Project Report On

LEARNING AND DEVELOPMENT FOR ORGANIZATION SUSTAINABILITY

Submitted To

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Submitted By

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Submission Date:

26th November 2020

Letter of Transmittal

26th November 2020.

Prof. Dr. Abu Saleh Md. Sohel-Uz-Zaman

Professor

School of Business and Economics

United International University

Dhaka, Bangladesh

Subject: Submission of Project report.

Dear Sir,

It is a great pleasure and honor to present the project report titled "**Learning and Development for Organization Sustainability**" which was assigned to me as a partial requirement for the completion of BBA Program.

During the report, I did my utmost to provide as real and appropriate details as possible and tired of maintaining the instructions that you have suggested. I sincerely hope that this report would satisfy & accomplish the requirements & will serve the objectives of my dissertation.

Therefore, I hope that you will be kind enough to approve this report with your utmost satisfaction and oblige thereby.

Yours obediently,

Raisa Jahan

ID: 111 161 257

BBA program

Letter of Declaration

 I Raisa Jahan, hereby declare that the report on "**Learning and Development for Organization Sustainability**" based on NCC Bank and Prime Bank Limited has been prepared by me and submitted to the United International University is a record of an original work done by me under the supervision of Prof. Dr. Saleh Md.Sohel-Uz-Zaman, Professor, School of Business and Economics, United International University.

I declared that this report is my original work and that it was prepared for academic purposes as part of the BBA program.

Yours sincerely,

……………………………….

Raisa Jahan

ID: 111 161 257

BBA Program of Business and Economics

United International University

Letter of Acceptance

This is to certify that **Raisa Jahan** bearing ID: 111 161 257, Program: BBA, is a regular student at the School of Business and Economics, United International University. She has completed her project on "**Learning and Development for Organization Sustainability**". Under my supervision, she has prepared her project report. I believe that this is a worthy report that satisfies the requirements of the United International University bachelor of business administration degree. In life, I wish her every success.

_____

Prof. Dr. Abu Saleh Md. Sohel-Uz-Zaman
School of Business and Economics
United International University

Acknowledgement

Executive Summary

Learning and Development are one of the best concepts for human resources management. In addition, it is also considered as training and development, which discusses the aspects in which organizations sustain their best performing with managers and employees. Once considered an integral aspect of applied psychology, the term has become an integral part of most organizations' human resources departments. The organization engages in learning and development for new hires and develops leadership capacity in the organization. The primary aim of learning and development is to enhance individual and groups' success in an organization. In today's competitive world, skilled and highly trained employees are expected to perform well in any organization So the purpose of this report is to explore the different learning and development elements that are practice in NCC Bank and Prime Bank. Also in the report, discuss the advantages and disadvantages of Learning and Development in the organization. Besides, it also discussed the role of L&D for organization sustainability. This report also covers the background research of both the banks where I have shown their origin background, discuss the objectives, methodology of collection of data. Here data collection had done from two sources-primary and secondary. In finding and analysis, details of both banks learning and development processes discussed. Lastly, chapter, six indicates the recommendations regarding L &D for both the banks, and then I summarize the study to conclude. Each segment provides valuable information about the learning and development processes of the organizations.

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CHAPTER -1

INTRODUCTION

INTRODUCTION

Human Resource Management is recognized as the Association's most important resource, but not all organizations are successful for thoroughly saddling its potential. HR strategy is an arrangement of particular yet similar exercises, capabilities, and processes to insert, establish, and sustain or coordinate HR of companies. Banks need to change their contributions to returns at an incredible pace like any other partnership, taking into account the goal of growing profit and staying under-focused conditions. HR is viable for various assets. Thus, valid planning assures corporate banks' success. Learning and development are considering core factors for the well-being of the advancement of human capital and organizations in their entirety It is also considered as the requirement of human resources to provide expertise and improve their talents and capabilities to perform their activities efficiently. They need to learn several aspects that are necessary to produce the best outcomes. They would undertake an analysis of both the organization's internal and external environmental environments. Training services are important to enhance awareness and expertise in human resources in and beyond the enterprise. To succeed, human resources must emphasize their practice in areas of learning and development. In terms of science and pioneering approaches and techniques to accomplish organizational and individual objectives, they need to produce knowledge. Learning and Development are a systematic technique to increase an employee's skills, knowledge, and competency, main to greater overall performance in an exceptional work setting. Specifically, getting to know is concerned with the acquisition of information, skills, and attitudes. Development is the broadening and deepening of information in line with one's improvement goals. Learning and development are great. It helps organizations obtain and hold the top talent, it improves productivity, and learning & development helps earn more profit. Before we go on then, it seems we need to apprehend what is getting to know about development and who are the key players. The organization presenting its employees with the probability to analyze makes them more efficient. Thus, it leads to the organizations' self-growth. The fast learners are extra prone to adopt the adjustments in the environment and tend to perform the best.

1.1 Background of the Report

A compulsory part of the BBA degree is the project report. After completing all credits, each student must then submit a report based on the topic given by the respected supervisor, focusing on an organization or any specific sector, relating to the student's discipline. My respected supervisor Prof. Dr. Abu Saleh Md. Sohel-Uz-Zaman has assigned me to work on this topic "Learning and Development for Organization Sustainability" for preparing this report. In preparing this report, I have chosen Bangladesh banking sectors as my priority. For the project purpose, I have selected two banks - NCC Bank and Prime Bank. I selected these organizations because in Bangladesh, they are all well-known and reputed banks. This report is prepared based on Learning and Development practices of the respected banks. To complete this report, I have collected data from HR managers of the respected banks and related information from the internet.

1.2 Scope of the Study

The study mainly focuses on Learning and Development of two banks. This study covers the significance of Learning and Development for NCC and Prime Bank, advantages and disadvantages of Learning and Development, different Learning and Development process practices in respective banks. Moreover, most importantly how Learning and Development can help an organization in achieving organizational Sustainability. In this report, I tried to provide an outline of the Learning and Development of the two respective banks.

1.3 Objective of the Report

All the studies must have certain goals on what is essentially generated in the report. The reader will immediately receive any concepts of the report. The objectives or goals are split into two sections of this project paper.

Primary Objectives:

The common or general objective of preparing this project report is to successfully complete the Bachelor of Business Administration (BBA) degree from United International University, as it is a pre-requirement, by submitting the project report.

Secondary Objectives:

•The purpose of the study is to identify how effective learning and development are for an organization

• To know about the organization's learning and development process

• To identify the importance of organizational learning and development

• To identify the impact of learning and development on the organization's sustainability

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1.4 Limitations of the Report

During the preparation of this project report, I have observed certain limitations. These are some limitations as follows:

- ➢ Large-scale studies were not feasible because of the organization's restrictions.
- ➢ Researching the two organizations was pretty time consuming
- ➢ Less scope of direct observation
- ➢ Lack of experience is one of the factors that constituted the limitation of the study.
- ➢ Lack of internal information access

CHAPTER- 2

METHODOLOGY OF THE REPORT

Methodology of the Study

In the research process, there are various types of research methods. Qualitative research, quantitative research, and methods can be used as a combination of qualitative and quantitative research. For the research work, data can be collected through questionnaires, interviews, surveys, and external sources.

To perform such an analysis the report follows some basic framework. Since the report is detailed in nature. Although I could not visit the organization and collect the data directly during the Covid-19 pandemic, even though I made considerable attempts to collect the data from primary and secondary sources. The report is on NCCBL and PBL Learning and Development activities. Various books, blogs, journals, websites, reports, and company websites have supported me a lot in the preparation of this report. After collecting data from the managers, then carefully analyzed the data and then implemented the data accordingly.

2.1 Source of Data Collection

Here for project purposes, I have accumulated my data from two common sources:

➢ **<u>Primary sources of collecting data</u>**

   During the pandemic, I try my level best to collect the data. The data was converged through questionnaire, which contains only open-ended questions. I have collected the Primary Data by telephone interviewing the respected bank's HR personnel.

