

Major:/HRM

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“Integration of HPI Model in Askari Bank”



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Introduction

In this chapter we will be looking at the various elements of this project that will be discussed further in the report. This chapter focuses on two main branches of study, organization employees and organization work culture in respect to pakistani banking sector primarily Askari Bank Limited.

1.1. Background of the Study

1.1.1. Employee Satisfaction

Employee Satisfaction is of most extreme significance for employees to stay cheerful furthermore convey their level best. Satisfied Employees are the ones who are to a great degree steadfast towards their association and stick to it even in the most noticeably bad situation. They don't work out of any impulse but since they long for taking their association to another level. Employees should be energetic towards their work and energy comes just when employees are happy with their employment and association all in all. Employee Satisfaction prompts to a positive mood at the working environment. Individuals rarely den or grumble and focus more on their work.

The principal advantage of Employee Satisfaction is that people barely consider leaving their present occupations. Employee Satisfaction in a way is fundamental for Employee maintenance. Associations need to hold meriting and gifted employees for long haul development and ensured achievement. On the off chance that individuals simply abandon you subsequent to being prepared, put stock in me, your association would be in a major chaos. Concurred you can procure new people however nobody can preclude the significance from securing experienced experts. It is fundamental for associations to have encountered individuals around who can manage freshers or people who have recently joined.

Employee steady loss is one of the real issues confronted by associations. I don't think a person who is dealt with well at the working environment, has plentiful chances to develop, is valued by his bosses, gets his pay on time ever considers changing his occupation. Holding gifted

employees certainly gives your association an edge over your rivals as they contribute more viably than new joinees. Also, no new individual likes to join an association which has a high Employee wearing down rate. Employees who are not happy with their occupations frequently abuse their association furthermore caution companions and colleagues to join the same.

Employee Satisfaction is basic to guarantee higher incomes for the association. No measure of trainings or inspiration would help, unless and until people build up a sentiment connection and dependability towards their association. Employees squander half of their time battling with their partners or dealing with issues with them. Put stock in me; employees who are happy with their occupations from time to time have room schedule-wise to enjoy terrible office legislative issues. They have a tendency to disregard things and don't have sufficient energy to lodging or battle with others. Satisfied employees are the cheerful employees who energetically help their kindred laborers and collaborate with the association notwithstanding amid crisis circumstances. Such employees don't consider leaving their occupations amid emergency however buckle down together as a solitary unit to conquer difficulties and leave the circumstance as quickly as time permits. For them, their association starts things out, everything else later. They don't come to office only for cash but since they truly feel for the association and have faith in its objectives and destinations. Satisfied Employees likewise spread positive informal exchange and dependably remain by each other. Rather than squandering their time in tattling and sauntering around they have confidence in doing gainful work in the end profiting the association. They take pride in speaking to their individual associations and endeavor to guarantee higher incomes for the association.

Satisfied employees have a tendency to modify progressively and handle weight easily when contrasted with disappointed ones. Employees who are not happy with their occupations would discover an issue in each little thing and be excessively unbending. They discover it greatly hard to bargain or adapt up to the evolving times. Then again, Employees who are content with their employments willing partake in preparing programs and are enthusiastic to learn new innovations, programming projects which would in the end help them in their expert profession. Satisfied Employees acknowledge challenges with a major grin and convey even in the most exceedingly bad of conditions.

1.1.2. Employee Performance

Employee performance is the way employees play out their work. A employee's performance is resolved amid occupation performance surveys, with a business considering variables, for example, administration abilities, time administration, authoritative aptitudes and profitability to investigate every employee on an individual premise. Work performance audits are frequently done yearly and can decide raise qualification, whether a employee is appropriate for advancement or regardless of the possibility that a employee ought to be let go. Setting objectives and destinations is one approach to guarantee your employment performance is worthy. Day by day objectives prompting to general destinations can enhance your occupation performance audit when it comes. Make an occupation particular goal and endeavor to acquire that target taking after organization strategy and techniques. Remember your destinations and make utilization of day by day and week by week objectives to help you contact them. This can help you be gainful and perform up to your boss' norms.

