nation and cultivates corporate values and ethics exemplarily in the industry. It foreruns business customs and practices and institutionalizes corporate governance as a pioneer. It goes beyond the general mold of banking, and therefore through a variety of services and products it reaches out to the masses.

Vision:

At NABIL the vision is to be a bank for all across all the geographical zones and socio-economic stratum of the nation that can provide financial solutions and create values for all the stakeholders, to stand in the community with their economic and civic roles. The bank looks forward to emerging as a FIRST RATE BANK ACROSS ALL STRATUMS OF THE NATION.

Mission:

The mission of the bank is to prove to all that Nabil is driven by the spirit for realizing those visionary aspirations. Therefore the bank works in partnership with the rest of its stakeholders and the community at large. It approaches to differentiate the products by reengineering them with the best technologies and management philosophy keeping in focus the customer's satisfaction over and above everything else at all times.

Goals:

The primary goals of Nabil Bank Ltd. are as follows:-

- 1) To train the human resources, tailor its products and services.
- 2) To customize the ranges of products to the entire range of society from financing megaprojects to underprivileged individuals.
- 3) To promote enterprises across all segments of society by adding values to nation building endeavors.
- 4) To branch out on a national scale through its side ranging points of representation in different geographic and economic zones along with its broad global network as a FIRST CHOICE PROVIDER OF COMPLETE FINANCIAL SOLUTIONS.

Values:

The bank surges to turn its services and products into economic values for its customers, taking care of their financial needs. To keep pace with the changing time and technology the bank customizes its services and reengineers its products. It goes beyond just making profits. NABIL fosters corporate governance, realizing the values its regulators always cherish through financial disciplines.

Besides, the bank has set C.R.I.S.P. as its basic values which means –

- C - Customer Focused
- R - Result Oriented
- I - Innovative
- S - Synergistic
- P - Professional

Thus as a pioneer in the industry NABIL has been a proliferator of business environments and promoter of entrepreneurships in the nation that contribute to generating employments and multiplying business opportunities in the nation across different socioeconomic strata of society.

1.3 Statement of Problem

Every bank needs various types of human resources to operate efficiently and effectively. The growing entries of banks throughout the country create a major challenge to sustain. To overcome this situation, there is a need of technical and managerial skills. Well trained and skillful office personnel can function and enhance the performance of their duties and responsibilities.

-) A training function should be managed very well in order to make it effective. The training has always remained an area of the least priority in Nepal's HRM. Training is not regarded as an investment in human capital but is regarded as peripheral to management. It is a general practice in Nepalese organizations to make training the first victim of budget cut for austerity purposes. Most organizations lack comprehensive human resource development plans. They regard training as cost, not investment.
-) There is a big question mark about the effectiveness of training in Nepal. The evaluation of training is generally based on reaction and learning criteria. Behavior and results criteria are generally not used to evaluate training effectiveness. But the fact is that the training programs should be properly planned, effectively implemented and periodically evaluated to assess their impacts.
-) Nabil Bank Ltd. with the motto "*Service At All Times*" is one of the leading banks of Nepal. It is successfully achieving its profitability target in spite of stiff competition in the market. The bank is gradually growing and expanding its branch network from Mechi to Mahakali. To maintain this leading position, there is a demand for the well trained, highly qualified and sophisticated employees. So, the bank conducts training and briefing sessions for the concerned staff members to better acquaint them about the uses of various policy documents, manuals and work procedures. The bank has various levels of employees i.e. new recruits to executives.

The newly appointed staffs come from different background with different levels of qualification. Therefore it has to face different problems while conducting training programs for the new recruits. The bank also faces the several other problems like shortage of professional trainers, outdated training materials and lack of training aids. It is mostly lecture-oriented. Utilization of trained human resources is poor. Training facilities and programs are mostly Kathmandu based. Similarly evaluation of training effectiveness is also lacking.

1.4 Objective of the Study

Human resource training plays the vital role in success or failure of any bank. The main objective of the study is to review efforts of human resource development and evaluate effectiveness of personal policies of the bank. The specific objectives of this study are as follows: -

-) To review the training policies of NABIL.
-) To examine the existing practices of HRD (specially training and development) in the bank.
-) To know the future planning and policy related to HRD.
-) To recommend the measures to be taken for the improvement of training and human resource development in NABIL.

1.5 Justification of the Study

There is a lot of competitions in the banking and financial system in the present Nepalese market. In fact this competition was enhanced after the entry of three joint venture banks (viz; Nepal Arab Bank, Nepal Indo-Swiss Bank and Nepal Grind Lays Bank) in the year 1984. Moreover the agriculture development banks of Nepal were authorized to conduct the commercial banking transaction and several finance companies were established which further increased the situation of competition in banking and financial system in Nepal. After the announcement of liberal economic policy in 1990, a number of joint venture banks, private banks, finance and co-operatives with limited banking transactions emerged.

These newly established banks and financial institutions played a significant role in increasing the competitions among them. In this highly competitive situation, there is a need of human resource development in Nabil Bank Ltd. to an optimum level. This is because the progress of an institution is impossible without trained and competent human resources. This kind of study helps the bank to formulate and implement the HRD policies and practices to meet the emerging challenges in the banking and financial sectors.

1.6 Limitations of the Study

This case study concentrates on the HRD dimension, mainly training and development of the bank's employees for viewing the personal policies and training status. Although it attempts to describe all HRD elements of the bank, the finding and suggestion of the study may vary with change in time. The study is based mainly on the information provided by the bank staffs. The study is focused on the training provided to the bank staff in the period of fiscal year 2006/07 to 2010/011.

1.7 Chapter Outline

The study report gives the systematic presentation of the research design analysis and findings of the study. This research study comprises of five different chapters each of which consists of the information about training process of NABIL. It is mainly divided in following major parts :-

Chapter – I : Introduction

This part consists of the basic information of the research area, background of the study, general introduction of Nabil Bank Limited, various problems of the study, objectives as well as limitations of the study.

Chapter – II : Review of Literature

The second chapter of the study assures readers that the writer is familiar with important research that has been carried out in similar areas. It also establishes that the study is the link chain of research that is developing and emerging knowledge about concerned field.

Chapter – III : Research Methodology

This chapter describes the research design, data collection and processing, scientific tools and techniques of training process. Proper procedure of data collection and its effects on the study are also mentioned. In other words, it describes about the various sources of data related with study and various tools and techniques employed for presenting the data.

Chapter – IV : Presentation And Analysis Of Data

This chapter analyses the data related with study and presents the finding of the study. It also comments briefly on them. Basically, secondary information is analyzed by using spreadsheet whereas primary information is analyzed by developing structured questionnaire.

Chapter – V : Conclusion, Findings and Recommendations

In this chapter, the researcher concludes about the performance of the concerned organizations in terms of 'Human Resource Development' on the basis of the results from data analysis. It also gives important suggestions to the concerned organization for better improvement.

CHAPTER – II

REVIEW OF LITERATURE

2.1 Background

This chapter includes the reviews of previous writings and studies relevant to the problem being explored, and within the framework of the theory structure. Literature review is taken as a process of understanding the concept of the related literature. Therefore, it helps the researchers to know the progress made by other scholars in the field of study. Furthermore, it helps to find out the research gap in the area of the study. This chapter includes an overview of the literature on human resource development. The main relevant areas of study are – Human Resource Development policies and practices, the concept of training and development. Therefore it helps in the interpretation and cover up the exact condition of human resource development.

2.2 Concept of Human Resource Development (HRD)

Human resources are the people that staff and operate an organization. Human resource is the most important asset of any organization. It is the framework for helping employees develop their personal and organizational skills, knowledge and abilities. HRD includes opportunities such as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition, assistance and organization development.

The knowledge, skills, attitudes and capabilities of the human resource should be developed in course of time to increase the productivity and to achieve the organizational goals effectively. This can be done through HRD. The focus of all the aspects of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

HRD can be formal such as in classroom training, a college course, or an organizational planned changed effort or informal as in employee coaching by a manager. HRD is an organized learning activities arranged within an organization in order to improve performance and personal growth for the purpose of improving the job, the individual and the organization.

The recent decades of business and management strategic improvement have proved that human resource development has objectively become a major concern of both government and organizations in the today's world of work. To analyze this phenomenon it is necessary to understand what HRD truly is. First of all the term Human Resources has literally two main interpretations. The first one is widely used in political economy in order to substitute the word labor. So this interpretation implies the general character of the term human resources, while the second one, commonly used within the business world is used to refer to the individuals working in any business firm and coping with various personnel problems.

HRD is therefore nothing but the development and improvement of the “framework for employers and employees which promotes a skilled and flexible labor market” [1]. It is also important to understand that the basic principle of this “skilled and flexible labor market” is partnership and therefore is created to bring mutual advantages both for the employers and the employees. HRD protects also protect the rights of the sides making their interactions well-coordinated. HRD includes the areas of training and development. Training and development – or “learning and development” is one of the most important aspects of our lives and our work. Many people view “training” as an activity that produces the result or outcome of “learning”.

Training –

This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education –

This activity focuses upon the jobs that an individual may potentially hold in the future and is evaluated against those jobs.

Development –

This activity focuses upon the 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.

2.3 Definition of HRD

HRD is a process of developing and unleashing human expertise through Organization Development (OD) and Training and Development (T & D) for the purpose of improving performance.

-) The domains of performance include the organization, work process and group/individual levels.
-) OD is the process of systematically implementing organizational change for the purpose of improving performance.
-) T & D is the process of systematically developing expertise in individuals for the purpose of improving performance.
-) The three critical application areas of HRD include human resource management, career development and quality improvement.

2.4 Core HRD Beliefs

Organizations are human-made entities that rely on human expertise in order to establish and achieve their goals.

Human expertise should be developed and maximized through HRD processes and should be done for the mutual long-term and/or short term benefits of the sponsoring organization and the individuals involved.

HRD Professionals are advocates of individual/group, work process and organizational integrity.

2.5 Key Components of Human Resource Development

There are three fundamental component areas of Human Resource Development (HRD):-

- Individual (Personal) Development
- Career (Professional) Development
- Organizational Development

The importance of each component varies from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency and the organization's commitment to improved human resources. But all three have one focus – individual performance improvement. Since individual performance improvement is the heart of an HRD program, HRD can be described as the “area of congruence” among the three components.

Individual Development

Individual development refers to the development of new knowledge, skills and improved behaviors that result in performance enhancement and improvement related to one's current job (training).

Career Development

Career Development focuses on providing the analysis necessary to identify the individual interests, values, competencies, activities and assignments needed to develop skills for future jobs (development). Career Development includes both individual and organizational activities. Individual activities include career planning, career awareness and utilizing career resource centers. Organizational activities include career planning, career awareness and utilizing career resource centers. Organizational activities include career planning, career awareness and utilizing career resource centers. Organizational activities include job posting systems, mentoring systems, career resource center development and maintenance using managers as career counselors, providing career development workshops and seminars, human resource planning, performance appraisal and career patching programs.

Organizational Development

Organizational Development is directed at developing new and creative organization solutions to performance problems by enhancing congruence among

the organization's structure, culture, process and strategies within the human resources domain. In other words, the organization should become a more functional unit as a result of a closer working relationship among these elements. The ultimate goal of organizational development is to develop the organization's self-renewing capacity. This refers to the organization's ability to look introspectively and discover its problems and weaknesses and to direct the resources necessary for improvement. As a result, the organization will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances.

