



PROJECT REPORT ON

**Human Resource Management
Performance depend on Training &
Development -**

**A case Study on HSBC
In Bangladesh Context.**



EAST WEST UNIVERSITY BANGLADESH



CERTIFICATE

This is to certify that the Project on “**Human Resource Management performance depend on Training and Development (T&D)- A case Study on HSBC in Bangladesh Context**” has submitted for the awarded of the degree of Bachelor of Science in Business Administration (BBA) major in Human Resource Management from East West University, Bangladesh, carried out by A.S.M. Lutfuzzaman ID No 2003-1-10-034 under my supervision. Any part of this report has not been submitted for any degree before.

He has permitted to submit the Project report.

.....

Supervisor

Mr. Sayeed Alam

Senior Lecturer

Department of Business Administration

East West University, Bangladesh

EAST WEST UNIVERSITY BANGLADESH

DECLARATION

I, A.S.M. Lutfuzzaman, the student of Bachelor of Science in Business Administration (BBA) ID No 2003-1-10-034 major in Human Resource Management from Department of Business Administration East West University, Bangladesh, would like to declaration on an Project Report on "**Human Resource Management performance depend on Training and Development (T&D)- A case Study on HSBC in Bangladesh Context**", which have not submitted from any other degree before.



.....
A.S.M. Lutfuzzaman

Bachelor of Science in Business Administration (BBA)

ID: 2003-1-10-034

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EAST WEST UNIVERSITY BANGLADESH

LETTER OF SUBMISSION

26th April, 2007.

Mr. Sayeed Alam
Senior Lecturer
Department of Business Administration
East West University, Bangladesh



Subject: **Submission of Project report.**

Dear Sir,

It is a great pleasure to submit my Project report on “Human Resource Management performance depend on Training and Development (T&D)- **A case Study on HSBC in Bangladesh Context**”. I have given my best effort to furnish the report with relevant information that I have collected from HSBC Bank in Bangladesh.

I have concentrated my best efforts to achieve the objectives of the work and hope that my endeavor will serve the purpose. I shall be highly grateful & obliged if you kindly accept my report & evaluate it with your sagacious judgment.

Sincerely Yours,

A.S.M. Lutfuzzaman
Bachelor of Science in Business Administration (BBA)
ID: 2003-1-10-034
Department of Business Administration
East West University, Bangladesh

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To make the efforts successful and fruitful it requires some sort of guidance and assistance. In preparing this report, it was evident that the engaged heart of mine alone was not enough. I needed the support of significant of others. It is therefore, difficult not to devote a page of this text acknowledging the assistance I received from number of people.

First of all, I would like to give my deep gratitude, compliments and heartfelt thanks to my respectable supervisor Mr. Sayeed Alam Senior Lecturer Department of Business Administration East West University, Bangladesh for his guidance, constant supervision, constructive suggestions and moral support. Without whom the report would not have been completed.

I am also deeply indebted to Mr. Nurul Ferdous Musanna, officer Human Resource Department for providing me the opportunities, appointment and lastly for his certification for the Project that I had completed, My gratitude also goes to Manager Mr. Mahbubur Rahaman, Manager distribution department Credit Division Logistic Manager Rokeya Akter Khanom, Finance Manager Jebedur Rahman and Corporate Customer Care Mr. Sheheen Chowdury.

I am grateful to almighty God and my parents as well. My deepest gratitude goes to Mr Dabasish Barua and Mr. Manna Shoom. Mr Iftekar Ahmed , Haydaytul Huq helal Nasir Uddin Majumder , Mr. Hassan zebed, Mr. Dabasish Nath HSBC Bank for their guidance and co-operation , which helps me immensely to prepare this report .

Thanks to all.



EXECUTIVE SUMMARY

HSBC is a global banking and financial service organization headquartered in the United Kingdom. The HSBC group's international network comprises of some 7,000 offices in 81 countries and territories. Around 190,000 shareholders in some 100 countries and territories hold HSBC holding plc. Its head office in Dhaka, a full-service branch in Chittagong and three sub-branches in Gulshan, Mothijheel and Dhanmondi represent In Bangladesh.

Through a global network linked by advanced technology, including a rapidly growing e-commerce capability, HSBC provides a comprehensive range of financial services: personal, commercial, corporate, investment and private banking; trade services and business finance; pension and investment fund management; trustee services. I have also notice that HSBC which is the only Multinational Bank not only a high profitable bank but also participate in different social activities.

The Human resource Manager heads this department. The major functions of this department are Recruitment, Training and developments, Personnel Services and Security. The HR department is much concerned with the discipline that is set up by the HSBC group. HSBC is more focus on training and development. They belief T&D can increase the level of performance and compete with the present dynamic world.