Client administration and employee performance are interrelated. At the point when your employees give amazing client benefit, they are surpassing occupation desires. The prominence of your administration or item is based, to some extent, on the level of administration your clients get. For organizations that give benefits, your notoriety is construct exclusively with respect to your employees' performance. At the point when your association distinguishes its objectives, consider the effect of performance administration and employee performance. Employees who have extraordinary interpersonal relationship and relational abilities are the employees you need in advance taking care of your clients' business needs. your business center is the improvement of an imaginative, top notch item, employee performance assumes a fundamental part in accomplishing your business objectives. The plan, building, quality affirmation and showcasing of your organization's item are basic parts - employee performance in these ranges is basic to your business achievement. Clients who buy your item expect a quality item that addresses their issues. When clients discover an organization that gives the item they require, rehash business helps you fabricate a solid client base. At the point when faithful clients

swap stories about the best items and administrations for their necessities, and if your clients are amazingly happy with your item, your business can increment accordingly of informal.

Another part of employee performance and business achievement is employee acknowledgment. Yearly employee evaluations aren't sufficient - employees acknowledge incessant and customary criticism. At the point when your administration group gives standard input, it propels employees to keep up reliably great performance. Inc. magazine's article "Employee Reward and Recognition Systems" takes note of that, "By fulfilling and perceiving exceptional performance, business people will have an edge in an aggressive corporate atmosphere." Having that edge fortifies your position in the business and conveys you nearer to your business objective, which is more noteworthy benefit.

1.1.3. Rewards & Recognition

Employee recognition is a judgment on a worker's contribution, in terms of the work process as well as dedication and motivation. It also involves evaluating and acknowledging the results of this work. In short, it looks at the unique contribution of each worker and stresses the value of his or her professional expertise and experience. By creating a culture of recognition, employees become more engaged. Engaged employees are happy, loyal, and productive. Everyday there is an opportunity to recognize someone for their service without spending a lot of money. Informal rewards are the icing on the cake that keeps employees motivated, engaged, and coming back for more. But it is also essential to study and understand the extent to which the above mentioned factors have an impact on the work force considering all the positive and negative effects appreciations have on individual and organizational growth.

Organisations are under constant pressure to enhance and improve their performance and are realising that an interdependent relationship exists between organisational performance and employee performance. In the following chapter the focus will be on the motivational theories and the impact that these theories have on enhancing employee performance. Increasingly,

organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition. Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of Reward, which is the low-cost, high-return ingredient to a wellbalanced reward system.

A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. Reward system is an important tool that management can use to channel employee motivation in desired ways. In other words, reward systems seek to attract people to join the organization to keep them coming to work, and motivate them to perform to high levels. The reward system consists of all organization components – including people processes rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization. In this chapter we can find the basic conceptual understanding of rewards and recognition and also the citations of various researches on the same

1.1.4. Employee Retention

Employee Retention includes taking measures to urge employees to stay in the association for the most extreme timeframe. It is a procedure in which the employees are urged to stay with the association for the greatest timeframe or until the finish of the venture. Employee Retention is advantageous for the association and also the employee. Compelling Employee Retention is an efficient exertion by managers to make and cultivate a situation that urges current employees to stay utilized, by having arrangements and practices set up that address their assorted needs. Retention of key employees is basic to the long haul wellbeing and achievement of any association. Retaining the best employees guarantees consumer loyalty, expanded item deals,

fulfilled associates and announcing staff, powerful progression arranging, and profoundly installed hierarchical information and learning. Employee Retention matters, as authoritative issues, for example, preparing time and speculation, lost learning, uncertain Employees, and an exorbitant competitor inquiry are included. Thus, neglecting to hold a key employee is an expensive recommendation for an association. Different assessments recommend that losing a center director in many associations costs up to five circumstances his compensation. Corporate is confronting a great deal of issues in Employee Retention nowadays. Enlisting proficient individuals for the occupation is fundamental for a business, however Retention is considerably more essential than employing.