2.6 Importance of Training and Development

Training and development are important due to the following reasons:-

Optimum utilization of human resources

Training and development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.

Development of human resources

Training and development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

Development of skills of employees

Training and development helps in increasing the job knowledge and skills of employees at each level.

2.7 Typical Reasons for Employee Training and Development

Training and development can be initiated for a variety of reasons for an employee or a group of employees. For example:-

-) When a performance appraisal indicates performance improvement is needed.
-) To "benchmark" the status of improvement so far in a performance improvement effort.
-) As part of an overall professional development program.
-) As part of succession planning to help an employee be eligible for a planned change in role in the organization.

-) To “pilot”, or test, the operation of a new performance management system.
-) To train about a specific topic.

2.8 General Benefits from Employee Training and Development

There are numerous sources of online information about training and development. Several of these sites suggest reasons for supervisors to conduct training among employees. These reasons include –

- Increased job satisfaction and morale among employees.
- Increased employee motivation.
- Increased efficiencies in processes, resulting in financial gain.
- Increased capacity to adopt new technologies and methods.
- Increased innovation in strategies and products.
- Reduced employee turnover.

2.9 Importance of Human Resource Development

It is no surprise that HRD has become a real issue for numerous business organizations because it offers of high-tech management principle which can bring more profit. It is aimed to help organizations to become competitive through possessing workforce qualified in different up-to-date directions. It is a contemporary system based on three “elephants” concerning the employees: “personal challenge, counseling and accurate assessment” [2]. This three “elephants” help each employee completely correspond to the “culture” of their company and therefore also have a social character. It will not be an error to say that HRD “brings up” employees of full value, with versatile effective business-qualities and intellectual “property”.

Every single HRD strategy existing in a company is initiated by the needs of the contemporary world. The policy of hiring employees is chosen according to the specific needs of a company. For instance one of the approaches implies the distribution of the HRD budget in the following way: a major part of the planned expenses are directed to educate and develop the employees while the expenses on hiring new employees are minimized through the decrease of the personnel flow and also through the scheduled promotion of the employees. The personnel flow is inevitable in terms of HRD and HR experts suppose that it is necessary for the prosperity of the company. Taking into account the plan of the company’s development and therefore the program of all the transformations including structural ones and considering the statistics of the personnel flow in the previous periods, it is possible to predict the need for hiring new employees with a rather

small error. This saves the investments of the company and creates a mature employee-base.

HRD creates employees with a sufficient qualification to satisfy the company's requirements and works in three basic directions of the personnel development: professional skills, human skills and motivation. Such a development converts each employee an integral part of the company's mechanism. It works with the notion that strong employees bring advantages, and weak ones bring consequences, so one of the tasks of HRD is to provide strong personnel representatives and improve the company's result in its sphere of activity.

HRD principles reveal the intention to have a complicated system of compensation, motivation and development, because during the initial stage of work in the company a lot of investments are made into the development of the employees. This makes every single employee unique and extremely valuable for the company and therefore extremely increases its productivity, competitiveness and therefore profit. In its turn increasing of profit means that the government will get more taxes and the country will become more stable in general.

2.10 Human Resource Development Today

HRD has radically changed in the last years and nowadays it corresponds to the demands on the level of large business organizations and governmental institutions. Its impact on the functioning of any organization is being analyzed by the major experts. What is one of the best sides of HRD is that it has become a synthesis of many vital global aspects including occupational psychology, organizational behavior and theories of learning. Therefore HRD may be called an integrated formation with high performance through correct human resource management on top of it.

HRD since its "birth" has been a target for numerous arguments because many professionals could not make 100% confident statements concerning the effectiveness of human resources in the economic value. The primary goal of HRD is to be a progressive mediator between the employer and the employee in term of the intellectual contribution that each employee can make into the development of his organization. HRD is more than just an ordinary business strategy it is an organized concentration of the best management practices within personnel management with high potential, nevertheless its application can be seen as a rather problematic issue as not all companies are ready to change the way of their interactions and establish a cooperation relations with the employees. HRD sees each employee not as a simple "work force" but a type of investment into the successful future of a given organization. It changes the priority of functioning of many companies for only a few of them see workers as their primary advantage over the others.

HRD is a tool that nowadays can help firms and corporations to “foresee” what kind of intellectual contribution they will need to prosper tomorrow and not solve this problem when they face it. HRD offers a prognosis of the tomorrow’s intellectual requirements or according to Alan Price “the planning of skill availability in advance of need” .

Conclusion

The growth of interest to the HRD is conditioned by the need of various organizations and the government to establish a strong economy in the country and increase its business competitiveness in terms of economic globalization, where HRD is just the best choice to make.

2.11 The HRD process and the examination of how HRD programs are helpful in remaining competitive in business

The core value of HRD process is respecting ‘individual worth’, integrity and beneficence that eventually help to aim towards building responsible and sustainable partnerships within the organization (i.e. among the employees and the management) and outside the organization (i.e. with external stakeholders – community, donors, other civil society organization and the government).

In this rapidly changing and increasingly complicated work environment, managing people has become more complex than before. To be successful in the current environment, organizations need to maximize the productivity of all their resources. These include the financial resources, information resources and the most importantly the human resources. With effective human resource development, an organization can be brought to a greater height which in turn brings progress and success.

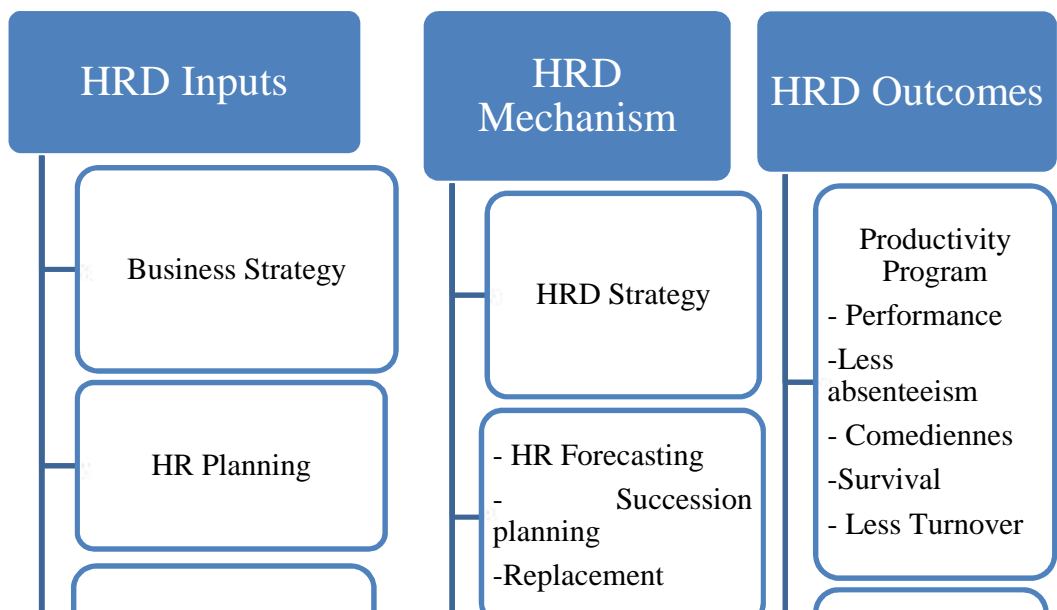
Free trade agreement among countries and the aid of advance technology made economic globalization becoming threats and opportunities for some organizations. Moreover, rapid changes and improvement in the products and services is inevitable in the competitive and demanding business arena. Many organizations know the recipe to stay competitive. However, only some succeeded and a few excel from the others. One of the key factors to become a successful organization is to attract talents and investment in human capital. In a speech by Lee, Y.S (2007) he mentioned that an Economist’s article survey showed that attracting and retaining talent is the number one priority.

Many organizations having realized that, in order to be ahead of their competitors, they have to constantly learn how to maximize out from the employees to achieve the organization strategic business objectivities. With the realization of the importance of the employees, it has made a significant impact on the human resource management.

The objectives of human resource management in an organization is to help the company to meet their strategic goals, recruiting and retaining talents and have an effective management on the employees. According to Stone (2005, p.10), to achieve the objectives, there are a few activities, which need to be undertaken. One of the activities is human resource development.

Human resource development can explain as a framework to enhance the employee skill, knowledge, behavior, and abilities that are in line with the organization business strategic objectives. Stone (2005, p.12) stated that the activity is to focus on five objectives. Firstly, is the attitude of the employees. It is crucial, as their attitude will influence their behavior towards their work, which will affect their work performance. Secondly are the employees' skill, knowledge, and ability. The organization must always ensure that their employees are equipped with the correct skill.

HRD Mechanism:



2.12 Process, Practice and Relation Of HRD With Other Fields:-

Notably, HRD is not only a field of study but also a profession. HRD practitioners and academia focus on HRD as a process. HRD as a process occurs within organizations and encapsulates:

- Training and Development (TD), that is, the development of human expertise for the purpose of improving performance.
- Organization Development (OD) that is, empowering the organization to take advantage of its human resource capital.

TD alone can leave an organization unable to tap into the increase in human, knowledge or talent capital. OD alone can result in an oppressed, under realized

workforce. HRD practitioners find the interstices of win/win solutions that develop the employee and the organization in a mutually beneficial manner. HRD does not occur without the organization, so the practice of HRD within an organization is inhibited or promoted upon the platform of the organization's mission, vision and values.

Other typical HRD practices include: Executive and supervisory/management development, new employee orientation, professional skills training technical/job training, customer service training, sales and marketing training and health and safety training.

HRD positions in business, health care, non-profit and other field include – HRD manager, vice president of organizational effectiveness, training manager or director, management development specialist, blended learning designer, training needs analyst and chief learning officer.

Discussion

Human Resource Development is not a defined object, but a series of organized processes, “With a specific learning objective”. Specific interventions, areas of expertise and practice that fall within this definition of HRD are recognized as performance improvement, organizational learning, career management and leadership development. Human Resource Development as a structure allows for individual development, potentially satisfying the organization's goals. The development of the individual will benefit both the individual and the organization.

The Human Resource Development framework views employees as an asset to the enterprise whose value will be enhanced by development. “Its primary focus is on the growth and employee development. It emphasizes developing individual potential and skills.”

An apprentice (trainee) will step through the development process to become a tradesman in his/her field as will a white-collar trainee to become a professional in their field. Training allows the individuals to complete a task within their fields. Gutteridge and Hutcheson maintain that, “Training provides, maintains and enhances skills to perform the job.”

Education and training will develop the individual to become a tradesman or a professional in the future. A successful Human Resource Development program will prepare the individual to undertake a higher level of work, organized learning over a given period of time, to provide the possibility of performance change.

Human Resource Development is the framework that focuses on the organizations competencies at the first stage, training and then developing the employee,

through education, to satisfy the organizations long-term needs and the individuals' career goals and employee value to their present and future employers. Human Resource Development can be defined simply as developing the most important section of any business and its human resource by, "attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise."

Human Resource Development from a business perspective is not entirely focused on the individual's growth and development. "Development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself."