➢ **<u>Secondary sources of collecting data</u>**
   - Company website
   - Reference books
   - Internet sources
   - Renowned articles from different publishers
   - Journals

2.2 Data Analysis

Thematic Analysis: Thematic analysis is a tool for qualitative data analysis. Typically, it found in a variety of documents, including transcripts of interviews. The researcher analyses the data in depth to define particular themes – repeatedly new topics, concepts, and context patterns. (Caulfield, 2019)

I have selected the interview method to perform this research project, to specify non-structured, one to one interview.

Interviews
Standardised
Non-standardised
Interviewer-administered questionnaires (Chapter 11)
One to one
One to many
Face-to-face interviews
Telephone interviews
Internet and intranet-mediated (electronic) interviews
Group interviews
Internet and intranet-mediated (electronic) group interviews
Focus groups
Focus groups
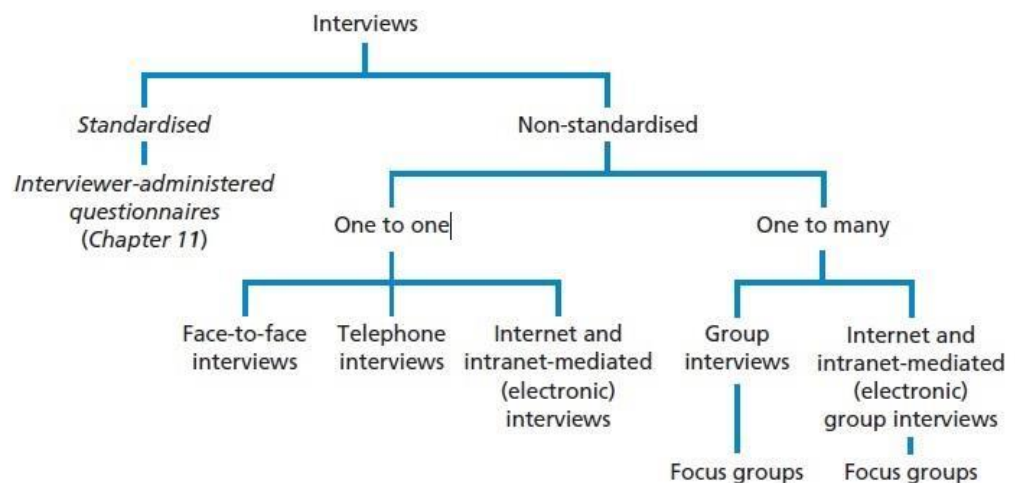
Figure 1: Interview forms (Saunders, Lewis, & Thornhill, 2009)

The objective of the study; the importance of maintaining direct interaction; the essence of the data collection questions; time needed; completeness of the procedure to explain the reason behind choosing non-standard or qualitative interview approach. I chose to take semi-structured open questions because they give you the opportunity to "sample" the answers, to explain or develop on your interviewees' responses. This is essential if you follow an interpretive epistemology, so that you understand the significance of different phenomena. The respondents will use words or phrases in a

specific context, which can bring value which complexity to the knowledge you get if they have the ability to analyze certain concepts. They may also explore issues that you had not discussed before but that are important for your understanding and that help you address or potentially allow you to formulate a question in the research. (Saunders, Lewis, & Thornhill, 2009)

CHAPTER -3

OVERVIEW OF BANKS

Overview of Banks

3.1 Historical Background of NCC Bank Limited

The National Credit and Commerce Bank Limited (NCCBL) began its journey back in 1985 as an investment corporation into the country's financial market. The business sought to organize and invest money from within in order to grow the industrial and trading sector of a nation and to play a catalytic role in developing a capital market. It operated in 16 branches until 1992 and eventually became an all-inclusive private commercial bank with paid-up capital of up to 390 Million in 1993 to serve the nation from a broader forum under the central bank's approval.

NCC Bank Ltd. has acquired an outstanding reputation since its establishment by providing its customers with sincere, customized service in a technical environment. In the industrial, trade and foreign currency market, the Bank has developed a new level of finance. Its different deposit & credit offerings have appealed to customers, companies and people who feel at ease with their business. (NCC Bank Limited)

Objectives of NCC Bank Ltd

NCC Bank Ltd's main objective is to achieve customer satisfaction and maximize profits. NCC Bank Ltd offers outstanding service to its customers to achieve this aim. They also promise large investment returns.

Vision

 To become one of the adorable commercial Banks in serving the nation as a progressive and socially responsible financial institution by bringing credit & commerce together for increased Shareholders value and sustainable growth.

Mission

- Delivering excellent financial services to our communities based on strong customer relationship.
- Providing long last solutions that combining our innovative technology, experience, and   financial strength to our clients and stakeholders.
- Creating a cohesive and friendly environment where customers and our people can excel.

3.2 Historical Background of Prime Bank Limited

Prime Bank was set up as a second-generation local commercial bank in Bangladesh in 1995. Across the country Prime bank, operate its footprint with 146 branches and 170 ATM sites, and is headquartered in Dhaka's busy financial hub Motijheel. It was included in the 1994 company act. Prime Bank Ltd. key activity is to provide customers a variety of commercial services, including loans and deposits from its

clients from branches in Bangladesh. Prime Bank Ltd. offers a range of corporate and personal financial services that support the Banking Corporation Act and Central Bank rules and regulations of all segments of society. Diversification of products and services covers corporate finance, retail banking, and consumer banking, from processing to agriculture, and technology to real state. Prime Bank has been more creative since its founding. With the ultimate goal in mind, the passion in creativity is a confident and central inspiration, holding an aggressive edge. When the system is kept in a critical confinement environment, our

Strategy means servicing customers by restricting crosscutting operations on many transmission canals.

Our past success shows our consistency. We are more willing and equipped to take our consumers to change conditions and allow them to succeed in the market they function more viably.

Vision

To be the best Private Commercial Bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity.

Mission

- To build Prime   Bank Limited into an efficient, market driven, customer focused institution with good corporate governance structure.
- Continuous improvement of our business policies, procedures and efficiency through integration of technology at all levels.

The bank is committed to serving its customers' diverse needs by utilizing relevant technologies and offering timely service across a range of products at a reasonable price, ensuring that economic growth, sustainable profits and commitments for the country's development can be ensured with empowered and professional staff. (Prime Bank Limited)

CHAPTER-4

LITERATURE REVIEW

Literature Review

Learning and development is perceived to be core aspects of the well-being and development of employees and organizations. It is well known that human resources must provide expertise and upgrade their competences and capabilities in order to execute one's tasks effectively. They have to understand several things that are required to achieve optimal results. They have to perform analysis on the organization's internal and external climate. Training systems both inside and outside the organization are important to improve people's awareness and skills. To excel, human resources must concentrate in their entirety on the facets of learning and development. In order to accomplish corporate and personal objectives it is important for them to generate information about research techniques and innovative strategies.

Learning and development generally referred to as training and development is part of human capital. The goal of learning and development is to get the aspirations and performance of employees into line. Those responsible for learning and developing in an organization should recognize differences in expertise between employees and departments. Learning and development is an internal mechanism to strengthen the skills, knowledge and skills of employees and contribute to improved results in their work environment. In fact, the development of knowledge, skills and behaviors is concerned with learning. Development is expanding and deepening awareness according to one's development objectives. The aim is to improve and improve

people's actions for the better, to exchange information and experiences that allow them to do better, or to foster behaviors that encourage them to do better. (David, 2019)

Learning and development is the process by which knowledge, abilities, competences and attitudes are gained and established by learning or developmental experience. It ensures that the organization has the knowledgeable, trained, and devoted employees it needs (Vulpen). Learning and development is a realistic guide to the basic values of the organization's effectiveness in the formulation and execution of training and L&D programs. This illustrates how learning can be related to strategic market priorities and discusses both the advantages and the complexities involved with L&D. This key presentation builds experience in areas such as identification of L&D criteria, collection of suitable modes of intervention and measurement and assessment approaches by the combination of practical diagnostic devices, scenarios and case studies. Learning and Development (L&D) is fundamental to the corporate. L&D has the facility to permit individuals and organizations to realize their personal and organizational goals. These processes render a big contribution within the transformation of the individuals.

In addition, individuals have to recognize that they acquire the talents and skill not only to vary the context they find themselves in, or to make new contexts for themselves. L&D as a field of management research and practice cares in terms of how individuals either singly or in groups acquire a way of obtaining something that already exists or creates within the sense of creating something completely new. These processes enable the individuals to reinforce their knowledge and skills, which can facilitate their performance and growth in their current or future occupation role.