There is no deficiency of chances for a capable individual. There are numerous associations which are searching for such employees. On the off chance that a man is not fulfilled by the occupation he's doing, he may change over to some other more appropriate employment. In today's surroundings it turns out to be essential for associations to hold their Employees. The top associations are on the top since they esteem their employees and they know how to keep them stuck to the association. Canny managers dependably understand the significance of holding the best ability. Holding ability has never been so critical in the Indian situation; in any case, things have changed as of late. In noticeable Indian metros at any rate, there is no lack of chances for the best in the business, or notwithstanding for the second or third best. Retention of key employees and treating weakening inconveniences has never been so essential to organizations. In a strongly aggressive environment where HR supervisors are poaching from each other, associations can either clutch their Employees tight or lose them to rivalry. For gone are the days when Employees would adhere to a business for a considerable length of time for need of a superior decision. Presently, openings are proliferate. Employees stay and leave associations for a few reasons. The reason might be close to home or expert. These reasons ought to be comprehended by the business and ought to be dealt with. The associations are getting to be distinctly mindful of these reasons and receiving numerous procedures for Employee Retention. A solid Retention methodology, in this way, turns into an effective enlistment apparatus.

Employee Retention is another period of advanced innovation and aggressive business environment. Associations are constantly changing .this changing environment is affecting the associations as well as the employees working in it. So as to augment hierarchical effectiveness and for ideal usage of the assets, HR must be overseen appropriately. Human Resource administration assumes a key part in such manner. They are mindful that how employees are dealt with in the association. Employee Retention is a key issue and test to every one of the associations now days. There are quantities of elements which elevate the employees to stay or leave the association. It might be outside variables, interior elements and the joined impact of both. Human Resource rehearses include a considerable measure this respect. It is the need of great importance that HR chiefs ought to distinguish the necessities of the Employee and after that devises the Retention techniques. One system does not fit to all as various people have distinctive needs. HR experts confront the indispensable test to hold skilled employees. Employee Retention is extremely basic to the long haul strength of any association. At the point when an association loses its capable Employee it lefts a negative effect on advancement, consumer loyalty, learning pick up amid the previous years and on the gainfulness of the association .more over supplanting expense of another employee contribute a considerable measure to the association.

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1.1.5. Banking Sector in Pakistan – Askari Bank

It has been observed that Pakistani banking sector has extreme changes over a period of 64 years since country's independence in 1947. In some years, a lot of changes have been done in Pakistani Banking sector. Political condition, economic policies, increasing competition of industries affect banking sector (Hunjra, Chani, And Rehman 2010). Due to lack of the training for employees and professionals, services providing by the organization are not good. State bank of Pakistan was established as the central bank on July 1, 1948 to control the financial sector. Several modifications were made to increase the control and functions of SBP through State Bank of Pakistan Act 1956.

Askari Bank Ltd is private commercial and merchandising bank in Pakistan It was created on October 9, 1991, as a Public Limited Company. On June 21, 2013 the bank was developed by Fauji Group. The Bank is registered on the Pakistan Stock Exchange and was also listed on the stock exchanges of Karachi, Lahore and Islamabad before their merger to form the single unified Pakistan Stock Exchange. The bank acquired its license (License No. BL-7) under s.27 of Banking Companies Ordinance, 1962 from State Bank of Pakistan on 13th February, 1992. The license was issued by Mr. Saeed Haider Bhatti.

2. Problem Definition & Requirement Analysis

2.1. Problem Statement:

Identifying the impact of reward and recognition on employee performance and satisfaction

2.2. Problem Definition:

In this project, we have identified that, the misaligned rewards and recognition model was not ineffective as various levels leading to higher employee turnover ratio. The employees gave reviews regarding how they were under-appreciated while completing gigantic tasks assigned by the senior management. We observed that job stress showed a positive relation with declining job performance and satisfaction. So in order to rejuvenate the workplace environment we will propose a human performance improvement model to help rectify and resolve.

2.3. Requirement Analysis

In order to quantify the problem, we will conduct an analysis focusing on the following parameters to help build a better understanding and later be used in implementing a model to address the afore mentioned problem. We have collected data by conducting structured interviews with Askari Bank Limited with ten bank representatives comprising of different designations. We were able to draw out relevant information from the panel as per our project requirement. This whole process was conducted within two weeks as per the representatives availability.