2.13 Need for Human Resource Development

To be successful in the current rapidly changing world, there is need for organizations to maximize the productivity of all resources – physical, financial, information, time and human. The question that arises is : How are organizations, including Governments, doing in case of each of the resources?

Causes of Needs:

HRD interventions may be necessary due to the changes taking place as a result of the following:-

Legislation Policy Changes –

This puts new demands on the human resource in terms of skill/competencies.

Lack Of Basic Skills –

An assessment of the skill level of staff in comparison to the job requirements may be evidence of a need.

Poor Performance –

Appraisal may reveal gaps in the performance of an individual or organization.

New Technology –

The emergence of new technology may render the skills of current staff redundant and hence the human resource development is needed.

Customer Requests –

The enlightened citizenry is putting demands on the Public Servants who may be ill-equipped to provide the demanded service.

New Products/Services –

The emergence of new products/services requires that the human resource is adequately prepared to cope.

Higher Performance Standards –

High performance standards have emerged due to new technology, globalization and an enlightened and demanding citizenry.

New Jobs –

This may be due to promotion, recruitment or the creation of new structures that lead to the emergence of new jobs.

Career Progression Requirements –

There is a defined career growth path, it calls for the acquisition of competences as one grows in a career.

2.14 Levels of HRD Needs

Organizational Level Needs –

Changes in mandate of state agency, expectations of customers/citizens through surveys may reveal a need for organizations to change behavior of service providers or retooling them.

Task Analysis Needs (Job Analysis) –

Skill requirements to perform a given task could help determine needs of the current holders of jobs.

Person Analysis Needs –

The competencies of current job holders could also be assessed to determine their suitability for the jobs they currently hold.

HRD is important to organizations due to the following factors –

Improve Competencies –

HRD improves knowledge, skills of employees. It develops the capabilities of each employee in relation to the current job through enhanced technical skills as well as the capabilities of each manager in relation to future jobs through enhanced conceptual and human skills.

Enhance Effectiveness –

HRD helps to improve productivity and quality, keeps costs down, properly utilize materials and equipment, reduce wastes and scrap and improves safety. This as a whole enhances the effectiveness.

Foster Team work –

HRD fosters team work through group focus in work activities. It promotes the organizational climate of trust, faith in employee capabilities and autonomy in job. It improves communication through free expression of feeling and increases the employee commitment.

Facilitate Career Development –

Career development comprises personal improvement undertaken by an employee to achieve career plan. HRD matches training and development opportunities with employee needs and thus facilitates career development of employees.

Increase Job Satisfaction –

HRD facilitates positive emotional response of employee towards jobs. Employees get a feeling of belongingness to the organization. Moreover it heightens employee morale, reduces absenteeism and labor turnover, increases job satisfaction and retains employees.

Improve Decision Making –

HRD improves decision making capabilities and creative thinking of managers. Competent managers make effective decisions and encourage participative decision making to ensure employee commitment.

Manage Change and Conflicts –

HRD facilitates planning and management of change in organizations. It helps overcome resistance to change by improving the organizational climate. It also helps manage conflicts through improved labor management relations.

Succession planning –

Succession planning is anticipation managerial staffing needs in future and making plans to develop managers to meet those needs from internal sources. HRD is an essential factor in planning managerial succession in the organization.

Environmental Adaptation –

HRD equips managers to respond as well as to pro-act to changing environmental forces. It facilitates environmental adaptation, especially technological adaptation, in an environment of fast changing technology.

2.15 Principles of Designing HRD System

The design of HRD system should be based on the following principles:-

Clear Objectives – HRD should be directly related to the needs of employees and the objectives of organization. Its objectives and scope should be clearly defined. It should maintain harmony between the goals of organization and the employees.

Learning Principles – HRD should motivate employees to learn. It should actively encourage learner participation.

Opportunities For Practice – HRD should be conducted in the actual job environment to the maximum possible extent to practice what is being learned.

Capabilities Development – HRD system should develop conceptual skills in managers, technical skills in specified kind of activity and human skills concerned with ability of people to deal with other people.

Change Management – HRD system should anticipate future changes and pro-act to them. It should provide the facilities that enable the change in organization culture.

Linkage Building – HRD system should strengthen linkages with other functions in the organization such as production, marketing, finance, research and development, etc.

Structural Identity – In an organization all the activities related to HRD should be integrated under the HRD department. HRD manager should be placed at high level in the organization structure to ensure reliability and respectability for HRD function.

Differentiation And Integration – HRD activities should be differentiated as well as integrated within the HRD department. Committees, task forces, meetings can be useful for integration purposes.

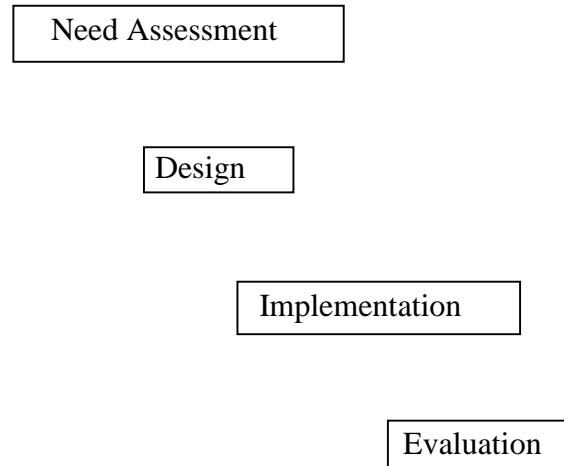
Monitoring And Evaluation – The progress of HRD should be monitored and evaluated for effectiveness. Feedback should be used to improve the HRD system.

Balancing - There should be balance between the quantitative data and qualitative judgment for decision making in HRD system. The internal and external expertise should be balanced very well.

Planning – HRD programs should be properly planned and introduced in different stages.

Continuous – HRD should be a continuous process throughout the employee's career. It should be institutionalized in the organization.

Designing HRD Process:



2.16 Training

The term training refers to the acquisition of knowledge, skills and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at institutes of technology. In addition to the basic training required for a trade, occupation or profession, the need to continue training beyond initial qualifications i.e. to maintain, upgrade and update skills throughout working life is also recognized. People within many professions and occupations may refer to this sort of training as professional development.

Training comprises an integral part of HRD process. The purpose of training is to improve the capabilities of the human resources in order to increase their efficiency and effectiveness on the job. Training is expected to indicate positive changes in knowledge, skill and attitudes. Training is job oriented and fulfills the current needs of an individual to overcome job difficulties. Training won't solve all the problems and not all the problems are training problems. As all know that training aims at the development of the people in an organization, HR department analyses and develops various training programs.

One can generally categorize the training as on-the-job or off-the-job.

On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as the most effective for vocational work. It occurs within the normal working environment an employee will

experience on the job. The goal of on-the-job training is to teach basic workplace skills to the new employee.

Off-the-job training takes place away from normal work situations – implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas.

2.17 Training Trends

“Unless we learn from the past, we are condemned to repeat it.” – Albert Einstein. A wise person is capable of reflecting on what is currently happening and thus likely to happen in the near future.

Traditional classroom is no longer the exclusive opportunity to learn. The age of training that includes training CDs, email classes, online learning blended learning and university degrees online is exploding. What happens in training is influenced by what is happening in business, government and education. Business is becoming global. An outcome is that individual enterprises have to be internationally competitive. With the world becoming more complex and performance driven, the value of the competent individual is going to become even more important. There are four different trends in training –

Globalization

Business Focus

e-Learning

War for Talent

Trend 1: Globalization – Globalization is irreversible and influences training through regionalization, mergers and acquisition. Training departments tend to mirror the centralization of their internal clients. The internal implication is that staff is encouraged to relocate to the regional centre, with small business unit link, staff remaining as the bridge between internal clients and the central office. External providers will have to work out how to service their clients regionally, if not globally. Training departments have to restructure to accommodate merged organizations. There is a strong trend for training suppliers to respond to changing client needs by themselves merging and reengineering.

There is severe tension between having an international standard on the one hand, and local way of doing things on the other. Training professionals need to be

mindful of the both the needs of the global and local if they are to get the balance right.

Trend 2: Business Focus – Globalization leads to organizations making comparisons about the cost competitiveness of various regions, countries, centre, organizations, departments and individuals. Quite simply, they want better learning outcomes with fewer resources. One training firm has the slogan, “Five times the results at a third of the costs.” This is the language and approach that appeals to financially focused senior executives.

Smart training managers always remain business and people focused and come up with practical solutions in delivering learning solutions. These include : using training brokers to find external consultants, in-sourcing entire training departments, devolving training delivery to trained internal line managers, using academic institutions and introducing self paced learning packages.

An emerging trend is also the reduction on the budget allocated to training and rebuild integrated capacity through building a bigger internal training group or outsourcing almost the whole training function to a large training group that provides delivery, project management and administration services.

Trend 3: e-Learning – What if you could source the best training in the world from anywhere in the world – at a low price? Of course, its possible through e-Learning. As workplaces become more electronically enabled, the demand for PC based learning explodes. Training departments that do not take this into consideration will be ravaged (completely wreck or damage something) by it. Online programs are internationally sourced. It does not matter to the learner where the source is. The quality and cost of the program determine its eventual success and not its location.

e-Learning is beneficial as it is accessible to a geographically dispersed audience and is available at any time. The learner can control the pace. It can be very effective because of the large number of learners who can access it.

Trend 4: War for Talent – It is paradoxical that while we have high unemployment we also have an increasing skill shortage. In HRD field we have a shortage of instructional designers, cutting edge presenters, e-Learning specialists and consultants who can train, sell and count. There is an increasing demand for innovative as well as conceptual thinking excellence. These shortages have led to a “war for talent”.

To be in the race we as individuals and teams first need to perform. Moreover, we too need to be lifelong learners. We need to b e smart, innovative, exceptional thinkers and great people managers. Talented and growing people are attached to jobs which are stimulating and meaningful and which also offer opportunities for professional development.

There is always an acceleration of change in the way training and learning takes place. Continued success is not guaranteed and failure is not irreversible. Therefore training professionals need to be aware of these changes if they are to capitalize on them, or avoid become irrelevant because of them.

2.18 Legal Considerations in Training and Development

Typically, the HR professionals provide their expertise onto what degree corporate leaders and employers are to work under the law. This includes the relationships between leadership and employees. A company's legal department is always dedicated to the best interest of the company. Some of the legal considerations that are to be taken in training and development are –

- Provide legal consultation and training to corporate leaders and employers regarding current employment legal trends and existing laws.
- Provide employment and labor resolutions to corporate leaders that can be applied to mitigated (to make crime less serious) employment conflicts.
Train corporate professionals on how to identify potential employment issues.
- Review employment agreements for fairness.
- Review employment policies and employee handbooks to ensure that the information disclosed to employees is correct and legally sound.
- Address diversity issues.

2.19 Training Evaluation Process

The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplaces or to the regular work routines.

In today's environment of increased accountability, the training evaluation process is a critical component of an organization's training program. Organizations administering the program not only are accountable for what employees learn, they also are accountable for ensuring that employees transfer their knowledge to their work performance. While traditional training evaluation methods focus on using the assessment process to improve training delivery, information should also be collected to determine whether training is assisting the organization to improve its business performance.