**Performance Depend on Training & Development-
A case Study on HSBC
In Bangladesh Context.**

1.0 INTRODUCTION

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HSBC is a global banking and financial service organization headquartered in the United Kingdom. Around 190,000 shareholders in some 100 countries and territories hold HSBC holding plc. Its head office in Dhaka, a full-service branch in Chittagong and three sub-branches in Gulshan, Mothijheel and Dhanmondi represent In Bangladesh, HSBC group. HSBC is the first bank to receive the ISO9002 accreditation in Bangladesh.

Headquartered in London, HSBC Holdings plc is one of the largest banking and financial services organizations in the world. It began operations in Hong Kong more than 130 years ago. The HSBC Group's international network comprises some 7,000 offices in 81 countries and territories in Europe, the Asia-Pacific region, the Americas, the Middle East and Africa.

With listings on the London, Hong Kong, New York and Paris stock exchanges, around 190,000 shareholders in some 100 countries and territories hold shares in HSBC Holdings plc. The shares are traded on the New York Stock Exchange in the form of American Depository Receipts.

Through a global network linked by advanced technology, including a rapidly growing e-commerce capability, HSBC provides a comprehensive range of financial services: personal, commercial, corporate, investment and private banking; trade services; cash management; treasury and capital markets services; insurance; consumer and business finance; pension and investment fund management; trustee services; and securities and custody services.

The HSBC Asia Pacific group represents HSBC in Bangladesh. HSBC opened it's first branch in Dhaka in 17th December, 1996 to provide personal banking services, trade and corporate services, and custody services. The Bank was awarded ISO9002 accreditation for its personal and business banking services,

which cover trade services, securities and safe custody, corporate banking, Hexagon and all personal banking. This ISO9002 designation is the first of its kind for a bank in Bangladesh. The Hong Kong and Shanghai Banking Corporation Bangladesh Ltd. primarily limited its operations to help garments industry and to commercial banking. Latter, it is extended to pharmaceuticals, jute and consumer products. Other services include cash management, treasury, securities, and custodial service.

Realizing the huge potential and growth in personal banking industry in Bangladesh, HSBC extended its operation to the personal banking sector in Bangladesh and within a very short span of time it was able to build up a huge client base. Extending its operation further, HSBC opened a branch at Chittagong, three branch offices at Dhaka (Gulshan, Mothijheel and Dhanmondi) and an offshore banking unit on November 1998. At 30 June 2003, the number of employees of this bank in Bangladesh was 257.

In 2002, paid-up capital of this bank was BDT 380 million. Deposit of this bank was BDT 4,980 million. Among this deposit, called deposit was BDT 487 million and fixed deposit was BDT 1,323 million. The amount of advance and investment was BDT 1,180 million and BDT 100 million respectively. In 2002, this bank operated foreign exchange business of BDT 8,234 million.

HSBC Bangladesh is under strict supervision of HSBC Asia Pacific Group, Hong Kong. The Chief Executive Officer of HSBC Bangladesh manages the whole banking operation of HSBC in Bangladesh. Under the CEO there are heads of departments who manage specific banking functions e.g. Personal banking, corporate banking, etc.

Currently HSBC Bangladesh is providing a wide range of services both to individual and corporate level customers. In the year 2000, the bank launched a wide array of personal banking products designed for all kinds of (middle and higher-middle income) individual customers. Some such products were Personal loans, car loans, etc. Recently the bank launched three of its personal banking products – Tax loan, Personal secured loan & Automated Tele Banking (ATB) service. These products are designed to meet the diverse customer needs more completely.

HSBC in Bangladesh also specializes in self-service banking through providing 24-hour ATM services. Recently it has introduced Day & Night banking by installing Easy-pay machines in Banani, Uttara and Dhanmondi to better satisfy the needs of both customers and non-customers. In total HSBC currently has 9 ATM's (5 on-site & 4 offsite) and 3 Easy-pay machines located at various geographical areas of Dhaka & Chittagong.



Objective of the report

General Objective: General objective is to assess the level of importance the employees' performance of HSBC put across various levels attributes and also to determine how well HSBC was satisfying the employees on their grounds. More specific objective is to provide information on Performance depend on training and development survey on HSBC Bangladesh, determine most important attributes of service sector is quality of service, identify the most satisfied demographic segments, determine relation between complaint resolution and satisfaction etc.

Specific Objectives:

- Presentation of an introduction to the HSBC Group
- Provide information on HSBC Bangladesh
- To determine various attributes of service quality in bankers.
- To assess the expectation & satisfaction levels of HSBC employees
- To determine the most important attributes of training quality
- To determine the relation between satisfaction & recommendation
- To determine the relation between complaint resolution & satisfaction.