3. Design and Implementation

3.1. Human Performance Improvement Model (HPI)

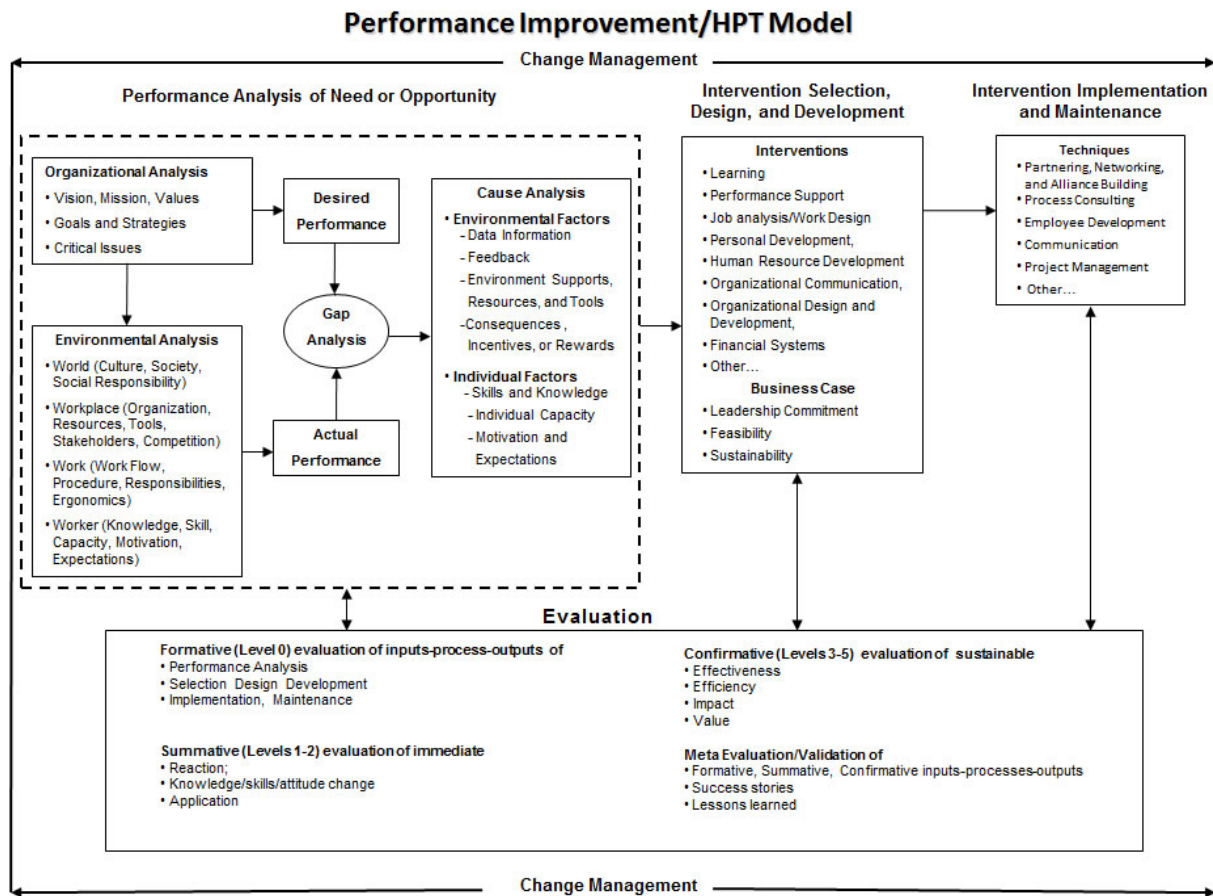
Human Performance Technology (HPT) is a field of practice that has developed generally thus of the experience, reflection, and conceptualization of expert professionals endeavoring to enhance human execution in the work environment. It is a generally new field that has risen up out of the blending of standards got from the precisely reported routine of keen behavioral and psychological clinicians, instructional technologists, preparing creators, hierarchical engineers, and different human asset experts. HPT has a base of research and hypothesis be that as it may, as a quickly advancing proficient field, its practice regularly outpaces its exploration and hypothetical establishments.

The real motivation behind this section is to present HPT as a critical connected field whose point is the accomplishment of esteemed human execution in the work environment. It exhibits the field as an advancing one effectively looking to characterize itself. It likewise positions HPT as a field with developing worldwide effect. The part is separated into six areas. The primary presents HPT as a term, investigating the implications of the words that serve to distinguish it. The second looks at HPT all the more epistemologically, eventually concentrating on it as an idea with a particular and novel arrangement of basic qualities. The third investigates the significance of HPT for people worried with authoritative adequacy and efficiency change the world over. Area four exhibits a human execution framework display and lays out key components of human execution frameworks inside authoritative settings. The fifth segment portrays an operational-procedural model for designing successful execution. The 6th and last area brings up a few issues and worries about the field and gives answers to each of these. The part closes with a welcome to those whose expert interests and practices envelop hierarchical improvement, work force administration, human variables building, preparing, and human asset advancement to investigate this developing innovation went for enhancing human execution.