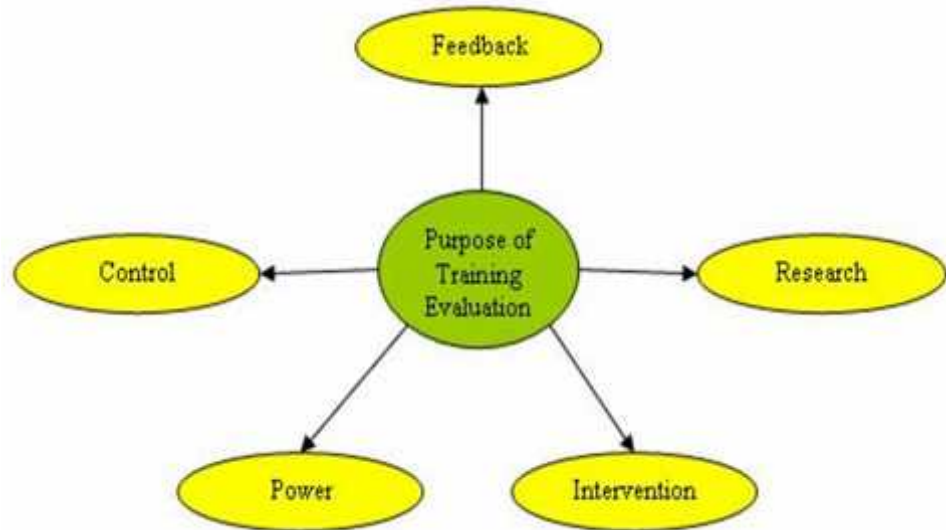
Evaluation methods should be determined based on the goals of the training process and should meet the demands of the various stakeholders involved. Every organization has multiple stakeholders and not everyone within the organization has the same information needs. Typically, organizational stakeholder groups include the training department, employees and business units. Their information requirements fall into two categories: whether the competencies have been learned and whether the learning has been applied towards improved performance.

Training evaluation can be done in the following ways: -

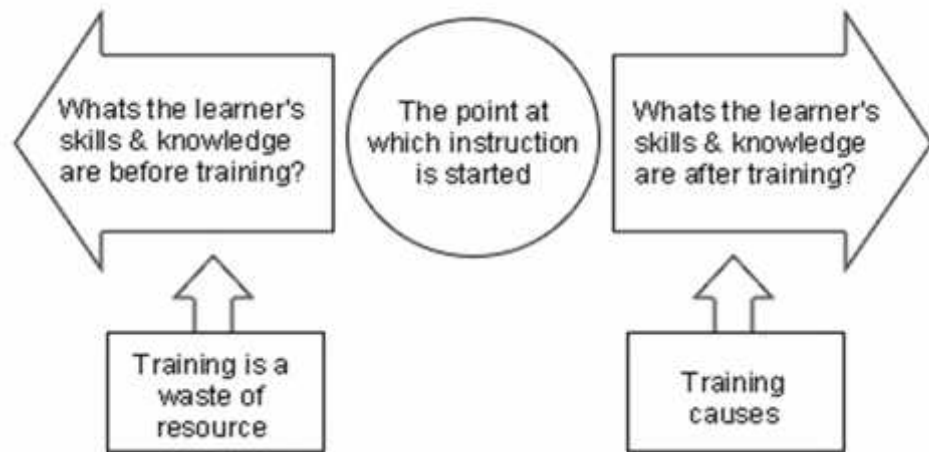
- Assessment of competency learning through questionnaires, knowledge review and observation.
- Assessment of competency application through analysis of organizational performance measures and analysis of training Return On Investment (ROI).

The training evaluation process has the potential to provide useful information to multiple stakeholders group. By designing an effective training evaluation process, an organization can obtain the information needed to improve both training program delivery and business performance, creating opportunities for continuous organizational improvement.

2.20 Purposes of Training Evaluation:



2.21 Process of Training Evaluation:



Before Training: The learner's skills and knowledge are assessed before the training program. During the start of training, candidates generally perceive it as a waste of resources because at most of the times candidates are unaware of the objectives and learning outcomes of the program. Once aware, they are asked to give their opinions on the methods used and whether those methods confirm to the candidate's preferences and learning style.

During Training: It is the phase at which instruction is started. This phase usually consist of short tests at regular intervals.

After Training: It is the phase when learner's skills and knowledge are assessed again to measure the effectiveness of the training. This phase is designed to determine whether training has had the desired effect at individual department and organizational levels. There are various evaluation techniques for this phase.

2.22 Techniques of Evaluation

The various methods of training evaluation are:

Observation

Questionnaire

Interview

Self diaries

Self recording of specific incidents

2.23 Contemporary Challenges in Training and Development

Surviving in this era of globalization, organizations face varying degree of challenges to remain relevant and to obtain that 'extra' competitive edge. The challenges faced by HR managers in the current global trend are low morale and underperforming staff, high labor turnover, absenteeism and lack of training and development. "To manage people well, companies should elevate HR to a position of power and primacy in the organization and make sure HR people have the special qualities to help managers build leaders and careers. " (Jack Welch 2005:98)

Some of the challenges faced by the employers and organizations in the effective management of Human Resource Training and Development (HRT & D) are:-

- Lack of intellectual HR professionals to cope with the demand for knowledge-workers.
- Fostering learning and development in the workplace.
- The ageing workforce and their positions within the company also pose a major challenge in terms of developing older workers to become knowledge-workers, particularly with regard to their levels of the education.
- Lack of commitment towards training from top management to shop-floor employees.
- The uncooperative nature of the top management and managerial level employees towards HRT & D.
- The pessimistic attitudes of the lower level employees towards training and their resistance to change.

Based on the external and internal analysis done, it is recommended that several strategic HR initiatives must be adopted to combat the above prevalent issues. However, to successfully develop and foster learning and development in the workplace, it is essential for individual employers to engage in self-directed and self-motivated learning.

CHAPTER – III
RESEARCH METHODOLOGY

3.1 Introduction

The term research is understanding any complex human activity through scientific ways. It is defined as a systematic and self-critical enquiry. The enquiry is aimed at understanding a thing or phenomenon or solving problem.

Research in common parlance refers to a search for knowledge. In fact, research is an art of scientific investigation. The Advanced Learner's Dictionary of current English lays down the meaning of research as "a careful investigation or enquiry specially through search for new facts in any branch of knowledge. It is actually a voyage of discovery. We all possess the vital instinct of inquisitiveness for, when the unknown confronts us, we wonder and our inquisitiveness makes us probe (search, investigate) and attain full and fuller understanding of the unknown. This inquisitiveness is the mother of all knowledge and the method, which man employs for obtaining the knowledge of whatever the unknown, can be termed as research. Some people also consider research as a movement, a movement from the known to the unknown.

Research is an academic activity and as such the term should be used in a technical sense. According to Cufford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. D. Stesinger and M. Stephenson in the Encyclopedia of social sciences define research as "the manipulating of things, concepts or symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art."

3.2 Description and Explanation of Research Design:

Social researches ask two fundamental types of research questions –

- i. What is going on (descriptive research)?
- ii. Why is it going on (explanatory research)?

Social research needs a design or a structure before data collection or analysis can commence. A research design is not just a work plan. A work plan will flow from the project's research design. The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible. When designing research we need to ask: given this research question (or theory), what type of evidence is needed to answer the question (or test the theory) in a convincing way?

Research design deals with the detailing of procedures that will be adopted to carry out the research. It is the plan, structure and strategy of investigation conceived by the researchers. It also provides solution to research questions and to control variance. It is devising the plan for the research. It describes the general

framework for collecting, analyzing and evaluating data after identifying (i) What the researcher wants to know, and (ii) What has to be dealt with in order to obtain required information.

Actually research design deals with a logical problem and not a logistical problem. In social research the issues of sampling, method of data collection (eg. Questionnaire, Observation, Document Analysis), design of questions are all subsidiary to the matter of "What evidence do i need to collect?"

3.3 Sources of Data (Data Collection):

The study was based on primary as well as secondary sources of information. Primary information was collected through questionnaires distributed to staffs of Nabil Bank Ltd. Those staffs gave the positive response to the questions.

Secondary information were collected from various books, journals, magazines, other supporting published and unpublished reports that were available at the library of Tribhuvan Multiple Campus and central library of Tribhuvan University. Data were also collected from annual reports, minute, memorandum and balance sheet of NABIL. The other sources of secondary data and information were – financial statement of NABIL, various reports and previous studies, various websites, daily newspapers, public report and statements.

3.4 Method of Data Analysis:

Analysis of data is the process of inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, suggestion, conclusions and supporting decision making. It is a practice in which raw data is ordered and organized so that useful information can be extracted from it. There are a variety of ways in which people can approach data analysis and it is notoriously easy to manipulate data during the analysis phase to push certain conclusions or agendas.

To perform a data analysis, our first step should be to identify the question we wish to answer by analyzing the data. Once we have determined what we hope to learn through our data analysis, it is next a good idea to begin organizing our data in a way that makes sense. We may use spreadsheets, graphs and charts to look at their data from a number of different perspectives. As we are organizing our data, we also may want to begin thinking about ways in which we could categorize and define the different variables of our study. Most analysts conclude this process by creating a report in which they describe their methodology and explain their results.

Data analysis is the process by which an analyst evaluates information. In most cases, data is pulled from a number of different sources and then after is organized, studied and evaluated. A common first step in data analysis is to find what a client wishes to know. Once an analyst has learned how he or she should approach data, the next step normally is to begin organizing data in a way that makes sense. Defining data is also an important part of data analysis. In most cases, a data analysis is complete when a professional comes to a conclusion and generates a report. This is the document in which an analyst might explain his/her conclusion and describe which method he/she used to come to that conclusion. An analyst might then submit this report. The most commonly used data analysis and presentation tools are as follows:-

3.4.1 Percentage Analysis :

Percentage Analysis is the method to represent raw streams of data as a percentage (A part in 100 percent) for better understanding of collected data. It is used to compare two or more data for general information. It helps to divide the data of related sectors into two or more sectors and analyse them.

3.4.2 Ratio Analysis :

Ratio Analysis is a tool used by individuals to conduct a quantitative analysis of information in a company's financial statements. Ratios are calculated from current year numbers and are then compared to previous years, other companies, the industry, or even the economy to judge the performance of the company. Ratio analysis is predominately used by proponents of fundamental analysis.

3.4.3 Graphs :

A graph is an abstract representation of a set of objects where some pairs of the objects are connected by links. The interconnected objects are represented by mathematical abstractions called vertices, and the links that connect some pairs of vertices are called edges. Typically, a graph is depicted in diagrammatic form as a set of dots for the vertices, joined by lines or curves for the edges. Graphs help to show the general trend of the ratios with respect to the time period and the analysis year.

3.4.4 Bar Diagram :

A bar diagram is a chart with rectangular bars having the lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. Bar diagrams are used for plotting discrete (i.e. discontinuous) data which has discrete values and is not continuous. In simple bar diagram we make bars of equal width but variable length i.e.

the magnitude of a quantity is represented by the height or length of the bars. Simple as well as multiple bar diagrams are being used for the purpose of the study. Simple bar diagram is used for the comparative study of two or more values of a single variable. Similarly multiple bar diagram is used when two or more variables are to be compared at the same time.