To recommend strategies to improve the overall service quality through motivational factors of employees.

Significance of the Study

Employees satisfaction related to expectation fulfilment is an extremely important and critical issue facing organizations in the complex business environment of today. The banking industry is certainly not an exception to this premise. In fact, it has been widely held in financial institutions that quality service may be the most influential factor in the selection of a banking institution. Likewise, with all of the changes taking place in the financial marketplace and the increase in competition, it becomes apparent that more attention must be given to employees to match with the current environment.

Scope

The presentation of the organizational structure and policy on training of HSBC Bangladesh and investigating the strategies applied by it provide the scope of this report. An infrastructure of the organization has been detailed, accompanied by a global perspective and look into the future. The scope of this report is limited to the overall description of the company employees' performance, its T&D. The scope of the study is limited to organizational setup, functions and performances.

Methodology

Type of research:

In this study, exploratory research was undertaken to gain insights and understanding of the overall banking industry and also to determine some of the attributes of service quality in Banks. After, that a more comprehensive conclusive research was undertaken to fulfill the main purpose of the study.

Sources of Information:

Primary data

I have collected primary information by interviewing employees and managers of HSBC and directly communicating with the customers. I have also conducted a questionnaire survey of the customers minimizing interruptions in their banking activities. Primary data were mostly derived from the discussion with the employees & through surveys on customers of the organization. Primary information is under consideration in the following manner:

- ⇒ Face to face conversation with the employees
- ⇒ Appointment with the top officials of the Bank
- ⇒ By interviewing customers at HSBC, Main Office

Secondary data

I have elaborated different types of secondary data in my research. Sources of secondary information can be defined as follows:

Internal Sources

- ❑ Bank's Annual Report
- ❑ Group Business Principal manual
- ❑ Group Instruction Manual & Business Instruction Manual
- ❑ Prior research report
- ❑ Any information regarding the Banking sector

External Sources

- ❑ Different books and periodicals related to the banking sector
- ❑ Bangladesh Bank Report
- ❑ Newspapers

Study centre:

I could only cover the Dhaka Motijheel Branch in my study, as I was not allowed to go out of the office to carry out my research.

Data collecting instruments:

In-depth interview: During the exploratory research, I conducted in-depth interviews with managers, employees & customers of HSBC

Questionnaire survey: I also designed a structured questionnaire for the customers of HSBC. This structured questionnaire was the major tool of this research project.

Data Analysis Techniques:

The data that obtained from the survey were analyzed and interpreted by using statistical tools such as **Mean, SD, Regression and Correlation**. The data obtained from the survey were grouped in two major categories. They are- importance & satisfaction. After that an overall variance between the employee's performance and their Training and development are measured to determine the levels of employee satisfaction. Then the data were presented through a numerical and graphical presentation using the above statistical tools. Based on these figures and findings recommendations were made out to improve the overall satisfaction of the bank.

Limitation of the study

- ⇒ Time frame for the research was very limited. The actual survey was done within a month.
- ⇒ Large-scale research was not possible due to constraints and restrictions posed by the organization.
- ⇒ The research only covers the employees of Dhaka Main office.
- ⇒ The survey was limited to the employees of Personal banking division and Credit Division.
- ⇒ Part on organizational culture was written from individual's perception and may vary from person to person.
- ⇒ The information regarding the HRD is difficult to get
- ⇒ Getting Relevant papers and documents were strictly prohibited.
- ⇒ Many procedural matters were conducted directly in the operations by the top management level, which also gave some sort of restrictions.
- ⇒ To protect the organizational loss in regard of maintaining confidentiality, some parts of the report are not in depth.

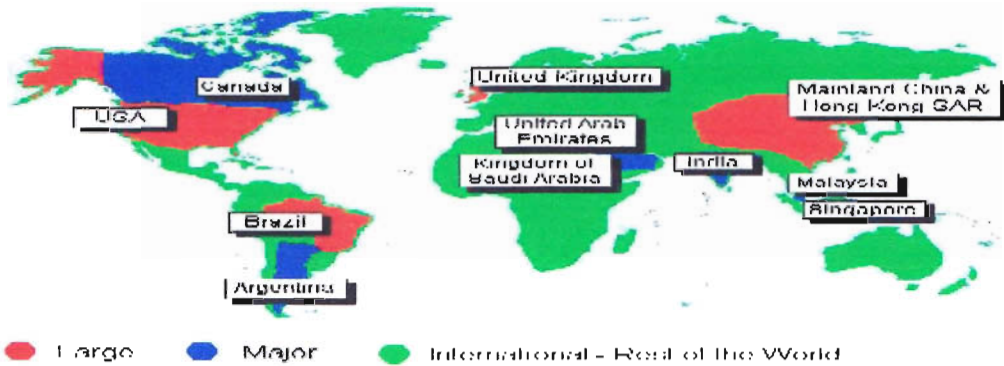


HSBC Group Vision:

- Become the world's leading financial services company.
- Balance Group earnings between the OECD and the Emerging.