The HPT procedure starts with an examination of the present and the fancied levels of individual and authoritative execution to distinguish the execution crevice. A cause examination is then done to figure out what affect the workplace (data, assets, and motivations) and the general population (thought processes, singular limit, and abilities) are having on execution. Once the execution crevice and the causes have been resolved, the proper mediations are planned and created. These may incorporate estimation and input frameworks, new devices and gear, pay and reward frameworks, determination and arrangement of workers, and preparing and improvement. The mediations are then actualized and the change procedure oversaw.

Evaluation is done after every period of the procedure. At first, developmental assessment evaluates the execution investigation, cause examination, mediation choice and plan, and intercession and change stages. At that point assessment concentrates on the prompt reaction of representatives and their capacity and readiness to do the sought practices. The last assessments are focused on change of business results, (for example, quality, efficiency, deals, client

maintenance, gainfulness, and piece of the overall industry) and deciding rate of profitability for the intercession.



Van Tiem, Moseley, and Dessinger

Source: From Fundamentals of Performance Improvement: Optimizing results through people, processes, and organizations, by D.M. Van Tiem, J.L. Moseley, and Joan C. Dessinger, 2012. Used with permission from ISPI/Wiley.

2011

3.2. Askari Bank Limited HPT Analysis

3.2.1. Business Analysis

The goal was to minimize the cost of recruitment and selection by retaining the employee and value them by giving them appropriate rewards and recognition. We have observed that in Askari Bank the employees were given a enormous work loads and they were unable to manage work and life balance resulting in degrading work performance and hence their loyalty towards

the organization was questionable and they were not feeling unappreciated. We have also observed that the organization was unable to provide them a pleasant work environment.

3.2.2. Performance Analysis

We have identified that the industry standard of employee turnover is 17-percent and all organizations are required by law to maintain or reduce this percentage by establishing various checkpoints in the system and inducing a system check administrator to monitor and supervise this practice. For this project we had selected the G-8 sector Branch of Askari Bank Limited. As per our analysis we have identified; they are suffering from a 19-percent of employee turnover. Owing to this high percentage, we have observed the employees are not satisfied with both the work environment and work load. Hence they are unable to strike a balance between work and life balance.

3.2.3. GAP Analysis

With respect to GAP Analysis, our main focus in identifying the various parameters of Employee Turnover. Identifying the various reasons that resulted in such a higher percentage. The organization felt reluctant in recognizing this matter of concern and ignored it.

3.2.4. Cause Analysis

Brainstorming technique was adopted in conducting a cause analysis. We asked the representatives various questions trying to triangulate the major causes of such low performance and satisfaction complimenting with a high employee turnover. By conducting this technique we were able to concise the problem by the following major points:

- Career Development
- Training
- Job Stress
- Working Environment

3.2.5. Intervention Selection

Following are the various intervention techniques we will be adopting to overcome the aforementioned cause analysis issues:

- Training intervention
- Performance evaluation software
- Financial Rewards
- Non-Financial Rewards

3.2.5.1. Training Intervention

Given the level of competition that exists in the markets today and the importance of skilled and loyal human resources, it has been seen that Askari Bank does not provide sufficient levels and diversity of trainings to its employees. This basically shows that the organization does not have focus towards succession planning and towards the development of its employees.

We have introduced a simple and effective system for this Bank for the purpose of training. This software will spot the employees current conditions in terms of further training being required or not through viewing the history of each employee. It will be integrated with other software's i.e. performance appraisals software.

Name	Location	Department	Condition	Date Comp.	Next Training
Ali	Islamabad	Hr	Weak	1-12-2016	2-2-2017
Usman	Islamabad	CC	Help/Due	20-12-2016	21-3-2017

For instance if the condition is highlighted red it will mean that his/her performance is not very effective, through this red notification the head of department or the concerned field coordinator will be able to identify the flaws in the tasks an employee is not performing well as history will

be giving exact ratings of each employee performance and goals/deadlines being accomplished. So as a solution to the employee ineffective performance, they will be provided with the appropriate training on particular dates that will be mentioned in the software too rather than just terminating employees and replacements which can be costly and it can create resentments among others too.