The learning and development aim is to enhance or change the actions of people or groups for the higher, to share information and insights that allow them to try their job better, or to develop attitudes that encourage them to try to better. (BasuMallick, 2020)

Learning

Learning implies that an individual acquires and learns new knowledge, talents, abilities, attitudes, and behavior. As explained by Honey and Mumford 'Learning has happened when people can demonstrate that they know something that they did not know before (insights, realizations as well as facts) and when they can do something they could not do before (skills)' (Honey & Mumford, 1996) ."Learning is a dynamic process, which not just improves current abilities, moreover helps improve skills, information, and behaviors that will prepare individuals for expanded or greater responsibilities in the future. (Skyline Management Service)

Development

Development seeks to ensure the growth and accomplishment of skills and potential by offering learning opportunities or self-managed learning. An emerging system supports people to move from a current state of knowledge and ability to a future state, that needs higher levels of skill and expertise.

The Learning & Development Manager is usually in charge of the learning and development departments. The Learning & Development Manager is responsible for designing and executing the learning plan for an organization. These tasks may involve a variety of roles in the modern workplace that are both technically and technologically oriented and administrative:

• Develop and implement learning strategies and programs, which meet the needs of the business

• Determining the needs of both organizational and individual staff growth

• Ensure alignment of the department of learning & growth with the company objectives

• Tailor the training to boost ROI

• Manage and procure L&D tools to make learning and development programs easier to handle

• Design courses for eLearning, interactive group training, and other training content

• Implement effective forms of training

• Manage personnel within the Department of Learning & Development

• Managing the budget for learning & development within an organization

• Training programs to champion and market managerial buy-in and employee engagement

The learning & development manager is key to ensuring that employees are trained to meet the demands of their employment that are properly matched with the organization's overall objectives. (Thompson, 2019)

4.1 Learning and Development Benefits in the Workplace

Learning and development are important for the retention of high performance employees by organization. When the job market becomes so dynamic, organizations must be able to attract and train good employees enough to continue to stay. For an organization, developing a strategy to implement and create and an effective learning strategy will help to achieve greater productivity for higher-quality employees.

Learning and development can organize through different means. This can be achieved by sending employees on training sessions, offering in-house coaching, functional workshops or even utilizing the new e-learning technology. Whatever you pick, a company has a great advantage to it. Woodrow Mercer has therefore assembled a list of benefits for employees in the workplace. (Woodrow Mercer, 2020)

- **Performance Improvements from Employees**

    Employees would be better in their positions, with the right training in place. A better perception of their responsibilities would allow them to gain trust, thus improving their employees' total performance and helping the whole

organization. Company will become a market leader as workers keep up with new industry standards**.**

- **Increased Employee Satisfaction**

When a learning program is put in place, the employees feel more respected. In reality, Learning creates a positive atmosphere, which encourages employees to attend the training that they may have not previously accessed or tried to do for themselves. An employee team who is valued and motivated will be more satisfied with their job and therefore increase their overall productivity.

- **Address Weaknesses Within The Company**

Any of the employees have weaknesses in their workplace skills. Learning and Development can enhance employee's expertise and awareness. Work forces contribute to a more sustainable, which aims to minimize the amount of fractured relations in the business provides personnel with common expertise and experience. With increased overall expertise, employers can have coverage for those and can gain higher efficiency without requiring supervision.

- **Better Consistency**

With rigorous training in place, employees within the company would have clear experience and background knowledge. The continuity would also be important to the strategy of an organization and its internal processes- something that workers need to know. Thus, the implementation of improved process efficiencies would have a positive effect on financial results.

- **Increased Productivity**

Learning and Development can increase productivity. Project achievements are ensured with greater productivity and better business performance..

- **Better Innovation**

  With the investment in learning workforce up skilling will promote innovation. Unique and modern concepts created with new learning and development programs.

- **Reduce Turnover of Staff**

  To improve employee productivity investment in learning and development is expected, since they are more valued. Often see learning as an added advantage to the organization, but it is important to minimize employee attrition and recruit new employees.

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- **Enhance The Reputation of the Company**

  The implementation of a learning schedule sets the expectations as an employer that recruits graduates and mid-career transition individuals. New employers find growth opportunities enticing so they will develop the talents and vacancies of the industry.

4.2 Role of Performance Appraisals for Learning and Development

Performance appraisal system considered as an indispensable factor to facilitate learning and development. The most objective of those systems is to spot the issues and inconsistencies and convey about improvements. During this period, the supervisors are ready to understand what proportion the individuals have learned. Furthermore, it is vital to confirm that they create the use of information within the implementation of job duties in an appropriate manner. Performance assessment systems are seen to play a valuable role through regular assessments, self-reflection assistance, professional growth plans, and organizational objectives. The performance appraisal systems must be into practice on an everyday basis, particularly, when the individuals have generated information and have augmented their knowledge in terms of recent, technical, and innovative methods. Performance appraisal systems have also rendered a big contribution in promoting learning and development. (Kapur)

4.3 Learning and Development Strategy

Strategy for Learning and development plan defines an action an organization uses to ensure its learning and development activities help to achieve objectives and goals. In other words, Learning and development strategy defines the employees' capacity, skills and expertise required and how they should improved in order to ensure a sustainable and successful organization. As people can improve their knowledge and abilities, they can use them to accomplish specific objectives and ambitions. The strategic development of human resources often includes the implementation, reduction, adjustment, alignment, and instruction of systems in such a way that both people and organizations are well trained with expertise, information, and abilities. They will then be able to perform the present and future activities that the organization demands.

Learning & development strategies explain how an organization approaches the fulfillment of goals and targets through learning and development activities. In other terms, they will use them to meet particular goals and ambitions and develop their expertise and skills. Strategic human resources planning also requires execution, elimination, adaptation, integration, and structure instruction to ensure that knowledge, information, and capabilities are well-educated by both individuals and organizations. They will then conduct the tasks that the company needs, current and future.

The strategy for learning and development reflects the organization's opinion on the position of learning and development. Learning and development programs contribute greatly to the successful accomplishment of the organizational goals, and involvement in them has proved valuable to the members of the organization. (Armstrong & Taylor, 2014)

Accordingly, to human resource policies Learning and Development activities and initiatives must plan. These dimensions are need to be connected to one's success and intended to accomplish concrete organizational, practical, squad, and individual performance enhancements. These dimensions make a major contribution to achieving desirable targets and priorities in this way.

Strategic L&D is based on the following philosophy

- Learning and development activities contribute significantly to the successful attainment of the organization's goals and investment in them benefits all of the organization's stakeholders.

- Learning and development activities and initiatives must align into corporate and human resource policies, which should be encouraged.

- Learning and development should be result oriented – intended to accumulate accurate progress and make an important contribution to the result of organizational, functional, team and individual performance overall.

- Everybody in the organization should be motivated to learn – to improve their knowledge and expertise to the maximum of their capacity.

- Professional development plans which emphasize on self-managed learning and which also facilitated by coaching, mentoring and structured training provide the foundation for individual learning.

- The organization needs to engage in learning and development through adequate learning opportunities, but individuals are the primary responsible for learning and development, who will be directed and assisted by their supervisors and as required by the HR department. (Jovanovic, Damnjanovic, & Dimitrijevic, 2016)

4.4 The Strategic role of Learning and Development

One of L&D's primary obligations is to manage the growth of people—and to do this in a way that supports other main business objectives. L&D's strategic role covers five areas. The function of management of the individuals needs to be carried out following their job duties and organizational goals and objectives. L&D's strategic role covers five areas.

Attract and Retain Talent

Learning within the organization focuses exclusively on improving efficiency and profitability. In the current scenario, learning often makes an important contribution to gaining employment. Individuals must achieve credentials, expertise and skills to gain job opportunities. There has been a transformation in terms over the last few decades. The employees can retain as long as they can support and bring value to the organization. The workforce is now responsible for their growth and advancement, both personal and professional. It is simple, because it is up to them to use knowledge and expertise to enrich their individual lives as they engage in the learning and comprehension of different concepts.