HSBC Group Values:

- Long term, ethical client service.
- High productivity through team work.
- Confident and ambitious sense of excellence.
- International character, conservation orientation.
- Capable of creativity and strong marketing.



HSBC Governing Objective:

We will beat the mean Total Shareholder Return performance of a peer group of financial institutions over a three year rolling average and target to double shareholder return in five years.

HSBC'S Business Principals and Values

The HSBC Group is committed to five Business Principles:

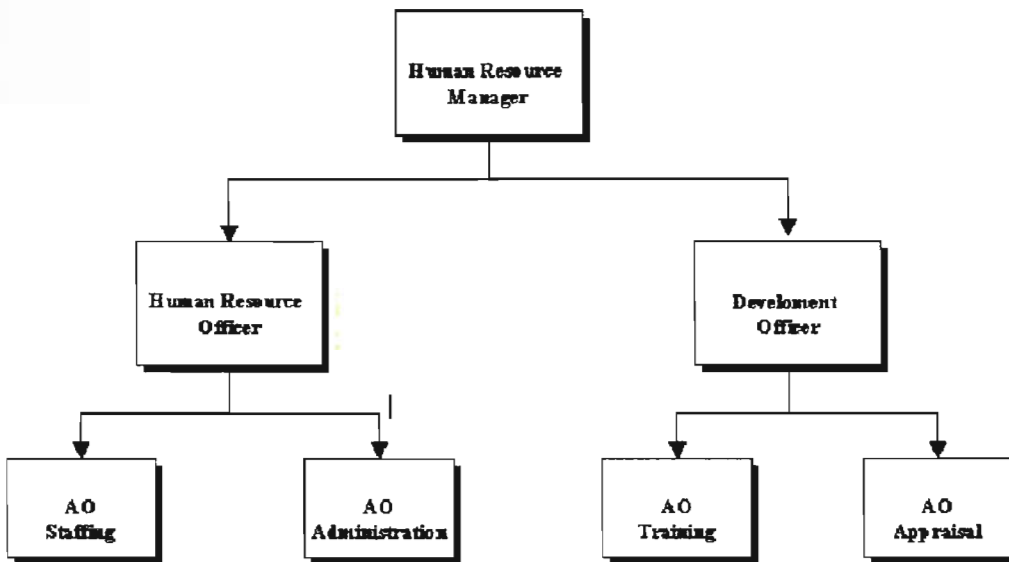
- Outstanding customer service;
- Effective and efficient operations;
- Strong capital liquidity;
- Conservative lending policy;
- Strict expense discipline;

Human Resource Department:

-3

The Human resource Manager heads this department. The major functions of this department are Recruitment, Training and developments, Personnel Services and Security. The HR department is much concerned with the discipline that is set up by the HSBC group. HSBC group has got strict rules and regulations for each and every aspect of banking, even for non-banking purposes; i.e. The Dress Code. All these major personnel functions are integrated in the best possible way at HSBC, which results in its higher productivity. The Human resource officer monitors the employee staffing and administration activities. The Training officer supervises Training, development & rotation activities. The structure of the HR department is shown below:

Structure of Human Resource Department



2.0 TRAINING AND DEVELOPMENT POLICY of HSBC

The chart on the following page details the proposed steps for training and development of staff. It is strongly suggested that these steps be followed to ensure that staff are achieving the maximum from the facilities available.

The performance appraisal/review will identify development needs and the Strategic and Area Operating plans will identify the business needs. Based on these needs appropriate training will be agreed, whether through self-study and self-development programmes, on the job coaching or structured courses. Prior to attending a training course, pre course discussion is essential between the participant and his/her manager to clarify why she has been selected to attend a specific training course, and to discuss the course contents and objectives. This may involve completion of pre-course work.



Training & Development: (Methods or Strategy)

At HSBC, they believe their primary competitive advantage comes from our employees. It is their ability to provide a superior customer experience to our customers that sets us apart from other financial services companies. In the ever-changing financial services industry, all of us must continuously upgrade our skills and knowledge in order to maintain this competitive advantage. Our goal is to attract, retain and motivate the very best, and to do that we support training, development, and business education through the following:

- **Internal Training Program:** Seminars, workshops and locally tailor made training on a variety of topics are offered directly by HSBC Training and Development Department at our training center located at Motijheel.
- **External Courses:** Job related courses, seminars, workshops and conferences developed and presented at HSBC Offices in Asia and also at Group Training and Management Development Center at Bricketwood, UK.
- **Distance Learning:** Web-based and multimedia self-study program available through our Intranet and multimedia Learning Centers located in our HSBC offices.