The yellow highlighted portion tells that employee is being overloaded with work activities and is working over-time thus his performance is not up to the mark and he is not yet being sent for the training, so through such notification interns can be hired on peak periods to help the employees in sharing their workload so that employee can go for his/her training program that is due.

Through this intervention the gap of no trainings scheduled for employees at all will be removed, and they will manage work themselves rather than facing troubles in performing work, and thus their Performance graphs going down. The problems with the employees will be identified through this software thus sending right person on the training will be ensured and minimal wastage of funds on irrelevant trainings that wasn't even needed. Employees will feel obliged to work with the organization as they will feel valued as their skills will be enhanced by the organization and they will see their career growth and development of oneself.

Through such intervention employee will feel that they actually have something to learn and this way they will feel that they are being valued as this organization provides them with opportunities of training. Through trainings they will be effective on the job and they will use their skills accordingly and as per their JD's.

3.2.5.2. Performance Evaluation Software

Performance evaluation software can be made. This software will be used to evaluate individual task based performance working in a group on daily bases. It will be an integrated system shared with all managers of the department and head of department. It will provide performance based progress percentages on daily basis and also at the end of the month. This software will work as performance appraisal itself.

Working with this software individual will enter their daily based tasks performed. The software will rate individual performance at four rating scales bad, average, good and excellent. The automatic rating will be given by the software based on the prior data entered by the project manager/lead, indicating that if the certain amount of sub tasks are performed by the individual in a day based on the tasks assigned to the member at the start of the project. He/she will get the rating. For example if a group member performs 5 sub tasks/activities each day he/she will get excellent rating, if 4 tasks are performed he/she will get good and if 1 task is performed he/she will get bad rating. Rating can be divided based on how much task was easy or difficult. Similarly on the next day individual will enter his/her tasks performed at the end of the day and get the rating accordingly.

This software will not only solve the free riding problem in Askari Bank but also helps in performance appraisal monitoring the individual performance on daily basis. It will in return makes each and every member to perform quality based tasks output instead of free riding and taking advantage of other group members. The project lead is responsible monitoring the daily performance of an employee none of the employee can enter wrong information about the tasks performed daily. This software also helps to provide feedback on daily basis the project lead can guide the employee where he/she is lacking and guide accordingly.

3.2.5.3. Financial Rewards

The financial rewards are pay bonus transportation facilities medical facilities and benefits like vacation with pay.

A benefit that workforce is given with their job in addition to pay are called fringe benefits. and achievements. The employee motivation is influenced by the availability fringe benefits. The provision of fringe benefits The success is based on how the firm create an optimistic, motivating work environment and keeps its employee motivated and in what way they increases output and sales. The motivated workforce will evaluate the performance for compensation. The financial lead to organizational excellence, prosperity, excellent quality and cost control. In fact fringe benefits play a significant role to motivate employees because they compel the workforce to put extra efforts as much as the incentive of money does.

Vacations with pay ::

The organizations ensures the wellbeing of an employee by offering them vacations with pay. If employees have been working for longer duration more than three years they will be benefited more vacations. These vacations can be advantageous for the employees who need extra time to care for aging parents or fulfil other assignments.

Health insurance :

When medical and surgical expenses of the employees are paid by the insurer. It is said to be health insurance. It is the source of motivation attracting the competent employees because the health cost has increased over the time and health insurance decreased the financial burden of the employees and increases their job satisfaction and performance as well .

3.2.5.4. Non-Financial Rewards

Rewards are basically divided into intrinsic and extrinsic. An intrinsic reward is an intangible award of recognition, a sense of achievement, or a conscious satisfaction. For example, it is the knowledge that you did something right, or you helped someone and made their day better. Because intrinsic rewards are intangible, they usually arise from within the person who is doing the activity or behavior. So “intrinsic” in this case means the reward is intrinsic to the person doing the activity or behavior. An extrinsic reward is an award that is tangible or physically given to you for accomplishing something. It is a tangible recognition of ones endeavor. For example, it’s a certificate of accomplishment, a trophy or medal for winning the race, a badge or points for doing something right, or even a monetary reward for doing your job. Because extrinsic rewards are tangible, they are usually given to the person doing the activity; as such, they are typically not from within the person. Therefore, extrinsic rewards means the reward is extrinsic to the performer of the activity or behavior. Intrinsic rewards may include Task Autonomy and Task involvement and extrinsic rewards may include social rewards and organizational rewards.