Develop Individual Capabilities

To maintain the valuation of human capital, continuous L&D investments are necessary. If the material is obsolete and ignored, it is clear that people face barriers throughout their work. Thus, they have to play an important role in growing their expertise and abilities independent of the nature of work people are doing within the organization. In addition to generating knowledge of job outcomes, individuals need to improve multiple skills like coordination, time management, and decision-making. Improving their listening skills helps them to communicate with others successfully. The ability to control time will encourage them to prioritize any event and mission. Decisions are used to encourage prudent decisions to promote the well-being of the organization and the communities. Leadership skills allow people to handle their work in a well-organized way and to provide solutions to their challenges.

Build an Employer Brand

A brand of an organization is regarded as one of the essential components and is necessary to communicate economic resources, business structure, products, and services in phrases of the company's performance within the industry. Investments made by L&D will contribute enormously to the business improvement and to expand consumer awareness. The community of staff needs to get interested in learning to create the identity of the boss so that they have an opportunity to lift their tasks and stuff in a better way. On the other hand, employers too tend to work rigorously and faithfully to ensure that they better inform the workers and lead them. When creating the company identity, one of the most critical aspects is that people cannot take off the responsibilities and the activities they have to do in isolation. Therefore, it is quintessential for them to work in collaboration and integration with every different in the making of decisions, working on projects, augmenting manufacturing processes, method of legal guidelines and insurance policies and so forth.

Create a Value-based Culture

L&D can render a big contribution to the formation of value-based culture. Because the name implies, value-based culture is that the culture, during which the individuals are required to require into consideration morals, values, and ethics. When individuals are engaged in various tasks and activities, which are associated with learning or job duties, they have to follow the value-based culture and inculcate the traits of morality and ethics. When value-based culture is developed, human resources usually feel friendly and happy with the work they do. Research has shown that disagreements and differences among members of the company have occurred. Community-based value helps people to become conscious in terms of peaceful ways of dispute resolution. To develop friendly terms and relationships with one another is very important to the members of the organization.

Motivate and Engage Employees

There is associate exhaustive relationship between motivation and engagement of workers. Once the staff would develop motivation towards the implementation of job duties, they could be effectively engaged. At intervals the organization, it is the responsibility of the employers to put into operation the measures and approaches that may alter the staff to develop motivation. therefore on encourage the staff, the vital aspects that need to be taken into account are, creating provision of promotional opportunities, giving rewards and incentives, initiating coaching and development programs, human activity effectively, providing infrastructure, amenities, technologies, materials and instrumentality and creating provision of amiable and sociable operating environmental conditions. It is very important to confirm that workers are well aware of strategies that are necessary to hold out one's job duties during a well-organized manner. If the workers are responsive to their duties and are well trained, they will gain confidence and take an energetic half in accomplishing the structure objectives. (Dam, Brassey, & Christensen, 2018)
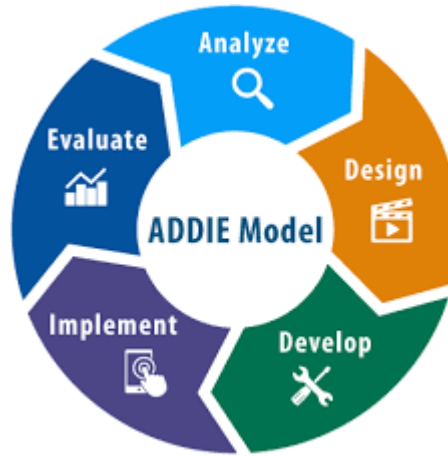
4.5 The ADDIE Model

Figure 2: The ADDIE Model (Zoe, 2020)

When designing a learning and development program, the ADDIE model is used by human resources management experts to determine whether preparation can be developed.

- **Analysis** – The analysis phase includes the identification and explanation of the learning challenge or the identification of the performance discrepancy and desired effects from a learning perspective. This process involves the assessment of participant characteristics (such as existing expertise and credentials, level of experience, communication skills, and motivation), learning opportunities and financial and time limits, identifying the learning atmosphere, and setting learning objectives.

- **Design** – The design process includes topic design generally, including identifying primary learning goals and instructional methods, structuring topic, and evaluations.

- **Development** – In the development stage, the content defined during the design process is created and assembled. This process requires analysis and validation by stakeholders and any changes possible. The introduction of technologies and related evaluations may be part of this point.

- **Implementation-** Implementation includes training process creation, including curriculum design, learning outcomes, and learning areas. The procedure should also include ensuring that appropriate resources and related software and services are usable and preparing students to use all necessary tools or technologies. Of course, the final stage is the involvement of the learners.
- **Evaluation** –The evaluation phase is used to measure the consistency and performance of the whole process of learning process. While the evaluation is listed last, it is used in all facets of the process. That is, the entire design process can be iterative, with components perfectly modified along the way. (Lumencandela)

4.6 Learning Culture

A learning culture is one of organizational values, processes, and procedures that promote and facilitate the constant development of expertise, expertise, and success standards of both individuals and the organization. In essence, this facilitates quality growth and enables the accomplishment of company objectives, creativity, and the capacity to cope with change. Therefore, it is definitely essential to develop employees and create a strong learning culture in an organization to have a committed staff and enhance company success, which represents an organization that holds conscience.

As a development tool, learning culture recognized that could inspire and encourage all employees to participate in the diversity of constructive behavior. This covers literacy, teamwork, automated learning and long-term capacity building. To enhance the learning atmosphere, innovative theoretical and unique strategies and techniques implemented for team participants in the execution of activities and events. They must then become involved in studying to improve their skills and expertise. Organization need to build learning culture to improve the learning community that enhance employee morality and give them a sense of intent in the job. The employees will have the capacity to focus on their contribution and to promote learning realistically. (Kapur)

Strategy for creating learning Culture:

- Develop and share the vision

- Empower employees

- Provide a positive learning environment

- Provide instructions, time , resources and feedback

- Managers act as role models

- Encourage networks- communication of practice

- Link systems for vision

4.7 Elements of Learning and Development

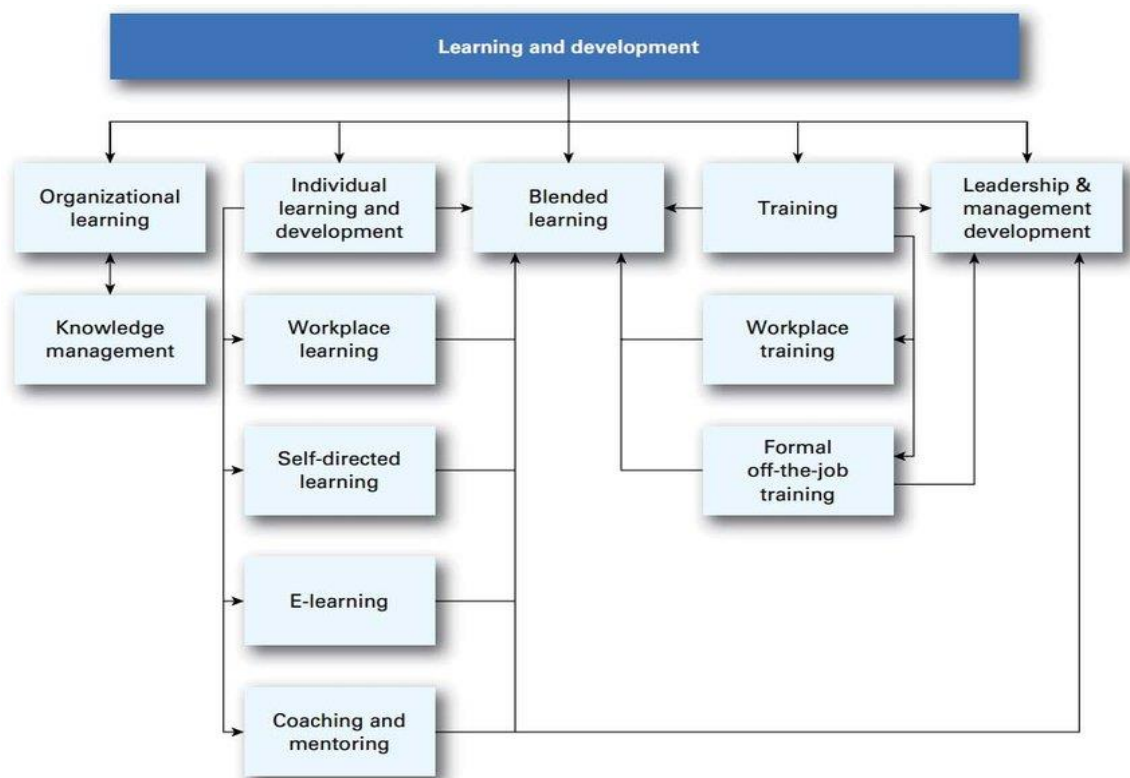

Figure 3: Components of Learning and Development (Armstrong & Taylor, 2014)

Organization Learning: Organizational learning is defined as the one in which individuals contribute to the development of their ability to produce the outcomes

they want. In organizational learning, individuals are nurtured where the group's aspiration is liberated, and people are engaged in relentless learning, based on fresh and costly ways of thought. Organizations must also strive to be successful and must not neglect the production within an enterprise of diverse talent.