Resident Management Trainee Program (RMT Program)

The Resident Management Trainee program (RMT) aims to select a group of high potential executive trainees and provide them training and development opportunities. The RMT program gives potential executives effective and systematic training to acquire an excellent understanding of the commercial operations and business functions. The RMT program ensures that successful applicants, with the right training, will have the ability and potential to reach the highest level of management within HSBC Bangladesh, and possibly beyond.

The Role of the HR training functions

The prime responsibility of the HR Training function is a coordinating role between RGT/GTMD and DAK. The training functions will co-ordinate the training needs each year after input via the Appraisal Performance System and Function Heads and submit the training needs for approval by HHO HHR via the operating Plan process. We are increasingly aware of the need to provide cost-effective training to meet specific requirement at the right time. We have therefore geared ourselves to operate a more flexible approach to training. The HR training function monitors the training budget and produces regular reports, which are sent to the CEO and DCEO for expenditure and whether or not we are achieving

performance improvements following training programmes via the post training action plans agreed.

The HR Department has the responsibility under ISO9002 for the following:

- Collate training needs
- Agree training solution with the supplier of the solution
- Plan/Schedule training as appropriate.
- Record training received
- Review and follow-up development.

The role of line managers in the training and development

Whilst the thrust of HR Training efforts is on classroom or Group training, the importance of on-the-job learning cannot be overlooked as playing an active role in an individual's development. It is therefore essential that structured training courses and on-the-job coaching run side by side, as the former provides the knowledge, and guidelines that are further enhanced by the latter.

THE MANAGER HAS A KEY ROLE TO PLAY HERE. The responsibility of training and developing staff working with them is adequately spelt out in each Manager's own job description. The manager clearly has to have committed involvement in his staff if they are fully benefit from their work environment and the training programmes that they may attend- be the job specific needs or development needs. The degree of interest and support given by the trainee's superior will have a direct bearing on the trainee's attitude and commitment to the programme. It is therefore essential that staffs are briefed before being sent for training and debriefed on return to their duties. The Line Managers responsibility under ISO 9002 is:

- Identify and report training needs to person responsible for training in HR Department.
- Identify and provide On-the-Job training solutions where applicable.
- Report all training received to the person responsible for training in HR department.
- Plan/schedule training as appropriate.

3.0 Variables

-1

Variables definitions: in the project we are concern the independent variables as Training & Development and the dependent variable is Performance.

Independent Variables

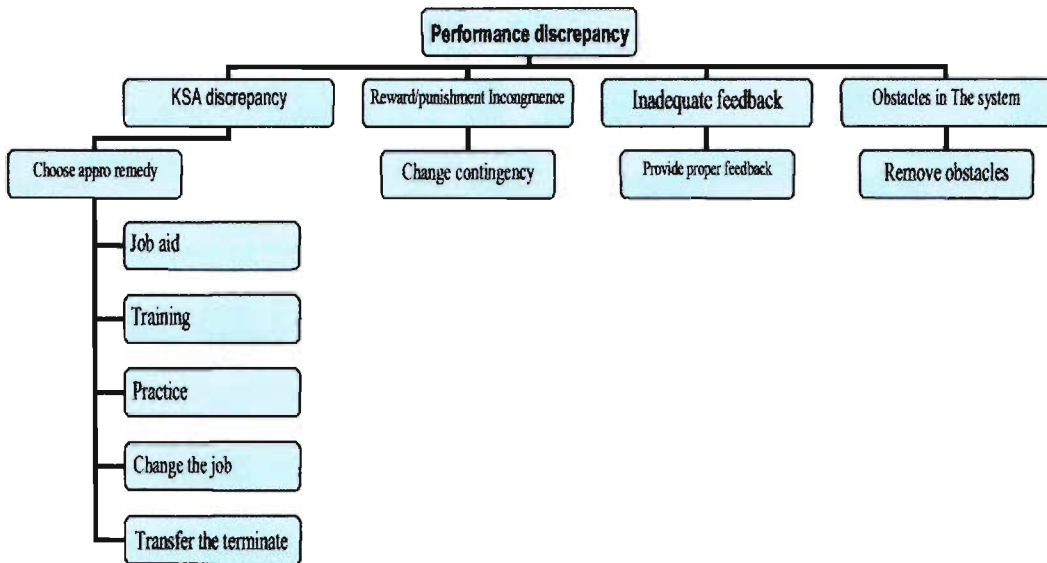
In organizational development, the related field of training and development (T & D) deals with the design and delivery of learning to improve performance within organizations. In other organizations, the term Human Resource Development is used.