According to the employees we interviewed, Some employees told that there main problem was that they are not given that much freedom to work as they required to perform the work or activity.

4. Testing and Implementation

4.1 Evaluation.

Evaluation is also a way of connecting business performance outcomes with the inputs outputs and processes of an HPI intervention, along with the showing the benefits of those results in comparison to the costs of intervention itself. We are here using the Philips evaluation model The Phillips model recommends an 18-step process that systematically progresses through the key evaluation/development steps from needs assessment through program objectives development, evaluation strategy, evaluation instrument design, data collection, analysis, and return on investment calculating, and reporting.

The following provides a summary of the five levels:

Level 1 - Reaction, Satisfaction, and Planned Action: Level 1 measures participants' satisfaction with a program as well as their plans to use what they have learned. Although most organizations evaluate at Level 1 exclusively, it should be noted that this level of evaluation does not guarantee that participants have learned new skills or knowledge or will use them on the job.

Level 2 – Learning: Using tests, skill practices, role playing, simulations, group evaluations, and other assessment tools, level 2 evaluations assess how much participants have learned. Again, although it is useful to know that participants have absorbed the new skills and knowledge, a positive outcome here does not mean that participants will use the new learning when they are back on the job.

Level 3 - Behaviour, Application and Implementation: Level 3 evaluation assesses whether (and how much) participants applied the new knowledge and skills on the job. The extent to which the new learning is applied in the workplace (or changes behaviours) determines Level 3 success. Here too, it should be remembered, a favorable Level 3 evaluation does not guarantee that business outcomes will be positive

Level 4 - Business Impact: Level 4 measures the extent to which business measures have improved after training. Typical Level 4 measures are output, quality, costs, and time. It is important to go beyond Level 4 business results, however, because even if the training program results in substantial business improvement, there is still a concern that the program's costs may outweigh its business benefits

Level 5 - Return on Investment (ROI): ROI is the ultimate level of evaluation. It compares the monetary benefits from the program with the program costs. Although the ROI can be expressed in several ways, it is usually presented as a percentage or cost/benefit ratio. (Phillips 2005) The Phillips' model evolves from, and can be distinguished from, the earlier Kirkpatrick model by the adoption of return on investment to yield additional, critical insight. ROI allows decision makers to compare the ultimate value of a training investment with other potential investment opportunities

Isolation techniques: Another key technique introduced by Phillips is 'Isolation.' In the past, a major barrier to evaluating the business impact of training was the perception that it is all but impossible to separate training's impact from the many other potential factors driving bottom line results. An important feature of the Dr. Phillips' evaluation model, therefore, is the recognition that credibility depends on the extent to which the evaluation accounts for these other factors. The Phillips model uses ten techniques to isolate the business impact of training from other potential sources of business improvement (interest rate changes, competitive environment, marketing programs, employee bonus schemes, seasonal effects that temporarily contribute to business improvements, etc.)

Intangibles: A further refinement by Phillips to the Kirkpatrick model is the addition of intangibles. According to the methodology, it is important to recognize that some outcomes cannot be easily measured and converted to monetary values. Attempting to put a dollar value on outcomes such as customer satisfaction, a less stressful work environment, and employee satisfaction can be extremely difficult, and the results may be of questionable value. Trying too hard to attach a business value may call into question the credibility of the entire evaluation effort. As a result, the Phillips methodology recommends that evaluators do not try to convert those "soft" business measures, and instead report them as intangible benefits along with the "hard" business improvement outcomes such as increase in sales, reduced defects, time savings, etc.

Key Stages:

Two of the most critical stages in the Phillips ROI model are data collection and data analysis.