3.5 Limitation of the Study

Difficulties in data collection and some other factors have made it more complicated to achieve the objectives of the study. Due to the some constraints, all the methodologies applicable for the study have not been used. In some cases assumptions have been made to analyze the results in order to maintain the main stream of the study.

CHAPTER – IV

AN OVERVIEW OF NABIL BANK

4.1 Introduction

Nabil Bank Ltd. Was registered as per the Company Act 2021 on 12th July 1984. The bank was licensed by Nepal Rastra Bank (NRB) as Class "A" financial institution on 25th June 1984 (i.e. 12th Ashad 2041 B.S.). The bank has also been

listed in Nepal Stock Exchange. The main objective of the bank is to extend the international standard modern banking services to various sectors of the society.

The head office of Nabil Bank is situated at Beena Marga, Durbar Marg, Kathmandu. It has several branches in various parts of the country. At present NABIL has total number of 47 offices and 63 ATMs throughout the country. The bank has not restricted its services in the Municipalities only but has extended its branches in two VDCs as well. NABIL has its offices in 19 districts of Nepal.

With NABIL's entry in the industry over two and half decades back, banking has undergone great turnarounds. Banking since then does not just mean transactions but goes beyond banking in furthering professionalism and fostering a new culture.

Vision:

The vision of NABIL is to be a bank for all i.e. from grassroots level to the colossal corporate bodies covering all the stratum of society.

Mission:

NABIL works up to its vision to bring it into reality. Therefore its mission is to prove to all that NABIL is driven by the spirit for realizing those visionary aspirations.

Goals:

NABIL has set its goals and objectives to train its human resources and tailor its products and services to that end. With an all inclusive approach NABIL engages in customizing ranges of products catering to the entire gamut of society – from financing megaprojects to underprivileged individuals and promoting enterprises across all segments of society by adding values to nation building endeavors. Its main goal is to branch out on a national scale through its wide ranging points of representation representing different geographic and economic zones along with its broad global network as the **FIRST CHOICE PROVIDER OF COMPLETE FINANCIAL SOLUTIONS.**

Area:

At present, the bank is providing its services in 19 Municipalities and 2 VDCs. The respective VDCs are – (i) Attarkhel Branch at Jorpati VDC, Kathmandu and (ii) Dhapashi Branch at Dhapashi VDC, Kathmandu. Similarly the districts where Nabil provides the services are – (i) Kathmandu (ii) Lalitpur (iii) Parsa (iv) Makwanpur (v) Kavrepalanchowk (vi) Dolakha (vii) Sankhuwasabha (viii) Sunsari (ix) Morang (x) Jhapa (xi) Gorkha (xii) Kaski (xiii) Rupandehi (xiv) Dang (xv) Banke (xvi) Baglung (xvii) Kailali (xviii) Kanchanpur (xix) Lamjung. The

bank is operating through 49 offices and has 68 ATMs throughout the country. The head office is located at Kamaladi, Kathmandu.

Legal Status:

Nabil Bank is registered as per the Company's Act 2021 on 12th July 1984. It obtained license from Nepal Rastra Bank on 25th June 1984 (i.e. Ashad 12, 2041 B.S.). It was regarded as a Class "A" financial institution by Nepal Rastra Bank and is currently operating as Class "A" bank in the field of banking.

4.2 Ownership

The current capital structure of Nabil Bank is as follows :-

- i. Authorized Capital – NRS. 2,100,000,000.00
- ii. Issued Capital - NRS. 2,029,769,400.00
- iii. Paid up Capital - NRS. 2,029,769,400.00

Distribution of Shares

S.No.	Promoters	This Year's %	Rs.
1.	General Public Shareholders (GPS)	30	1,430,228,800
2.	NB International Limited (NBIL)	50	1,014,884,700
3.	Rastriya Beema Sansthan (RBS)	9.67	196,218,900
4.	Nepal Industrial Development Corporation (NIDC)	6.15	124,846,400
5.	Mr. Arjun Bandhu Regmi (ABR)	0.95	19,364,800
6.	Mr. Nirvana Kumar Chaudhary (NKC)	0.89	18,097,700

7.	Mr. Barun Chaudhary (BC)	0.85	17,253,900
8.	Mrs. Sarika Chaudhary (SC)	0.76	15,499,700
9.	Nepal Trust (NT)	0.59	12,039,300
10.	Mr. Rahul Chaudary (RC)	0.59	12,023,400

4.3 Services Provided By NABIL:

4.3.1 Loan

Nabil has the following loan products:-

- a) Working Capital Loan - Overdraft/Short term loans to finance day-to-day business activities. Basically this loan helps to build up the inventory and receivables to a desired level, against which the loan is disbursed.
- b) Fixed Capital Loan - This is a long term loan for acquiring or purchasing machinery, equipment, land and building. The tenure of repayment is cash flow based.
- c) Import Loan - For financing the international and local trade transactions through letter of credit, NABIL provides its finance to import goods in the form of trust receipt or time loan, bank's acceptance, etc. The bank facilitates the import using its extensive banking network around the globe. The bank also offers discounting facilities to suppliers against the import usance bills.
- d) Export Loan - NABIL has different products to finance on the funding requirement for completion of various stages of the export processes such as pre-shipment loan, post-export loan (post-shipment loan), negotiation/documentary bill purchase, etc. Such credit facility can be availed in foreign currency as well as local currency.
- e) Hire Purchase -NABIL finances the purchase of vehicles, exclusively used for commercial purpose.
- f) Project Finance -For any feasible project, NABIL is committed to take it up for funding from fixed capital to working capital loan right from the establishment stage which may include financial services like letter of credit and guarantee.
- g) Consortium/Syndication Loan -With the expertise in diverse field of business, NABIL is capable of arranging consortium finance/loan syndications for large projects.
- h) Mortgage Loan -The bank provides the loans to be used for any purpose by mortgaging land and building.

4.3.2 Deposits

The Privilege Banking Unit of NABIL is committed to serve its customer through its sophisticated and state-of-the-art products and services. The different types of deposit facilities offered by the bank are –

- a) Current Deposit -Any amount of cash can be deposited by the customer in the current a/c.
- b) Call Deposit - The customer can park high-volume short term deposits. The account holders are paid interest based on the rate negotiated with the bank. Call deposit accounts are opened in Nepali Rupee and various other convertible foreign currencies.
- c) Time Deposit -It is meant for those individuals and corporate houses, who would like to earn interest on the fund not in use otherwise for a period of time. The period of time ranges from 2 weeks to more than a year. The interest is paid at the rates agreed upon with customers at the time of opening time deposits.
- d) Normal Savings Deposit -It is meant for those individuals who have a habit of saving money from their earnings so that they can use it when they require. The bank allows holders to withdraw the money as and when they need it.
- e) Others -Several other deposit facilities provided by the bank are-

Nabil Lok Bachat	Nabil Jestha Muddhati
Nabil Bachat	Retirement Fund
Nabil Student Saving	Provident Fund
Nabil Bal Bachat	Nabil Nari Bachat
Nabil Jestha Bachat	Nabil Muddati

4.3.3 Remittance

A remittance is a transfer of money by a foreign worker to his or her home country. It is the cross border money transfer often sent from workers employed abroad back to their families in their country of origin. Remittances are the major source of capital for developing countries, and they have been soaring in recent years, helped by lower money-transfer costs. The different types of facilities provided by NABIL for remittance are:

- a) Swift Transfer - This mechanism helps to transfer the fund virtually anywhere in the world. Likewise the fund can also be received virtually from any bank in the world. SWIFT stands for Society for Worldwide Interbank Financial Telecommunication System which is a reliable

communication network speeding up fund transfer and other financial messages. A person need not have an account with Nabil Bank for fund transfer through SWIFT.

- b) Western Union - It helps to receive the fund through thousands and thousands of agents located worldwide. It is the fastest and premium fund transfer system.
- c) E-Remittance (Qatar, Doha) - It has been established in a tie-up with Doha Bank, Qatar to facilitate transfer of workers funds into the country.
- d) Traveller's Check - It is preferred by a lot of people for safety reason, while they travel. It can be purchased or sold at Nabil Bank.
- e) Bank Draft - It can be drawn by Nabil Bank on a number of its correspondent banks located all over the world. NABIL has –
 - Indian Rupee Draft Arrangement and
 - Foreign Currency Draft Arrangement
- f) Mail Transfer - It can be used when there is no SWIFT transfer of draft arrangement. However it is slow compared to other ways of fund transfer.
- g) Manager's Check - It is the cheque drawn by Nabil bank on itself, especially used for payments made by Nabil Bank. Beneficiary can send the cheque on collection or through clearing or can deposit it in his or her account with Nabil Bank itself.
- h) Anywhere Branch Banking System - It is one of the best services of NABIL to its customers. All the branches are connected through VSAT link or Radio link, so that one can access his/her account from any of the branches located throughout the kingdom.

4.4 Board of Directors

S.N.	Name	Designation
1.	Mr. Satyendra Pyara Shrestha	Chairman
2.	Mr. Shambhu Prasad Poudyal	Director
3.	Mr. Dayaram Gopal Agrawal	Director

4.	Mr. Shyamalendu Chatterjee	Director
5.	Mr. Krishna Prasad Acharya	Director
6.	Mr. Nirvana Kumar Chaudhary	Director
7.	Mr. Krishna Bdr. Manandhar	Director
8.	Mr. Jagadish Prasad Kanoria	Alternate - to Director Nirvana Kumar Chaudhary
9.	Mr. Tabith Awal	Alternate - to Director Krishna Bdr. Manandhar
10.	Mr. Ashish Sharma	Alternate - to Director Shyamalendu Chatterjee

4.5 Management Team

Mr. Anil Gyawali (Chief Executive Officer)	
Central Operations	
Mr. Kapil Sharma	Chief Operating officer
Ms Neelam Tuladhar	Head - Branches and Distribution Network
Mr. Jyoti K.C.	Head - Central Trade Operations
Mr. Roshan Koirala	Head - Human Resources

Finance & Planning	
Mr. Amrit Charan Shrestha	Chief Financial Controller
Mr. Krishna Dutta Bhattarai	Chief Financial Officer
Legal and Support	
Mr. Binay Regmi	Head - legal & Support
Mr. Rajesh Upadhyaya	Head - Information Technology
Mr. Basanta Dhakhwa	Manager - IT support
Mr. Dinesh Poudel	Head - Administration
Risk Units	
Mr. Anil Khanal	Chief Risk Officer
Mr. Krishna Gopal Manandhar	Head - Credit Administration and Support
Mr. Rajendra Bahadur Malla	Head - Operation Risk
Ms. Neena Thapa	Head- Credit Risk Management
Mr. Iswar Man Shrestha	Credit Analyst
Mr. Babu Ratna Bajracharya	Credit Analyst
Mr. Kanhaiya Lal Rajwant	Manager - Compliance, Governance & Strategic Planning
Investment Management and International Banking	
Mr. Bhuvan Dahal	Chief Investment Officer
Mr. Mohan Subba	Head - Global Markets
Mr. Praveen Raman Parajuli	Head - Merchant Banking
Mr. Satish Sagar Dawadi	Head- Bancassurance
Corporate Banking & Project Financing	
Mr. Deepak Shrestha	Head - Project Financing
Mr. Dripu Dhoj Adhikari	Head - Corporate Banking