General Benefits from Employee Training and Development

- 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
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

When Training and development Need

In every job there is need of Knowledge, skill and attitude. When it will not meet the desire KSA level, we go for development. As for the performance discrepancy we follow the below performance discrepancy (PD) chart-



If the reasons is lacking of KSA we follow job aid, training, practice, change the job and transfer terminate. For faculties; they perform multitask like- lecturing, exam conduct, recode the student data, prepare power point slides, time for office hours, registration. To perform efficiently they need job aid as well as training.



Give Training remedy for PD

Training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of occupational or practical skills and knowledge that relates to specific useful skills. It forms the core of apprenticeships and provides the backbone of content at technical colleges and polytechnics. Today it is often referred to as professional development.

Training & Development is the field concerned with workplace learning to improve performance. Such training can be generally categorized as on-the-job or off-the-job. On-the-job describes training that is given in a normal working situation, using the actual tools, equipment, documents or materials that they will use when fully trained. On-the-job training is usually most effective for vocational work. Off-the-job training takes place away from normal work situation which means that the employee is not regarded as productive worker when training is taking place. An advantage of off-the-job training is that it allows people to get away from work and totally concentrate on the training being given. This is most effective for training concepts and ideas.

It is necessary, first of all, to understand what teacher-training is designed to do. Teacher-training, timely enough both to discover and supply the want of the student and match with today's world.

"Training for Service" need to make intelligible to the strategy developer of any organization. To those who have no general knowledge of teaching, they are obscure and uninteresting in class room; but in the training-class build up confidence level. Moreover, a simulated training-class will help much in doing the work with perfection.

When organising training session it is advisable first to find out whether equality issues already are part of personnel training in the organisation. If this is not the case, you can find out who is responsible for training of staff in your organisation. The organisation can plan and implement the training based on internal expertise on equality issues, if available. In any other case it is recommended to use external experts as trainers

Importance of Training

Growth of services field depends on training issues and the growth and development of the service providers' new skills so they can deal effectively with all types of abuse. Constant training enables the service providers to sustain the systemic changes of the growing services field.

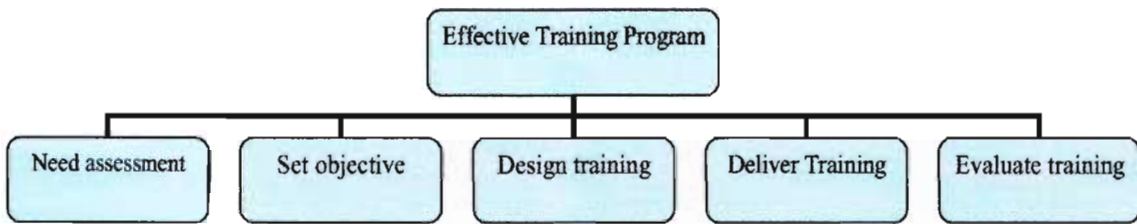
As the many organization discovered, training plays a critical role in a collaborative effort by enhancing trust and increasing the capacity of the collaborative system to develop and adopt common understanding among members regarding goals and approach. The greatest challenge is coordinating and focusing training resources to respond to the collective needs of the community. The implementation of a plan for cross training between department to department in service agencies and other related professionals proved to be a major collaborative breakthrough, increasing the level of trust and knowledge. As input was received from all sectors and consider it to design training, participants found they are comfortable with the process.

Training priority is to develop curricula for related professionals. A goal of the Training and Education Team was to establish an initiative that developed learning objectives about advance skill issues, which include those objectives in core curricula for appropriate professional schools.

Training Structure

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To accomplish a training objective, participants were originally organized into four working teams: the Needs Assessment Team, set objective, design training, deliver training and evaluate training.



Dependent variable

Performance:

The goal of HRD is to improve the performance of our organizations by maximizing the efficiency and performance of our people. An employee has skill; also he may have some deficiency. To get higher level of performance we need to update the KSA of those employees. He or she will be perfect when they can prepare for the new technology and environment. This provides for a formal, annual review of an individual's training needs and should be used to review and re-affirm training and development needs identified throughout the year. Interim appraisals of performance, including training needs, will be carried out. Needs noted on the Appraisal form must also be reported to the person responsible for Training so that appropriate action is initiated without delay and a record of the need is provided. A suggested former for this report is the "Personal Learning Log".

We are going to develop our knowledge and skills, our actions and standards, our motivation, incentives, attitudes and work environment. After conducting Need analysis we may find the deficiency cause by KSA that can develop through T&D.

Acquiring knowledge, developing competencies and skills, and adopting behaviors that improve performance in current jobs, including: adult learning theory and applications, instructional systems design, train-the-trainer programs, and instructional strategies and methods.