Knowledge Management: Knowledge management is that the conscious process of defining, structuring, retaining and sharing the knowledge and skill of employees within a company. Knowledge management is the deliberate method to identify, organize, maintain and share employee expertise and experience within an organization.

Individual learning and Development: There are different ways of individual learning within the workplace environment. They include:

- **Self-directed learning:** Self-directed learning is learning in which the learner directs the conceptualization, arrangement, conduct, and assessment of a learning activity. This does not mean that self-directed learning is always conducted in isolation, but with highly individualized learning. Self-managed or self-managed learning is about encouraging individuals to either boost work efficiency or develop their own learning needs. Its potential and its career ambitions fulfill.

- **Coaching**: Coaching is an individual (usually one-to-one) approach to helping an individual develop their expertise and knowledge and enhance their performance. Coaching considered as the quick progress of learning, manner of conducting oneself, and performance, usually for the current work.

Coaching consists of preparing people with what they need to learn to improve and to become more efficient. It also used as a technique for enhancing the productivity of staff with poor results in particular. However, it has recently become the instrument for encouraging learning and for moving staff from excellent outcomes to top output. The top and medium levels managers to grow their careers and respond to major workplace changes use it. Coaches may support both internally and externally.

- **Workplace learning**: Working is associated with learning, and thus, learning in the workplace is that the way skills are upgraded and information is learned at work. It can be characterized as the acquisition within the workplace of knowledge or skills through formal or informal means inside the workplace. Workplace learning occurs primarily through work-related interactions and is widely characterized as contributing to the learning of individual employees as well as the whole organization.

- **E Learning:** E-learning defined by Pollard and Hillage as "the delivery and administration of learning opportunities and support via computer, networked and web-based technology to help individual performance and development" (Pollard & Hillage, 2001) E learning seemed successful in encouraging workers to be professional in the day-to-day role of the workplace. It helps create expertise, gain new knowledge for job and personal growth, professional advancement, and accreditation. E learning is versatile and easy since employees can study from multiple places and time if they have computer and internet connections. E learning strengthens learning by extension to complement, rather than substitute, face-to - face instruction. However, this approach requires learners and trainers to develop relevantly for the collection of the best content and resources. Furthermore, there remain no time to finish the courses, lack of fear of technology and lack of understanding of how e learning works.

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- **Mentoring:** Mentoring is the specially chosen technique and trained individuals to deliver suggestions, realistic advice, and continuing assistance that will help the person or persons allowed to them to learn and develop. The tutor and mentee are frequently internal to an organization, and the focus is on corporate objectives, tradition, and professional development guidance. Mentors also play a part in helping mentors achieve their targets. They often offer support. Guidance can be formal or incidental. Mentees set their goals at informal gatherings, but they are not inherently measurable. Actionable and measurable Goals are defined and decided for a formal mentor partnership with unique specifications. Mentees set targets in a casual setting but they are not necessarily observable and the partnerships are unstructured. For a structured mentoring relationship, actionable and observable priorities are identified and set with specified requirements

- **Blended learning:** Blended learning is the use of a variety of learning approaches to improve total performance in the learning process by augmenting the various sections of the learning mix and support one another. A blended learning program may be planned for Individuals that use a combination of self-directed learning practices define personal development plan, e-learning services, community study, coaching or mentoring programs, and guidance offered either in-company or beyond. Generic preparation for the individual classes can include e-learning, planned training courses, planned and curate experiences and selected outside Lessons. A complementary mix of different training methods for managers and team leaders can be an aptitude for learning, for example, some basic principles may include learning, but a lot more spend on research articles, gaming, role-playing, and also more. (Armstrong & Taylor, The Practice of Learning and Development, 2014)

Training: To facilitate learning, training is the use of an organized and planned program. The term 'learner-based instruction' can outline this approach. It is one of the several approaches an organization can perform to upgrade learning. Organizations

prefer training courses because it is regarded as cost-effective, quickly arranged, and readily accessible throughout the week. Training is a structured process of learning and development that broadens the productivity of employees, the team, and the organization. Now, most organizations have developed different Training and Development programs for their employees. Proper training and development will enhance learning tremendously by cultivating skills and encouraging people to learn and enhance their performance. (Jehanzeb & Bashir, 2013)

According to **Armstrong** "Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phrase of 'learner-based training'. It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily." (Armstrong, 2006)

Benefits of training

Training is beneficial when used to:
- Many people can be trained
- Provide precise, capable, and knowledge-based learning
- Upgrading of structure, practices, and processes, for example regulatory amendments
- In a short period of time, give us a lot of details
- Learn skills such as decisiveness, persuasion, and interview abilities that can later be developed in practice.
- Developing communities into diverse types of learning (Maycock & Ikuomola, 2015)

  Leadership and Management Development: Leadership and Management development is about facilitating the organization's future sustainability and stewardship. Organizations must then shape their agenda and dictate the required principles, structure, and content of the service, measurements, and processes.

4.8 Learning and Development for Organization Sustainability

Learning and Development is the process of empowering employees with unique skills to enhance organizational efficiency. They may become highly skilled or equipped to work more effectively in their current roles in the organization and meet the talent gap that is common today in the workplace. Learning and development in the practice of professionally guided and other learning programs that encourage individuals and teams to know practice, and work experience and behavior focused on current and future professional needs for optimum organizational performance and sustainability.

By learning, we can obtain new knowledge, abilities, and habits that can help us work and succeed more reliable and productive and more choice in work. The learning and development plan ensures the optimal development of human capital and enables a powerful executive team to build corporate administration and leadership skills. The purpose of learning and development is to balance the employee's priorities and results with the organizations. In the past, learning reflects only on productivity development. Today, however, learning leads to employment prospects.

The L&D Manager designs and implements the learning strategy for an organization. They need to create and incorporate learning plans and programs that address the demands of business, ensuring that learning is synchronized. To refine the training cycles to boost return on investment for company priorities. Employees are the biggest asset in an organization and it is an intelligent move to equip employees to properly carry out their employment.

Learning and development are an essential element for organizations to retain their organizations with high performing employees. When the job market becomes so dynamic, organizations must be able to attract and train good employees enough to continue to stay. For an organization, developing a strategy to implement and create and an effective learning strategy will help to achieve greater productivity for higher-quality employees. The benefits of learning and development are:

Increased productivity, Reduce employee turnover, Increase workplace engagement, Employee Retention, Job Satisfaction, Improved work performance, Skill improvement, High-performance employees, Scaling Growth, Improved morale, Organizational Performance.

Learning and development are either formally or informally feasible and can be computerized, networked, and Technology web-based (E- learning). Performance can be enhanced by integrating multiple methods of learning and development (mixed learning) and self-directional learning.

Learning is an important part of organizations to expand and succeed. The learning organization is a technique to boost efficiency and retain a competitive advantage. Many organizations considered people as their main asset and their knowledge as a strategy for competitive advantage.