Data Collection

A central challenge of the ROI process is data collection—selecting the most appropriate method(s) and the time table for gathering outcomes data at each evaluation level. Depending on the nature of the training program, hard data (representing output, quality, cost, and time) or soft data (customer satisfaction and job satisfaction) may be collected in the course of the evaluation. The following are some of the key data collection methods employed in the Phillips/Kirkpatrick approaches

- Follow-up surveys and questionnaires to measure stakeholder satisfaction and reaction
- On-the-job observation to gauge application and use
- Tests and assessments to assess learning
- Interviews to record participant reaction and program implementation
- Focus groups to assess job application of the program
- Action plans to encourage application and record participants' progress and impact realized
- Business performance monitoring of performance records or operational data to identify improvement

Data Analysis

One of the most critical steps in a training evaluation is Isolation. Many other factors (e.g., marketing programs, employee bonus programs, etc.) can impact business outcomes after a new program is implemented. From the standpoint of credibility, therefore, it is important to use one or more isolation strategies to separate the business impact of the training program from the impact of other factors. The following are some of the most often used isolation techniques:

Control Groups

The outcomes of pilot group of participants in a program are compared with the outcomes of a control group of participants who are not participating in the program. This is the most effective way to isolate training's impact.

Trend lines:

Trend lines are commonly used to project expected business impact data into the future. Such projections are compared with the actual data after a major corporate program or initiative has been implemented to determine if the training has yielded improvement.

Participants/stakeholders estimates

Participants are asked to estimate the amount of improvement directly related to a training or HR program. Because participants have received the training and are personally involved in applying the new skills and knowledge to the workplace, they are often in the best position to assess training's relative impact.

Above table will explain the complete with Target Groups, HPI interventions Methods along with identified objective, data collection plan, methodologies, and timing for each targeted level of evaluation carried out for this project.

4-1-2 Evaluation Process

- ✓ **Target Group:**

- All the employees, managers and staff currently working in Askari Bank limited.

- ✓ **HPI Intervention Methods**

- ✓ Training intervention.

To overcome the issue we have introduced a simple and effective system for this Bank for the purpose of training.

- ✓ Performance evaluation software

This software will be used to evaluate individual task based performance working in a group on daily bases. It will be an integrated system shared with all managers of the department and head of department.

✓ **Financial Rewards**

Different reward system are introduced in this section in order to satisfy and get more productivity from the employees.

✓ **Non-financial Rewards**

Non-financial rewards are been divided into two main categories Intrinsic and Extrinsic rewards.

Multiple internal and external rewards are been introduced in order to increase the satisfaction level and employee performance.

✓ **Impact Objectives**

The main objective of the proposed intervention was to minimize the cost of the Askari Bank HR Practices and also helps the Bank how would you engage the employees and reward them accordingly.

• **Collection Methods**

The data was collected through questionnaires, and interviews. In which different set of questions are designed in ordered to check that either the employees are comfortable using the software and either they had extra work load handling that software and by the training how much they have gained and

5. Future Enhancements.

Following are the proposed recommendations as result of this study.

- **Communication** is the wheel on which relations and great authoritative connection flourish, to ingrain trust and make a decent working climate. Incentives ought to be connected, agreement sought and a negotiation reached at the end of the day in introducing the rewards in various organizations.

- **After recruitment and selection**, individuals should be made alert of the reward mechanisms in their employment agreement. This will safeguard that rewards are not taken for granted but as a component worth working for.
- **Compensation** sets should be linked to individual satisfaction. For this, individual view surveys should be sought in designing a good reward platform for the various job classes in the organization.
- **The total reward combination** should include more of a non-monetary and less of financial rewards. By this intrinsic motivation will be increased and workforces will have the touch that the employer is taking care of his entire need. Dissatisfaction will be greatly reduced.
- **Profit distribution method** should be refreshed; by this means, a feeling of tenure will be formed amongst the individuals which will wish them to give of their best.
- **Compensation** bundles should be tight to performance; in other words there should be some flat of practical pay input in the package structure. This will test employees to perform better.
- **Aligning with Business Objectives.** The learning of the past operated in silos where learning professionals had little interaction or input from other areas of the business. The learning of the future must be closely aligned to overall corporate strategies in order for companies to achieve results. Any program or technology investment should involve input from business leaders to ensure that learning is driving retention, engagement, and performance. For those companies that did align learning and business priorities (48 percent), more than 70 percent were able to improve company revenue.
- **Measuring Effectiveness.** To determine if the learning strategy in place is driving business outcomes, companies must find a way to consistently measure its effectiveness. Companies should determine metrics in advance and include both business metrics and learning/HR metrics. Currently, most companies are considering team encouragement, employee engagement, and employee satisfaction over more concrete business metrics such as retention, turnover, and revenue per full-time employee.
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6. Conclusions