So training help to build up the level of performance. the main goal of that is developing the organization development.

Survey Data Represent

This Survey is on HSBC; 20 employees of different level. HSBC is one of the top most banks in the world. Recruit the best employee's sounding the world. The people works their already prove themselves as best. Though they are best their KSA deficiency is exit as the global competition is there and things are changing day by day. So they have a strong training department locally and internationally.

4.0 Hypothesis

Null Hypothesis: Performance does not correlate with or predict the variation of training and development.

Alternative Hypothesis: Performance will correlate with or will predict the variation of training and development.

5.0 Participants

Age	Gender	Education span	Occupation	Position	Experience level
20-50 ⁺	14 male to 6 female	16years to 20years	Private Banking Service	Top-7 Mid-8 Entry-5	Minimum-6month Maximum-30years

6.0 Instruments

6.1 Performance questionnaire contents 12 items of question. Each question has 5 points possible answer.

Highest possible score is -

$$12 \times 5 = 60$$

Lowest possible answer is-

$$12 \times 1 = 12$$

7.0 Procedure

7.0 Procedure Data Collection individually and verbal interacted.



8.0 Statistical Analysis

Mean & S.D. of Performance and T&D.

Variables	\bar{x}	SD
T&D	34.1500	4.92336
Performance	28.1000	4.32739

Table-1

8.1 Mean and standard deviation:

- **Mean of T&D:** The average of the T&D variables mean is 34.1500
- **Mean of Performance:** The average mean of Performance is 28.1000.
Here the Type A/B has higher mean than self-esteem.
- **Standard deviation of T&D:** The average amount a number varies from the average number in a series of numbers 4.92.
- **Standard deviation of Performance:** The average amount a number varies from the average number in a series of numbers 4.32.

Correlation of T&D and Performance

8.2 Correlations

Correlations

		Total performance	total T&D score
total performance	Pearson Correlation	1	.145
	Sig. (2-tailed)	.	.542
	N	20	20
total T&D score	Pearson Correlation	.145	1
	Sig. (2-tailed)	.542	.
	N	20	20

** Correlation is significant at the 0.01 level (2-tailed).

Table-2

Positive Correlation: The relationship between two variables (Performance and T&D) is such that as T&D variable's values tend to increase (positive .693), then Performance variable's values also tend to increase. This is represented by a positive correlation coefficient.

8.3 Regression:

Independent variables	r ²	p-value	Beta
T&D	.481	.001	.693

- If P-value ($p < .05$) then correlation is significant as the value is .001.
- Here r^2 independent Type A/B can explain .481 % of dependent variable self-esteem.
- One unit change in independent variables Type A/B leads to .693 unit change in self-esteem.

9.0 Discussion

9.0 Discussion: After finishing the research we can come to this conclusion that performance and T&D are highly correlated like other past research.

10. Other factors that increase performance level in HSBC

In my verbal conversation I find out the following factors which they think that these follows vital role for performance increaser.

Compensation

The bank maintains fair and competitive remuneration packages based on business needs and competitor practices. A compensation and benefit survey is conducted on a regular basis, which involves the bank obtaining salary information from other foreign banks in Bangladesh such as Standard Chartered, American Express. The compensation package includes a competitive salary, and progressive benefits, all designed to influence and reward personal achievement.

Salary

Salary is as stated in the appointed letter. However, any changes will be notified in writing. Upon satisfactory completion of the probation period a basic monthly salary increment of 10% will be awarded. Furthermore, employee's salary will be reviewed on an annual basis in April according to his/her performance and may be adjusted at the discretion of Bank.

Salary Payments

Monthly salary will be credited into staff account, which he/she opens upon joining the Bank. Salaries are paid on 25th of each month in arrears, plus other allowances less deductions such as Income Tax, contribution to Provident Fund etc.. Each employee will receive a monthly pay statement detailing gross pay and deductions.

Allowances

Various allowances are paid in the Bank such as Housing Rent, Conveyance, Leave, Tiffin, and Medical.

Bonus

The Bank awards bonuses in addition to basic salaries for occasions such as Eid/Christmas, as Festival bonuses.

Salary Administration Policy

In order to support the Bank's wish to see employees rewarded based upon the work they do, it is necessary to establish the parameters of each job. The Bank does this through the use of job descriptions and job evaluation.

EMPLOYEE BENEFITS

The bank reserves the right to vary the rules of employee benefits from time to time.

- **Provident Fund & Gratuity:**

The Staff Provident Fund Scheme is a voluntary contribution scheme. The employee will be entitled to join the scheme upon completion of the probation period. The employee will be entitled to benefit from the scheme after completion of five years service & payment will be made upon resignation, termination, and retirement. The employee will also be entitled to a gratuity payment equal to one month's basic salary for each year of service after five years upon his/ her resignation, retirement.