The role of people in any organization is very important and essential to the success or failure of each organization. As one of the development factors, human beings or human capital complement and manage other contributions, which include financial and physical resources to achieve their objectives. Managers too much forget how important the aspect is for an organization's growth. Most managers did not grasp this declaration so they took their human capital for granted themselves. However, this phenomenon has improved steadily when more organizations started to concentrate on and emphasize human resources in the strategies of their organizations. In a so competitive current business environment, an organization that has effectively maximized its human capital always becomes a market leader. Efficient resource usage is highly emphasized in an organizational environment in which productivity and profit maximization are important. Human resources are also one of the tools that need to be utilized properly. (Zakaria, 2011)

How Learning and Development help an organization in achieving sustainability

Learning and Development has a great role to play for organization sustainability. Effective use of resources is highly emphasized in a business environment where productivity and maximizing profit are the bottom lines. The most important asset an organization provides could be human resources or team personnel, since human

capital is dependent on any organization's ability to ensure that organizations are not making decisions or allocating resources.

Learning and Development can help an organization for achieving its sustainability. That is learning and development continues to boost productivity and thus it improves profits. It also makes the organization's employees more productive and competitive by multiple learning processes. That is when employees of an organization get various learning opportunities like- training, self-directed learning, E-learning, workplace learning, or workplace training, formal or informal training. Thus, it enhances the organization's efficiency. When employees get such learning opportunities it helps them to increase their potential levels or upgrade their skills, knowledge. They can have a better output of their work and thus it results in the conversion of human resource into human capital. Therefore, through the Learning and Development organization can develop its human resources. That is after training and by having multiple forms of learning; the organization can turn human resources into human capital.

Thus, it increases productivity by turning human resources into human capital, which thereby increases profit. Besides, this increases the chance of organizational sustainability because of the increase in profit. Therefore, as productivity enhances these results of profit rise, it also turns human resources into human capital and thereby improves the chances of the organization's sustainability.

Therefore, we can say that when an organization provides better learning scope to its employees it helps them to increase their potentials and develop skills. Besides, they can have a better output of their work. Therefore, Learning and Development help human resources to convert into human capital. In addition, this increase in productivity, and this result increase in profit. We all know that every organization's ultimate goal is profit maximization. Therefore, when profit increases it helps an organization to achieve sustainability.
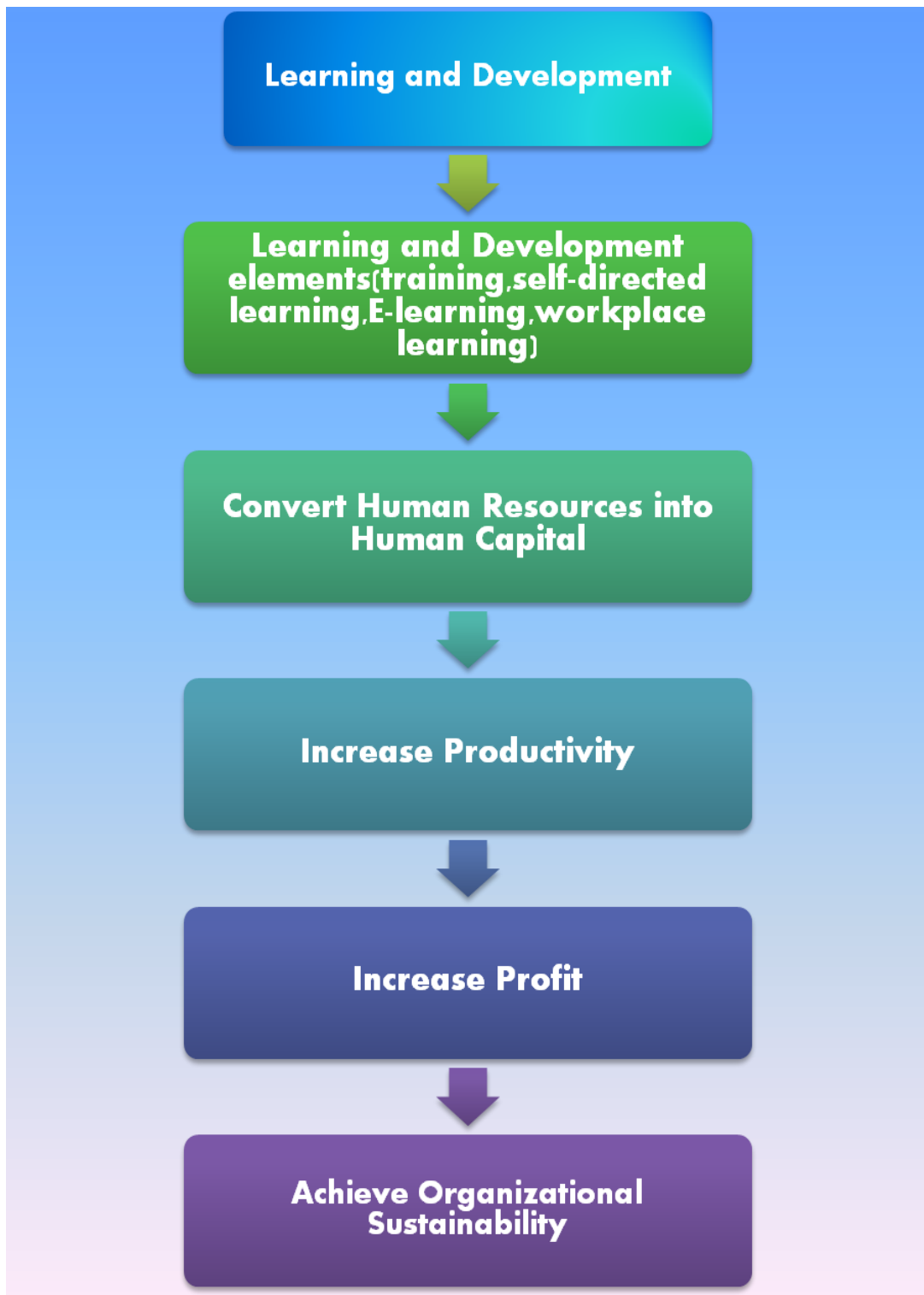
Figure 4: Learning and Development for Organization Sustainability

CHAPTER-5

FINDINGS AND ANALYSIS

5.1 Findings

I have specifically chosen Bangladesh banking sector as my focus. I have chosen NCC Bank and Prime Bank Ltd. As they are all well renowned and respectable banks in Bangladesh,

I have tried to gain insights about the Learning and Development practices of the respected banks. To do my research, I have collected data from HR managers of the respected banks and related information from the internet.

I have prepared a questionnaire consisting five semi structured open-ended questions, which were used to interview the managers of the respected banks.

The questionnaire consisted of the following questions:

1. What is the significance of Learning and Development in the organization?
2. According to you, what are the advantages of using Learning and Development?
3. According to you, what are the disadvantages of using Learning and Development?
4. What are the elements of Learning and Development that are practice in the organization? (E.g.: training, workplace training, self-directed learning knowledge management, E-learning) explain briefly.
5. What is the impact or role of Learning and Development play for Organization sustainability?

I gathered the answers through a telephone interview. To mention, with small exceptions, the responses were very close to each other.

❖ Significance of Learning and Development

While answering the questions, **firstly**, both the banks acknowledge the significance of Learning and Development in their organization that it helps to make employees

more productive. Learning and development help organizations to gain and retain top talent, and earn more profit. Besides, organizations spend a lot on employee learning and development (L&D) budgets. Activities in learning and development make a significant contribution to the successful accomplishment of the organization's objectives and investment in it benefits all the stakeholders of the organization. It also helps to improve business performance. Develop morals and motivate the employees. Learning fosters understand and appreciation of other perspectives. The Learning & Development Manager leads the learning and development departments. It is the responsibility of the Learning & Development Manager to formulate and execute the learning plan of an organization.

❖ Advantages of Learning and Development

Secondly, Banks have identified quite a few **advantages** of using Learning and Development in their organizations. The advantages of Learning and Development are discussed below;

Increased productivity, Reduce employees turnover, Increase workplace engagement, Employee Retention, Job Satisfaction, Improved work performance , Skill improvement, High performance employees, Scaling Growth, Improved morale, Organizational Performance.