Ms. Namita Dixit	Sr. Relationship Manager, Kathmandu
Mr. Gyaneshwor Acharya	Sr. Relationship Manager, Kathmandu
Mr. Sanjay Nepal	Sr. Relationship Manager, Kathmandu
Mr. Binay Neupane	Sr. Relationship Manager, Kathmandu
Mr. Kabindra P. Shrestha	Relationship Manager, Kathmandu
Mr. Keshav Bdr. Nepali	Relationship Manager, Kathmandu
Mr. Nischal Pandey	Relationship Manager, Kathmandu
Mr. Pushkar Bhattarai	Relationship Manager, Biratnagar
Mr. Krishna Thapa	Relationship Manager, Birgunj
SME, Micro and Personal Lending	
Mr. Ramesh Lohani	Head - Retail & SME Business
Mr. Yagya P. Sharma	Head - SME
Mr. Suresh P Tripathee	Head - PLU
Deposit Relation Management & E - Channels	
Mr. Binay K. Regmi	Head- Deposit Relation Management
Mr. Saroj Pyakurel	Sr. Relationship Manager
Mr. Deepok Chhettri	Sr. Relationship Manager
Mr. Pradeep Mishra	Head - Inward Sourcing
Mr. Niraj Sharma	Head Card Division & E-Channel
Internal Audit	
Mr. Binod K. Sharma	Head - Internal Audit

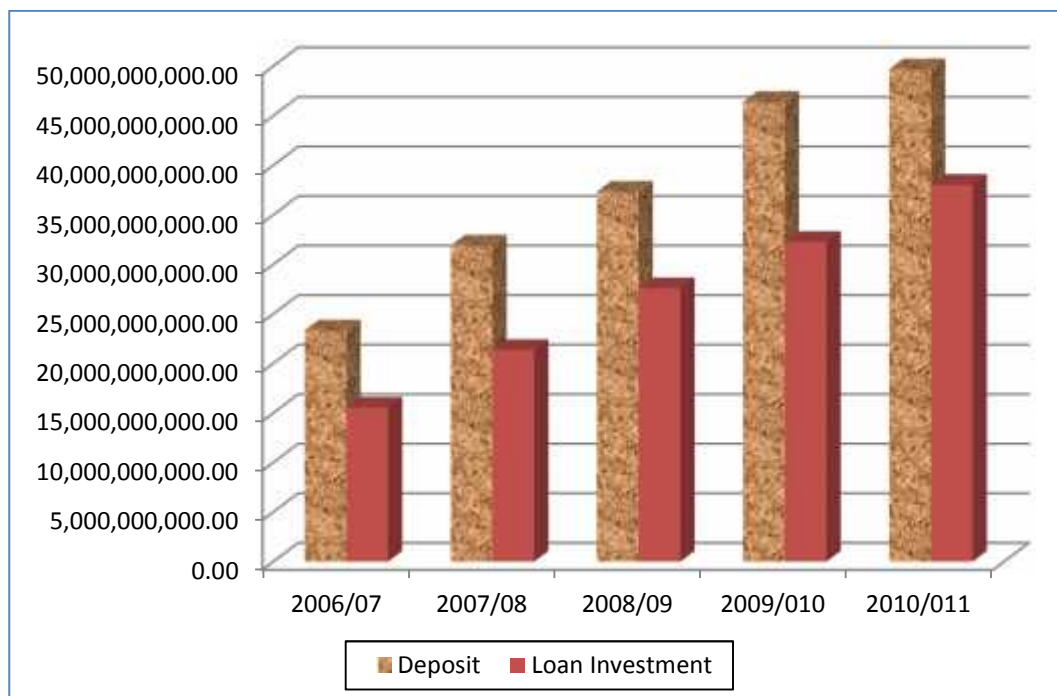
4.6 Deposit Collection and Loan Investment of NABIL in the past 5 years:

Table 1

Year	Deposit	Lending
2007	23,342,285,327.00	15,545,778,730.00
2008	31,915,047,467.00	21,365,053,318.00
2009	37,348,255,840.00	27,589,933,041.00

2010	46,410,700,628.00	32,268,873,283.33
2011	49,696,112,934.40	38,034,097,553.73

Chart No. 1



The above given table and the chart show the distribution of deposit & loan investment of NABIL during the fiscal year 2006/07 to 2010/011. From the figure it is clear that deposit of the bank is in increasing state. Similarly loan investment of the bank is also increasing with the successive years.

4.7 Training Policy:

This sets out approach of Nabil Bank towards training and development of its staff members. It will be the policy of the bank to have a pool of competent and motivated employees to enable it to achieve its vision, mission, goals and strategic priorities. The intent will be to increase the capability and effectiveness of its staff.

The purpose of staff training and development is to balance the organizational needs and the needs and aspiration of staff. It is also to encourage progressive development and continuous learning. The aims of staff development are:

- to increase and improve upon the existing capability and effectiveness of staff so that their performance and enhancement in satisfaction in the current job
- provide opportunity for staff to develop their potential and maintaining fresh and flexible approach to their work

- increase understanding of values, principles, policies and objectives of the organization and its achievement
- develop skills and abilities of staff for further and future requirements to commensurate organizational development and changes in industry

Line managers are responsible for identifying the development needs of their staff based on performance appraisal, organizational needs and objectives. HR Department will do a yearly training needs assessment through collected information from different branches and units of the Bank. HR will make an assessment as well on how the learning will be integrated into the work of the trained staff, enhance persons skills and how knowledge will be shared with other staff. After training the participants must submit a report and the course handouts to the HR Department. The line managers will monitor and discuss frequently with the staff to review performance and progress after the training.

The Bank will have yearly training schedule on technical and behavioral courses for staff up to O2 level. Staff from O2 level up to Senior Executives level will be sent for technical and behavioral trainings in training centers in India as well. M1 and above level staff will be sent to trainings, workshop, seminars, field study in other countries at banks cost as well as on shared cost with correspondent banks, service providing associations like VISA, MasterCard, IT vendors, event managers, educational institutions. A bond to ensure staff having gone training and relevant exposure events abroad depending on the cost and duration will serve Bank for a minimum period after such exposure will also be obtained.

The Bank is desirous to provide its staff with direct experience, exposure to new models and management tools and training. Different methods of capacity building strategies through in-house training, training in through professional training centers, coaching, exposure trips, participation in relevant workshops, seminars, observation study, exhibitions inside and outside of country. This is envisaged to give our staff exposure to territories not accustomed to and add new learning.

Types of training

- i. In-house Training: On the job rotation, special task assignments, orientation, coaching, guiding, counseling, team meetings and supervisory jobs.
- ii. Orientation Training: Any new employee in the job will be provided a orientation training by the employees supervisor or by the HR Department. The orientation will cover:
 - a) detailed discussion of the job responsibilities
 - b) review of job specific issues and policies such as relevant SIM, Financial, HR and General Administration policies (each supervisor and staff will submit a joint signed declaration to this effect)
 - c) introduction to Bank's vision, mission, goals and objectives
 - d) introduction to organizational structure and communication hierarchy

- iii. External Training: Includes external in-country and overseas trainings, workshop, seminars, observation

For the purpose of providing training HR Department will draw upon both internal as well as external resources. It will invite external resources for a fee, to provide training input in new areas and subjects such as marketing, IT, new initiatives etc.

4.8 Transfer Policy

Staff may be transferred temporarily or on a permanent basis to any branch, department, authority or establishment where the bank has a stake in ownership or management. The basis of transfer shall be as follows,

- Job Rotation
- Upon Organizations need

In order to have higher number of generalist work force in assistant and officer level, as a normal practice an employee will be considered for transfer to different location/department after serving for 2 years in a particular department. Normally, Transfer of Manager Level will be done after serving 3 years in a particular branch or unit. However, transfer of staff can take place at any time if required by bank.

The policy as stated above will not be applicable to the staff working in specialized area such as IT, Legal, Audit etc.

It will not be a matter of right for an employee to demand or expect transfer upon completion of 2 years service at a particular department/location nor that new transfer be in a similar level or function as being done hitherto. Transfer could be on basis of potential to take up higher responsibility, or due to inability by the incumbent to execute present given assignment, or as a development opportunity or under Bank's plan to create and prepare readily available workforce. In process of reassignment attempt will be made to accommodate restrictions if any based on health or other reasons.

Proposed staff to be transferred upon receiving the transfer notice will need to prepare a handover memorandum outlining assignments and responsibilities to be handled or completed. Staff will also list down detail of fund, materials and documents that is being handed over to his/her successor with due information to their supervisor. Similarly the staff taking over will acknowledge the takeover by affixing their acknowledgement signature on the memorandum. Where a situation arises a transferred staff is yet to reach the new location outgoing staff shall handover the charge in consultation with supervisor or branch manager.

Supervisors should instruct departing/transferring staff not to erase their records/files/computer drives without prior review by and approval of their supervisor.

Total number of Staff : 651

Distribution of HR :

Head Human Resources	- 1
Officer Human Resources	- 2
Assistant	- 3

4.9 Performance Management Policy

Performance Management unites goal setting, performance appraisal and development as a common single system with the aim to ensure the employee's performance is supporting the company strategic aims. Performance Management aims at explicitly measuring employee's training, standard setting, appraisal and feedback relative to how a staff performance should be and is contributing to achieving company goals. The performance system must take into account the comments made by the audit department regarding the functioning of the employee/unit/branch/section where the employee has worked during the year.

It will be a policy of the Bank to evaluate the performance of every individual staff once every 12 months. The immediate supervisor and employee's should interact in regular intervals to provide feedback and ensuring continuous improvement in capacity and performance. Annual salary increment will be performance based and the following system will be put into practice:

- i. Establish performance objectives, and development goals with each staff
- ii. Review, evaluate and provide feedback on actual performance against objectives to each staff

All employees must have written performance objective for the coming review period and a completed annual performance appraisal form from their supervisor annually. Annual performance objective must be prepared, discussed and agreed upon to between the supervisor and the staff to ensure there is a common understanding of what is expected of and from the staff. Comments of audit reports will also be a basis in evaluating performance appraisals. All existing staff and new entrant in the division/branch/unit/department must have written performance objective within one month of annual review or placement.

The performance grading are Outstanding, Excellent, Very Good, Average and Sub Standard. Staff must signify having gone through the annual review and acknowledge their agreement, disagreement or part reservation on the performance evaluation. Staff must also agree upon the suggestions made on development and further enhancement of their strength, understanding of their limitation and working for its improvement and specific recommendations on training/coaching or mentoring programs.

If a staff receives a Sub Standard rating a performance improvement plan must be immediately agreed upon describing specific and clear performance objective between the supervisor and the staff setting time of 12 month for improvement. If the staff performance improvement does not obtain good rating in the next 12 month's performance improvement review their service with the bank is to be terminated.

The ratings of the performance appraisals will be done through rating committee. The intent is to make the ratings more reliable, fair and valid as there may be discrepancy among ratings by individual supervisors.

CHAPTER - V

PRESENTATION AND ANALYSIS OF DATA

This chapter presents and interprets the data collected through field survey and other sources of information such as published annual report of NABIL. This chapter also analyses the existing HRD policy and measures how employees are aware of their ongoing career, their improvements and the expectations from the organization. NABIL provides different types of training and career development opportunities for its staffs on the regular basis.