- **Medical:**

Married employees will be entitled to a medical allowance for their respective grade for their spouse & children up to the age of 19. Single employees are entitled to half of the medical allowance for their respective rank. In both cases medical expenses incurred will only be reimbursed when supported by approved medical vouchers.

- **Employee Loans:**

The employee Loan policy has been established at preferential rates to provide financial assistance to qualified & deserving employees of the bank. The bank's policy shall be reviewed periodically. Employees will be eligible for the banks

- **Employee Group Insurance:**

The bank provides all permanent & contract employees with insurance via the Workmen's compensation policy.

- **Job Opportunities: (Benefits)**

Imagine yourself as part of an international financial institution in Bangladesh! Congratulations on successfully completing your graduation, and all the best for those of you who are still working hard on papers and exams! As the leading international financial institution in Bangladesh, HSBC welcomes talented students to join its dynamic team after they complete their studies. Strongly committed to developing our people, we have training programs and opportunities in place, enabling highly motivated graduates like you to realize your potential and make direct contributions in the real business world. HSBC is an equal opportunity employer, offering competitive compensation packages, excellent career developments programmers and a friendly working environment.

- **Transfer:**

A member of Staff will be required to serve any of the Bank's offices in Bangladesh or subsidiary/associated companies of the bank. The Bank reserves the right to transfer employees as the business dictates. Employees therefore will, from time to time, be required to be transferred to other departments &

Branches if opened in the future. Such transfers will help employees obtain a balance experience of banking operations & develop/broaden their experience base.

- **Promotion:**

The bank takes pride in proportioning qualified staff to higher positions which is normally given to an employee in the following:

- When a suitable opportunity arises, i.e. when there is a vacancy at a higher level;
- When the employee has the suitable skills for that particular job, i.e. the right level of experience education for their job;
- When the employee shows the necessary ability to undertake a job at a higher level, appraisal performance ratings; aptitude testing.

A separate policy is available from HR/ADMIN department for employee reference & guidance.



RECOMMENDATIONS

Recommendations based on the Survey:

HSBC is one of the most flourishing Banks of Bangladesh with wide growth opportunities in the industry. The survey on the employees of HSBC was conducted with an aim of improving the overall employees performance at HSBC. The research gave valuable insights as to where improvements were necessary to improve the quality of service. HSBC with its strong corporate image and organizational strength can successfully utilize the opportunities and overcome its weaknesses. In this section, a list of recommendation is presented based on the findings of the survey conducted on HSBC customers:

- **Complaint Management:**

HSBC should actively manage the complaints of employees and encourage employees to give feedback about the performance. The management should collect, document complaints, use that information to identify dissatisfied employees, correct individual problems where possible and identify common failure points. Research showed that this strategy will radically improve the overall employee satisfaction.

- **Focus on relationship strategies:**

The bank should focus more on new employees in order to build strong and loyal relationship with HSBC as they are energetic and try to show their skills. Thus the power of relationship will foster positive Word of Mouth Communication and will attract new employees.

- **Employee Trainings:**

Employee trainings and workshops should be administered in order to give them knowledge and professionalism in customer interactions. With a more professional base, employees can better satisfy the customers. They should be taught about how to deal with problem customers and problematic situations. The survey showed significantly low scores for employee's willingness to help. Thus this aspect should be considered.

- **Individual Attention & Care:**

Individual attention should be given to customers in order to better understand their needs and better satisfy them. Build the skill on employees that ways.

CONCLUSION

HSBC is a global banking and financial services organization headquartered in London. The group's international network comprises more than 5000 offices in 81 countries and territories, operating the Asia Pacific region, Europe, USA, and Middle East & Africa. HSBC Group is represented in Bangladesh by its subsidiary bank HSBC, Bangladesh. I had the opportunity to know closely for this banking giant during my project work. Training is important and makes a difference in employees' performance. The quality of training is a crucial factor in promoting effective learning. Effective training requires skill trainer who are academically able and who care about the well-being of trainees. The most powerful single factor that enhances achievement is feedback – positive, encouraging, clearly targeted. The setting of appropriate, specific and challenging goals is critical. Effective training make purpose and content explicit, plan carefully, use systematic assessment and feedback, make connections, encourage trainee. These factors of HSBC employees should not lack behind as they get proper training.

Finally, I would say that this project on HSBC has increased my practical knowledge of Business Administration and made my BBA education more complete and applied. In this report I got the opportunity to apply various tools and concepts I learned in my BBA courses. Some such courses were Strategic HRM, Strategic Management, Industrial Psychology, Organizational behaviour, etc. I look forward to work as a permanent employee of this world-class banking giant.



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