- ➢ Both the organizations address the advantages of learning and development. It says that ➢ L & D helps the Banks to enhance their expertise in organization functions
- ➢ It helps to accomplish new way of improving knowledge ➢Effective organizational learning make the employees more effective and more highly motivated and provide them with greater job satisfaction.
- ➢ In developing and highly competitive environments, continuous learning helps organizations adapt.

- Ongoing learning helps organizations adapt in altering and increasingly more competitive environments.

- Efficient organizational learning will make the employees more active and highly motivated and give them greater job satisfaction.

- Learning and development allows dealing with those weaknesses and taking skills to the next level.

- Organizations offering programs for employee development are finding success in attracting employees. A successful learning program design may also improve engagement among employees. Besides learning and development helps the Banks to decrease employee turnover.

- One of the key advantages of developing a work environment that focuses on learning is to increase highly qualified employees who perform well.

- With learning & development focused on filling skills gaps and up skilling employees by reflecting on their employees' abilities.

- A successful program of learning and development increase the level of commitment and enthusiasm of the workers and boost their results, while keeping dissatisfaction, poor attitudes and the stress of a negative working atmosphere at bay.

- An employee who is continually learning and developing himself or herself would be well aware of all the new advancements in their profession.

❖ **Disadvantages of Learning and Development**

Despite the advantages of learning and development, some common disadvantages of Learning and Development have been stated here. They are- These activities are also **expensive** and management sometimes feels reluctant to invest in something that does not yield **instant returns.** As L & D, investments are **long-term investments** and the benefits can be seen in the end, not immediately. While in-house learning is sometimes free, often- additional preparation is needed sometimes at a cost. External learning providers and specialized classes may also be costly because, while the quality of instruction is worth it, the organization may not have the **budget** to accommodate it. Unfortunately, learning programs for employees **takes a lot of time**. The time taken is out from the working day, which may affect the quality of employment and efficiency. Not all employees have **the same pace of learning**. Therefore, it is uncertain if employees can learn well enough. It has been noticed that many employees are likely to **switch from their current work a**s they experience and improve. Employees feel that moving jobs would give them a better position and higher salaries. In addition, a consideration **demoralizes top management** from engaging in Learning and Development.

❖ Elements of Learning and Development of Banks

Here we address the different elements of learning and development that are carried out effectively in the respected organizations; their responses differed somewhat from each other. The forms of learning and development aspects practiced in both organizations are discussed below.

Learning and Development of NCC Bank

Training is a very popular learning and development process. Training is the method of learning prospective employee's practical skills so that they can apply them on their worksite. It is a process for providing employees with specific ideas or specific context knowledge for an organization. For training NCC Bank, have some major training providers.

Some major training providers:

NCCBTI (National Credit and Commerce Bank Training Institute)
BIBM (Bangladesh Institute of Bank Management)
BBTA (Bangladesh Bank Training Academy)
SCB (Standard Chartered Bank)

Training Institute at NCC Bank Ltd:

At the very beginning, NCCBL Training Institute was known as NCL Training & Research Institute (NCLTR). In the year 1993, NCL emerged in the NCC Bank Limited and following that, NCLTR renamed with NCC Bank Training

& Research Institute (NCCBTRI). NCCBTRI used to operate their training at Green road in 1994 to train up their internal human resource. Afterward, with the introduction of the Human Resource Division in Head Office, NCCBTRI again remained with NCC Bank Training Institute (NCCBTI) and started its journey in January 2002.

After analyzing the training requirements, NCCBTI develops a training schedule for its newly recruited and current employees. Training and development methods used by the organization can be two types:

- **On the Job Training**
- **Off the Job Training**

On the job training:

Here the head office of the NCC bank assigned the newly employed employees in a specific working situation and enhances their productivity. This on the job-training program includes apprenticeship, job rotation, and special assignments.

Job Rotation

Job rotation is a lateral method of alternating task roles for the different departments of the organization. NCC Bank performs job rotation to avoid an over-loading of the activities of various departments.

Coach or Understudy

Superiors and a senior officer who train them about the job also mentor managers. This does not only ensure that the workers learn the work by evaluation, but also gives a clear insight into the pressure points of the job.

Apprenticeship program

On the job training is also considered as an apprenticeship program. Senior officers and the department manager supervise an apprenticeship.

Off the job training:

NCC Bank Ltd's training institution applies to their newly appointed and existing employees to train. Experts from outside the NCC Bank arrange different kinds of seminars and workshops for employees. As a finance sector, Bangladesh Bank experts and industry professionals often offer important, specific information from their professional expertise and experiences. The lecture form is widely used in this approach. The lecture depends on understanding instead of providing information and expertise through activities and experiences for learning. This type of preparation depends on the criteria, such as the implementation of new laws and rules, the launch of new goods, etc. Occasionally, work preparation is provide to upgrade awareness and to promote to a new post. The orientation course and the foundation course are offer to new workers. The NCC Bank Ltd Teaching Institute uses many other methods in this system, such as seminars, exhibits, Presentations, structured learning, computer-based instruction and workshop along with lectures.

In addition to the training program, various forms of learning programs practiced within the organization.

E Learning

NCC Bank has an E-learning app. E-learning is flexible and easy, since employees are able to learn when they have internet and mobile access at different locations and times. Employees would have this app on their mobile devices. In the app, some topics are discussed, such as work-related, banking related rules and regulations, etc. After reading those articles, they have to

give a test, where they have to answer the questions. Then there are their scores on it.

Journal

They have a journal every week. They have a bank internal journal. In which they have banking operations, future banking events, a banking plan, and policies. Moreover, if there is a written problem then how to solve it, the history of the case is given.

Knowledge management

Once in a week, they discuss different information like foreign trade affairs, credit, BD Bank policies. They focus on different knowledgeable information. Through e-mail, the soft copies are submitted.

Learning and Development of Prime Bank

Prime Bank Limited believes that the development of human resource can be accomplished by an improvement of work knowledge and expertise through an appropriate form of training. Training is a consistent learning method developed by management to increase the level of skills of employees and to improve individual workforce skills. The more knowledge and support that the bank offers its employees, the more prepared it will be to make a change within the bank.

Prime Bank has a training institution of its own. Since joining the team, they undergo proper instruction from their training center. Prime's training institute is located in the Motijheel Head Office. In their head office, they also organize seminars.

Training Methods of Prime Bank Ltd

Prime Bank follows two training techniques:

- **On the Job training**
- **Off the Job training**

On the Job Training Methods: Training held at regular workstation (desk, machine) of the trainee. Under this process, trained employers or managers train employees and learn the job through personal study and experience. This helps new or inexperienced employees to learn by watching individuals or managers who do the work and attempt to communicate their actions. The training is carried out on the job and the employee conducts instruction in the same working environment. Any of these types of strategies include counseling, work allocation, teaching, job training, and special assignments. The workers are shown the way to do the job and are encouraged to learn to do so under the control of the supervisor. The different forms of training at work include the following:

Job Instruction Training: A set of learning styles used by the instructor to train employees in their particular position with this type of training. In this process, the supervisor demonstrates to the apprentice or employee the experience, abilities, and way to do their work. The supervisor then advises that the trainee perform the job himself. Moreover, get feedback from the manager. This is also known as systematic learning because it covers the required job steps.

Job Rotation: Job rotation is referring to as cross training. This process allows a person to learn and perform various roles in a department or unit for a certain period. In PBL, for example, officers are assigning to the general banking department from the investment department.

Apprenticeship Training: In the Apprenticeship Training, trainers give the knowledge to the employees about the culture, discipline, etiquette system of the bank.

Coaching and mentoring: This method requires the instruction by a superior with subordinate or inferior experience and skills with the job. The superior demonstrates the faults of the trainee and makes corrections where applicable. Coaching can be a learning mechanism to train and mentor an individual through the reality of the workplace and to help workers reduce obstacles to better job efficiency. The coach is normally either a competent executive or a conduct researcher with considerable experience as a consultant.

Off the Job Training Methods: The Prime Bank Limited Institute usually conducts off the job training. The following are the different forms of off-the job training;

Class Room Training: Prime Bank teaching association typically provides the off the job teaching & determines where the training would take place classroom teaching is the most recognizable off the job teaching technique.

Video Presentation: A video demonstration where a trainee represents their demonstration that conducted at the end of the training.