5.1 Human Resource in NABIL

5.1.1 Total number of employees in NABIL

Table 2

Total number of staffs in NABIL in the year 2010/11:

	Staff	Male	Female	2010/11
	CEO	1		1
1	General Manager	1		1
1.1	Deputy General Manager	1		1
2	Asst. General Manager	6		6
3	Manager (M4)	2	2	4
4	Manager (M3)	8	1	9
5	Manager (M2)	9	1	10
6	Manager (M1)	17	1	18
7	Officer (O2)	38	8	46
8	Officer (O1)	97	31	128
9	Assistant (A3)	16	9	25
10	Assistant (A2)	34	23	57
11	Assistant (A1)	144	82	226
12	Senior Technician	1	1	2
13	Junior Technician			0
14	Senior Guard	9		9
15	Guard			0
16	Junior Guard	3		3
17	Senior Driver	13		13
18	Driver	4		4
19	Junior Driver	13		13
20	Senior Messenger	22	1	23
21	Messenger	8		8
22	Junior Messenger	30	14	44
	Total	477	174	651

5.1.2 Total number of staffs in NABIL in the past five fiscal years:

At the end of FY 2010/11 the total number of 651 employees were working in NABIL. The number of employees was in decreasing trend in the year 2008/09. But there was gradual increase in the number of employees by the end of the FY 2009/10. The employee detail of NABI in the past five years is given in the table below:

Table 3

	F. Y	2006/07	2007/08	2008/09	2009/10	2010/11
	Designation					
1	CEO	1	1	1	1	1
1.1	General	2		1	2	1
1.2	Deputy General Manager		1	1	1	1
2	Asst. General Manager			0	6	6
3	Manager (M4)		2	4	2	4

S.No	Designation	Male	% of Male	Female	% of Female	Total
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Table 3

HR Structure by sex in NABIL in 2011:

5.1.3 HR Structure by Sex in NABIL in 2011

1.	CEO	1	100	-	0	1
2.	General Manager	1	100	-	0	1
3.	Deputy General Manager	1	100	-	0	1
4.	Assistant General Manager	6	100	-	-	6
5.	Manager	36	87.80	5	12.20	41
6.	Officer	135	77.58	39	22.42	174
7.	Assistant	194	62.98	114	97.01	308
8.	Senior Technician	1	50	1	50	2
9.	Junior Technician	-		-		-
10.	Guard	-		-		-
11.	Junior Guard	3	100	-	0	3
12.	Senior Guard	13	100	-	0	13
13.	Driver	4	100	-	0	4
14.	Junior Driver	13	100	-	0	13
15.	Senior Messenger	22	95.65	1	4.34	23
16.	Messenger	8	100	-	0	8
17.	Junior Messenger	30	68.18	14	31.81	44
	Total	477	73.27%	174	26.73%	651

5.1.3. HR Structure by Sex in the Year 2011

Table 4

From the above data it is clear that at the end of the year 2011, altogether 651 staffs were working in NABIL. The majorities of the staffs were males (i.e. 73.27%) and rest were females (i.e. 26.73%).

Chart No. 2

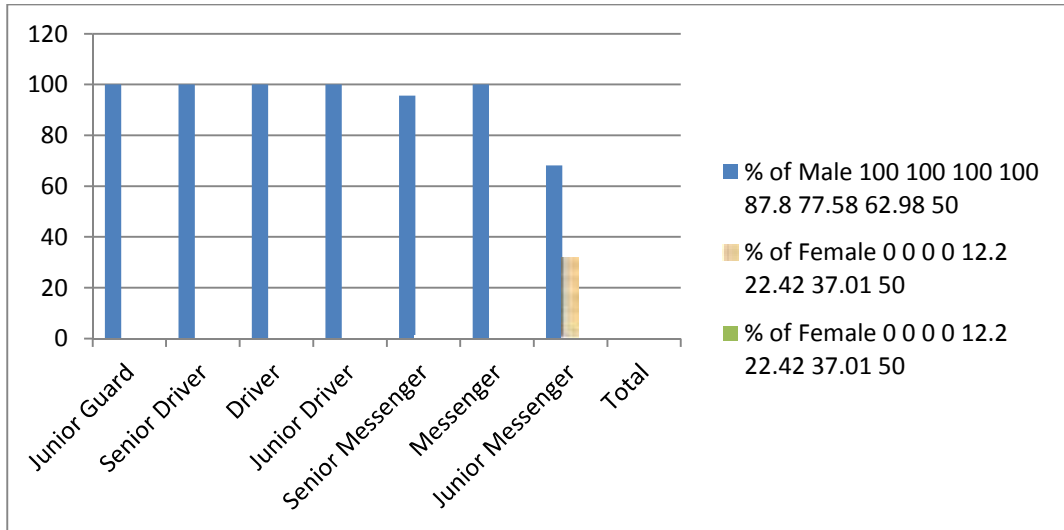


Chart Showing Percentage of Male and Female Staffs

Chart No. 3

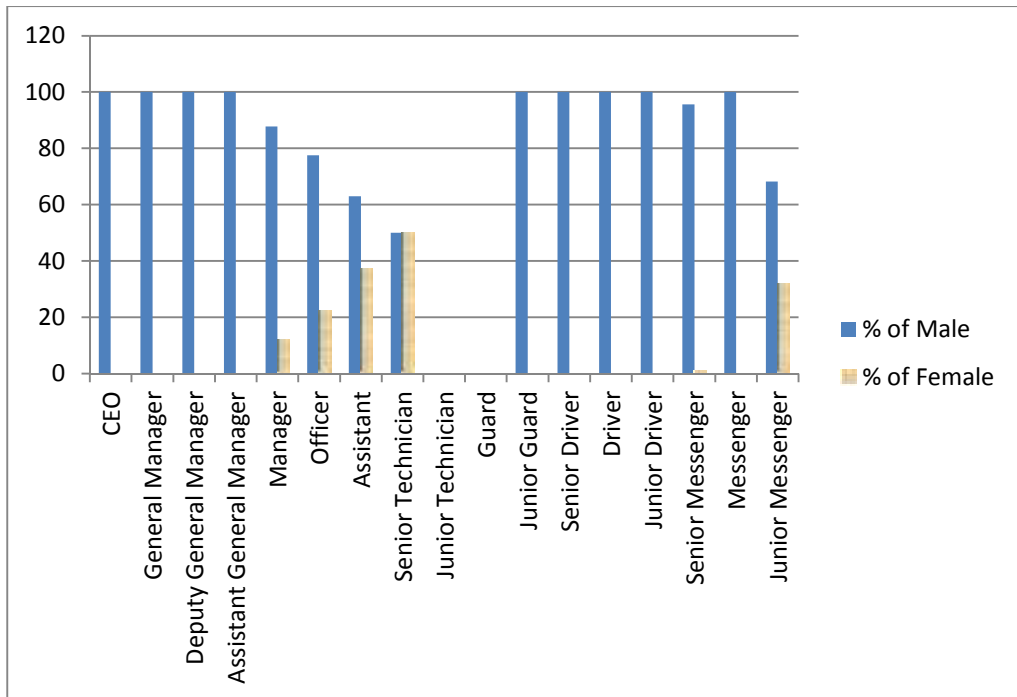


Chart Showing the Percentage of Male & Female Staffs (Officer & Non-Officer)

5.1.4 Distribution of HR in NABIL (Officer & Non-Officer)

Table 5

J	Designation	Male	Female	Total
1.	CEO	1	-	1
2.	General Manager	1	-	1
3.	Deputy General Manager	1	-	1
4.	Assistant General Manager	6	-	6
5.	Manager	36	5	41
6.	Officer	135	39	174
	Total Officer	180	44	224
	% of Total Officer	80.35%	19.65%	100%
S.No	Designation	Male	Female	Total
7.	Assistant	194	114	308
8.	Senior Technician	1	1	2
9.	Junior Technician	-	-	-
10.	Guard	-	-	-
11.	Senior Guard	9	-	9
12.	Junior Guard	3	-	3
13.	Senior Driver	13	-	13
14.	Driver	4	-	4
15.	Junior Driver	13	-	13
16.	Senior Messenger	22	1	23
17.	Messenger	8	-	8
18.	Junior Messenger	30	14	44
	Total Non-Officer	297	130	427
	% of Total Non-Officer	68.89%	31.11%	100%