Conferences & Seminars: This approach includes group conversations, sharing of ideas and views, which allow participants to improve the skills of leadership. During this process, two-way contact shows that it is successful.

Lecture Methods: In this approach, a trainer delivers information orally to a group of listeners through a specialist in the subject matter. In a relatively short time, it is an effective means of presenting accurate facts to a large audience.

In addition to training, different ways of learning is provided.

Self-directed Learning: A process by which employees with or without the help of others, take the initiative to assess their learning needs, formulate learning priorities, define human and material learning tools, choose and incorporate effective learning strategies, and analyze learning outcomes. In this process, employees take steps to develop their knowledge or abilities at any time and place without the help of a trainer.

❖ Learning and Development for Organization Sustainability

Finally, both organizations recognize in their respective area the significant priority of learning and development. They recognize that through learning and development human resources of the organizations are developed.

NCC bank states that learning and development continue to boost productivity and thus to improve profits. It also makes the organization's employees more productive and competitive by multiple learning processes. In addition, it helps to sustain the organization. This improves the productivity of the organization. Converting human resources into human capital. After training and by having multiple forms of learning, the organization can turn human resources into human capital. This increases productivity by turning it into human resources, which thereby increases profit. In addition, this increases the chance of organizational sustainability because of the increase in profit. Therefore, as productivity enhances these results of profit rise, it also turns human resources into human capital and thereby improves the chances of organizations sustainability.

Moreover**, Prime Bank** is continually evolving to turn human resources into human capital through appropriate learning and development programs in all fields of work. The HR Department conducts regularly productive training initiatives to provide a proper evaluation of the training needs of a specific group of employees. Prime Bank's 'Management Trainee Development Scheme' is for newly recruited Management Trainees (MTs) who in an organized phase receive job rotation around the country and various functions. This well-designed curriculum offers enough opportunities to gain the expertise, skills and on-the-work experience required.

With the changing essence of challenges and risks, the banking industry is dynamic and diverse. Thus, in a changing financial market context, this training module sometimes updated for bank employees.

5. 2 Analysis

To analyze the data collected during a telephone interview, for research paper here I have chosen thematic analysis process.

Thematic analyzes are one of the most common ways of study within qualitative research. They focus the recognition, examination and evaluation inside qualitative data of context models of "themes." Themed analyzes, unlike most other qualitative empirical techniques such as philosophy, discourse analysis, plot analysis and interpretational phenomena analysis which can be defined as methodologies or study frameworks of philosophy (specifying guidance theory, relevant research questions and methods of data) are mostly interpreted as a method or technique. The thematic analysis is more a theme than a specific process, of as an umbrella term for a variety of different approaches.

The thematic analysis takes many approaches, but the most common method follows a six-step process:

1.   Familiarization

2.   Coding

3.   Generating themes

4.   Reviewing themes

5.   Defining and naming themes

6.   Writing up (Caulfield, 2019)

According to (Saunders, 2011) to do Thematic Research, there are numerous methods. (Saunders, Lewis, & Thornhill, 2011)

- An inductive methodology requires allowing our themes decided by the results.
- A deductive approach means coming to the data based on hypothesis or current expertise with certain preconceived trends we hope to see expressed there.
- A semantic approach includes the study of the data's explicit content.
- A latent approach requires reading into the subtext and the underlying data expectations.

Therefore, I have taken the Inductive and Semantic approach in the thematic analysis for my collected data.

Thematic Analysis of collected data

I have ended my analysis of the following four themes, based upon my collected data.

❖ **Recognizing Importance**

In addition, both organizations now appreciate the importance of boost their productivity by using learning and development strategies. They now realize that Learning and development activities, which have proven beneficial to organizational members, contribute significantly to the achievement of organizational goals.

❖ Transforming Human Resources into Human Capital

As both, the organization appreciates that Learning and development help the organizations in transforming their Human Resource into Human Capital. As L&D, help organization employees to be more productive and enhance their performance.

❖ Different Learning process

Although both the organizations have training practices and apart from that they also try to practice other forms of learning like - E-learning, self-directed learning, formal off-the-job learning.

❖ Positive outcomes

After recognizing the need and importance of Learning and Development, companies now also recognize the long-term positive outcomes from implementing such strategies. This is a better sign that now top management will invests more in these activities.

CHAPTER-6

RECOMMENDATION

6.1 Recommendations

Here I would like to make some recommendations regarding the learning & development for both organizations, after analyzing the entire collected data,

- HR managers should communicate more directly to the Top management in their organizations about the significance and effectiveness of Learning and development activities.

- Learning and development activities and initiatives should align into corporate and human resource policies, which should be encouraged.

- Both organizations should make a practice of different learning techniques to their employees.

- Besides both, the organizations should encourage their employees to self-directed learning.

- Evaluating learning requirements must carried out more specifically to making it compulsory if necessary.

- Now due to the pandemic situation banks could make the best use of learning through technology.

- Both the banks should provide proper guidance or direction so that employees may be not disconcerted

- Resourceful, update & understandable learning materials should make available to all the employees.

- The authority of PBL should make an effective reward system that will encourage employees for attending the learning programs.

- Implementation of learning programs would be effective for sustaining a professional's growth & development of employees.

- Banks should improve the involvement of the employees so that they can use their expertise for the better performance of the bank.

- One of the major recommendations for PBL that it should incorporated E learning in their learning program. It would increase efficiency and productivity.

- Besides both, the banks should encourage their employees to take part in different Learning programs organized by different groups.

- Proper monitoring also should be there to see whether employees are perfectly able to carry out their learning outcomes in their respective work.

CHAPTER-7

CONCLUSION

Conclusion

So far, we have known that Learning and Development is a systemic process for increasing employee abilities, expertise, and abilities, which can result in increased job efficiency. Learning is about acquiring skills, information, and behavior. Learning is to expand and enhance knowledge through the aims of one's development.

The banking sector now does not rely on a conventional banking process. Learning and development initiatives are highly effective in this dynamic sector. Learning and Development help companies gain and retain top talent; it improves productivity, increases sustainability, and helps companies to earn more profit. Learning and development strategies and activities must align with corporate and human resources development and support Strategies. Banks should develop effective L & D policy aligning with the organizational strategies. Professionals in learning and development should contribute towards creating a culture to support creative employees. The organization's culture must allow learning opportunities to be put into effect, eliminating bottlenecks and reinforcing learning values. A sustainable framework for promoting development should be in place to achieve this. As the banking sector for financial development is a significant industry. It is also necessary for organizations to have a strong learning practice. As learning is an excellent way of enhancing employees' performance, knowledge, and skills. Globalization is driving L&D to be one of the key goals for the organization today ongoing career growth of employees. (Mansor, Saidi, Mohamed, & Idris, 2012)

We need to think ahead and look at what new generations of employees expect from L&D and their professions – generally learning done through a variety of platforms anywhere. As we have seen that the very common form of learning is Training. Organizations should upgrade their Training and Development programs to enhance employees' skills. Along with training other forms of learning like E-learning, self-directed learning, workplace learning, Blended learning should also include in the learning program

Learning can make an employee more efficient, skilled, and competent, resulting in better performance in a work setting. Thus, productivity enhances these results of profit rise. In addition, it also turns human resources into human capital and thereby improves the chances of organizations sustaining. Learning and Development is defined as a method of assuring that the team has exceptional knowledge, enthusiast and committed work force it wants. (Jovanovic, Damnjanovic, & Dimitrijevic, 2016)

Learning initiatives and programs have therefore become the priority of a human resource (commonly believed as a human capital investment). As corporate markets are changing and expansion of technology initiatives, organizations must commit more time and resources to workers' learning needs. Learning and development employees play a key role in corporate success in today's business environment, and organizations invest more in learning and development needs for their employees.

CHAPTER-8

APPENDICES

Appendices

1. What is the significance of Learning and Development in the organization?
2. According to you, what are the advantages of using Learning and Development?
3. According to you, what are the disadvantages of using Learning and Development?
4. What are the elements of Learning and Development that are practice in the organization? (Training, workplace training, self-directed learning knowledge management, E-learning) explain briefly.
5. What is the impact or role of Learning and Development play for Organization sustainability?

CHAPTER-9

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