Chart No. 4

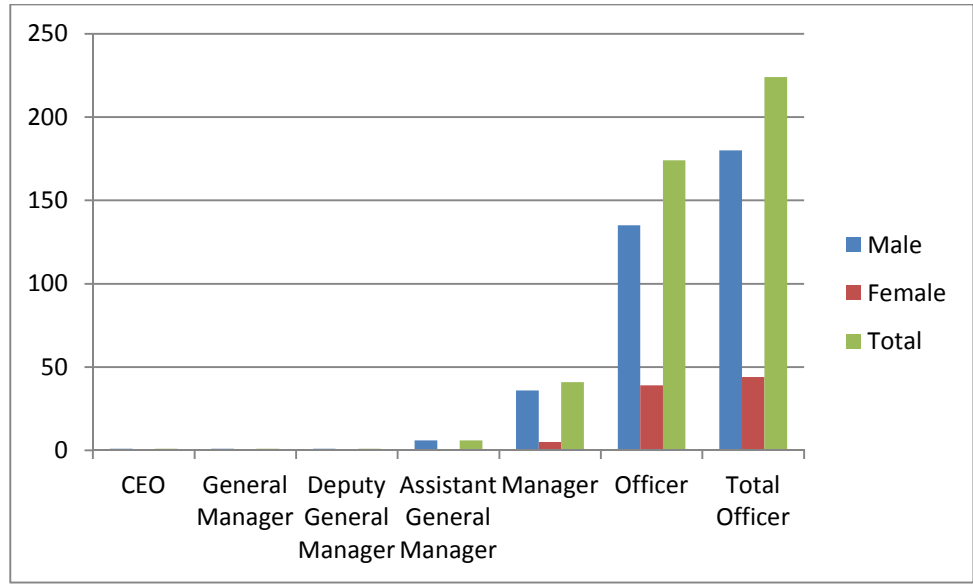


Chart Showing Total Number Of Officer Level Staffs In 2011

Chart No. 5

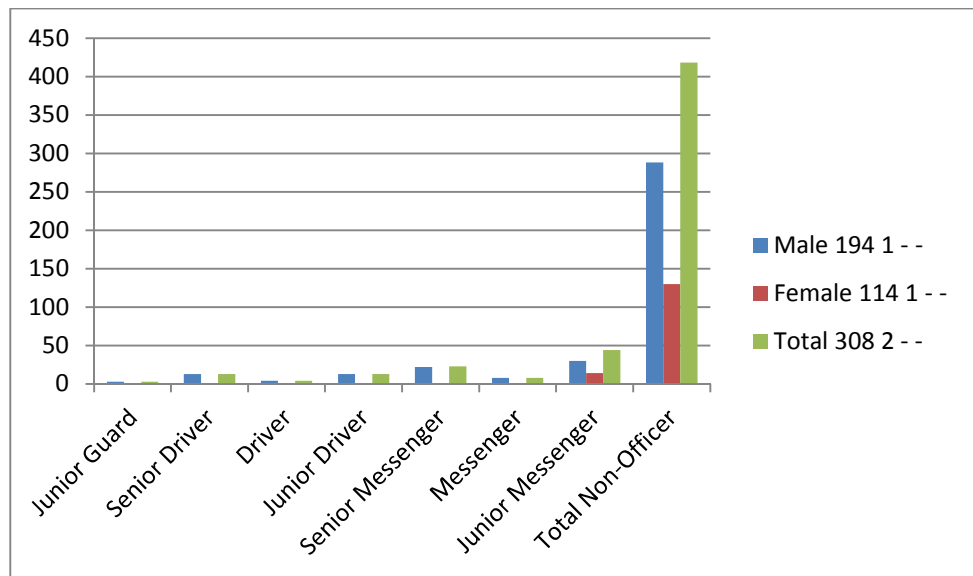


Chart Showing Total Number Of Non-Officer Level Staffs In 2011

5.2 List of Training Programs offered to the staff of NABIL.

5.2.1 List of Officer Level Training

1. Fundamentals Of Banking Operation

2. Foreign Exchange Regulations Of NRB
3. Effective Credit Management & Debt Recovery Strategies
4. Branch Management Excellence
5. Loan Lending, Recovery Processing & Risk Management
6. Documentary Letter Of Credit & NRB Compliance
7. Treasury Management
8. Excellence In Credit Administration/Operation
9. Operation Management In Banks & Financial Institutions
10. Legal Aspects Of Loan Recovery
11. Management Of Non-Performing Loans & Recovery Strategies
12. NRB Directives & Regulatory Compliance
13. NRB Reporting
14. Credit Monitoring & Supervision
15. Credit Management & Related Directives Of NRB
16. Management Skills For Professionals
17. Bank & Country Risk Analysis
18. Role Of Directors In Ensuring Corporate Governance
19. NRB Regulation On Indian Currency Transaction
20. Problem Solving Tools & Management Decisions
21. Risk Management
22. Risk Based Internal Audit & Supervision
23. Human Resource Management
24. Corporate Governance & Corporate Social Responsibility
25. Conflict Management
26. Team Building Management

5.2.2 List of Non-Officer Level Training

1. Office Management Skills
2. Motivation Skills
3. Effective Communication Skills
4. Personality Development
5. Signature Verification & Counterfeit Notes
6. Customer Relationship Management
7. Selling & Marketing Skills
8. Stress & Time Management
9. Making Self Success & Organizational Development
10. Customized Banking Training
11. Financial Statement Analysis & Cash Flow Analysis
12. Deposit Marketing
13. Remittance
14. General Accounting Training
15. General Banking Training
16. Bank Marketing, Branding & Relationship
17. Customer Relationship & Marketing Management

18. Customized Training For Senior Assistant, Assistant, Teller & Cashier
19. Anti Money Laundering(AML) & Know Your Customer(KYC)
20. Accounting & Taxation System In Banks/Financial Institutions
21. Asset & Liability Management In Banks
22. SME Lending
23. PEARLS Ratio Analysis
 - P = Protection
 - E = Effective Financial Structure
 - A = Assets Quality
 - R = Rate of Return & Cost
 - L = Liquidity
 - S = Sign of Growth

NABIL keeps conducting different types of in-house trainings as well as external training programs in order to keep its staffs updated. Listed above are some of the major training programs that NABIL has offered to its staffs. In the past five years, the bank has offered 49 different types of trainings to its staffs out of which 26 are officer level training & 23 are non officer level training. The duration of the training program varied from 1 day, 2 days, 3 days, 7 days to 10 days. The analysis also shows that officer level trainings are more than non-officer level trainings. In other words, officer level training is dominating the non-officer level training in NABIL.

5.2.3 No. of staffs who received training in the past five years:

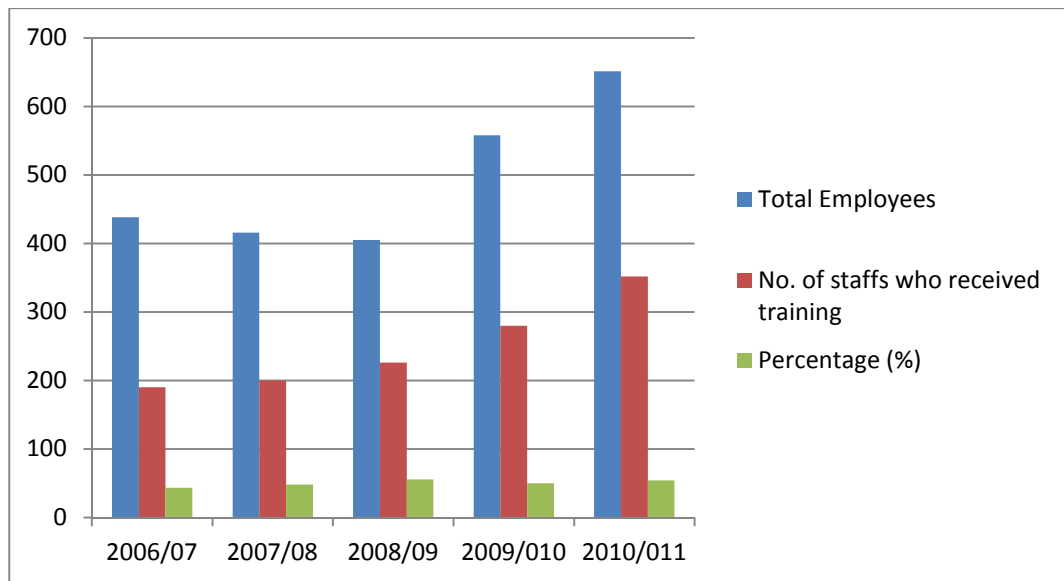
Training is considered as one of the key factors of human resource development. In order to look at the trend of human resource development in NABIL, official records of training provided by the bank were collected. The available data were then re-categorized and analyzed on the basis of distribution of variables with the help of the relationship between fiscal years and the different variables. The result of analysis is presented below:

Table 6

Fiscal Year	2006/07	2007/08	2008/09	2009/10	2010/11
Total Employees	438	416	405	558	651
No. of staffs who received training	190	200	226	280	352
Percentage (%)	43.38	48.07	55.80	50.18	54.07

The above table clearly indicates that 43.38% of the total staff received training in the fiscal year 2006/07. This percentage increased to 48.07% in the fiscal year 2007/08. The percentage of trained staff continued to increase and reached upto 55.80% by the end of the fiscal year 2008/09. This percentage again decreased upto 50.18% in the fiscal year 2009/010 which gradually increased to 54.07% by the end of the fiscal year 2010/011.

Chart No. 6



5.3 Major Findings:

- 1) At the end of the year 2011, altogether 651 staffs were working at NABIL. Among them 477 were male staffs (i.e.73.27%) and 174 were female staffs (i.e. 26.73%).

- 2) The number of non-officer level employees are more than the officer level employees.
- 3) In officer level, 80.35% of the employees are males and 19.65% of the employees are females whereas in non-officer level, 68.89% of the staffs are males and 31.11% of the staffs are females.
- 4) Female employees are more in non-officer level than in officer level whereas male employees are more in officer level than in non-officer level.
- 5) Around 50 different types of trainings are provided by NABIL every year for officer and non-officer level staffs.
- 6) According to the questionnaire distributed to the staffs of NABIL, the duration of the training program varies from 1day, 3days, 5days to 7 days.
- 7) Number of training programs were more for the officer level employees than for the non-officer level employees.
- 8) About 43% of the employees got training in the year 2006/07. This percentage increased to 48.07% in the fiscal year 2007/08 and 55.80% in the fiscal year 2008/09. This trend of the employee training suddenly decreased to 50.18% in the fiscal year 2009/010 which gradually increased to 54.07% by the end of the fiscal year 2010/011.

CHAPTER - VI

SUMMARY, CONCLUSION AND RECOMMENDATION

This case study has been designed to find the solution to the issues related to Training Program and its development in the Nabil Bank. This chapter

summarizes and presents the conclusion and recommendation based on the whole study and analysis of data.

6.1 Summary:

The study seems to be successful in meeting the stated objectives designed for the study. The study was made on the basis of primary and secondary data. The primary data included the important records of the Bank and the questionnaires (in written form) that was distributed to the staffs to get the correct information about NABIL's real training status and to draw the conclusions. The questions included in the questionnaire have been attached at the end of the project work document. The secondary data included the Annual Reports of the bank and several books of different authors the list of which has also been attached with the project work document.

Various sequential steps have been followed chapter wise for the case study. First chapter of the study deals with the introduction of the bank, statement of the problem, objective, justification and limitation of the study.

Second chapter includes in it the review of the previous writings and studies relevant to the problem being explored.

Third chapter explains about research design, sources of data collection and method of data analysis.

In fourth chapter, the overall status of NABIL is presented and fifth chapter presents the data collected from the primary and secondary sources.

6.2 Conclusion:

Nabil Bank Limited was established as per the Company Act 2021 on 12th July, 1984 with a small capital of NPR 30 million. The bank initiated its operations with only 50 staff members. Now, the bank has already completed the history of 27 years. At present it has 47 branches and a chain of 63 ATM services throughout the nation. It has altogether 651 personnel serving the organization.

The bank is serving the nation with the objective of extending the international standard modern banking services to various sectors of the society. It has extended its branches in municipalities as well as in VDCs. For NABIL, banking does not just mean transaction but goes beyond banking in furthering professionalism and fostering a new culture.

HRD is the factor that plays a very important role in the smooth operation of NABIL. The bank believes in having a pool of competent and motivated employees to enable it to achieve its vision, mission, goals and strategic priorities.

The bank has been providing the varieties of training programs for its employees since its establishment with a view to increase their capability and effectiveness. The main purpose of staff training and development is to balance the organizational needs and the needs and aspiration of staff. Training encourages the progressive development and continuous learning.

At NABIL trainings are given in the form of lecture, power point presentation, group discussion and technical method (if necessary). In other words, the trainings have both theoretical and practical approach as well as participatory approach. Selection of staff for training is done on the basis of feedback of supervisor and according to the need of the bank. The bank also conducts both pre and post training test and makes the arrangement accordingly.

Most of the staffs of NABIL are satisfied by the types of training programs that the bank has been conducting regularly. They have experienced increase in accuracy, efficiency, knowledge and productivity as well as improvement in their performance after participating in training programs regularly. But few staffs have commented that the bank should not send the same staff repeatedly for the trainings depriving the others. Very few staffs feel that the bank should also conduct very advanced level training to cope with the changing scenario of Nepalese banking sector.

The training part of Nabil Bank is quite good. Staffs are well managed by the bank. Therefore the staff turnover is less in Nabil Bank. The bank has its future plan to conduct more sophisticated and advanced training for its employees to make them capable to cope with the burning issues in the banking sector of Nepal.

6.3 Recommendation:

HRD and HRM are two strong supports in the success and progress of Nabil Bank. From the study, it is clear that the Bank has been accepting the challenges and managing to maintain the balance among the staffs.

Although the bank has left no stone unturned to train and develop its staffs, it still needs to minimize its minor drawbacks. Some of them are listed below:

-) The bank should give equal opportunity of training to all its staff instead of giving repeated opportunity to some staff.
-) There should be adequate number of training for officer as well as non-officer level staffs.
-) After pre and post training test, regular follow-up must be done to identify the enhancement in the staff's capability.

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