



UTTARA UNIVERSITY

PROJECT ON EMPLOYEE TRAINING AND DEVELOPMENT

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Date of Submission: 30.08.2020

Letter of Transmittal

Date: 30.08.2020

To

ASM Shahabuddin

Dean

School of Business

Uttara University

Subject: Submission of the project on “Employee Training and Development .

Sir,

With due respect, I would like to say that it’s a great pleasure to submit a project on “Employee Training and Development.” As part of the INT-631 Course. Last few months I gained several knowledge by doing this project. I have attempted my best to assemble all the information indentified with the topic of this paper over the most recent couple of months.

Regardless of the different troubles confronted while setting up this project it was an extraordinary trail for me to work on “Employee Training and Development” and I truly delighted in being a piece of the gathering.

Sincerely Yours,

Md. HaydarParvez

ID: 2193061037

Batch: 50th

Section: A

Program: MBA for BBA

Major: HRM

Students Declaration

I declare that this is my original project work and has not been presented for any other degrees at any other university.

Signature: HaydarParvez

Date: 30.08.2020

Md. HaydarParvez

ID: 2193061037

Batch: 50th

Section: A

Program: MBA for BBA

Major: HRM

Supervisors Declaration

This is to certify that Md.HaydarParvez,ID: 2193061037 student of Uttara University of MBA program has completed the project titled Employee Training and Development successfully under my supervision.

I wish his every success in life.

ASM Shahabuddin

Dean

School of Business

Uttara University

Acknowledgement

The project opportunity I had with Employee Training and Development was a great chance for learning and professional development. I take this opportunity to acknowledge the efforts of the many individuals who helped me completing this project. At first, thanks to The Almighty who granted me to complete this project. I want to express my heartfelt gratitude to my academic instructor dean ASM Shahabuddin sir for giving me the opportunity to do my project work. The supervision and support that he gave truly helped the progression and smoothness of this program.

Finally, I would like to thank my family, and friends for their constant encouragement without which this project work would not be possible.

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Chapter 1

Justification

1.1 Justification of the Study

In every sector the accomplishment of any organization is tremendously rely on its employees. However, there are different other aspects that perform a major part an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. Some of the organizations think that employees are looking for only financial profits from their works. This statement neglects high significance that most of employees placed there selves on the inherent benefits of their professions.

Consequently, it is not just employee job satisfaction and retention but it has undesirable effects on the organizations. Every organization should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention most of writers agree that employee training is a complicated human resource practice that can expressively influence on the economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Training is an organized method of learning and development mentions the accomplishments leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term “training” to mention training and development.

Chapter 2

Objective of the study

2.1 Objectives of the study:

- To identify what types of Training Program are conducted
- To identify what are the Development Methods they are applying.
- To know about the Training and Trainer Evaluation Process of training program.
-

Chapter 3

Method

3.1 Methodology

Research Design:

This study utilized the survey research design method and quantitative approach is used. For this purpose, structured questionnaires were used as the survey instrument. The quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers. Generally speaking, quantitative research gives the researches the opportunities to interact and gather data directly from their research participants to understand a phenomenon from their perspectives. In this case the logic of using this approach is to maintain real life references and phenomena regarding the impact of employees training and development on employee's performance and productivity. In addition to that the chosen method is known for its economies in terms of time and resources. Finally, the employment of quantitative approach is compatible with the study problems and its questions; and it enables the current study to reach and collect empirical evidence from a wider group of population.

Chapter 4

Discussion

4.1 Discussion of the Objectives:

Objective – 1: To identify what types of Training Program are conducted Training:

As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers. This has yielded into a variety of definitions of training. For example, defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

It is worth nothing that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. Related to the above, add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Benefit of Training:

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Summarizes these benefits as below:

- 1) High morale – employees who receive training have increased confidence and motivations;
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;

- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to newsituations;
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion.
- 6) Help to improve the availability and quality of staff.

HR Training Needs:

Training and development needs may occur at three organizational levels namely;

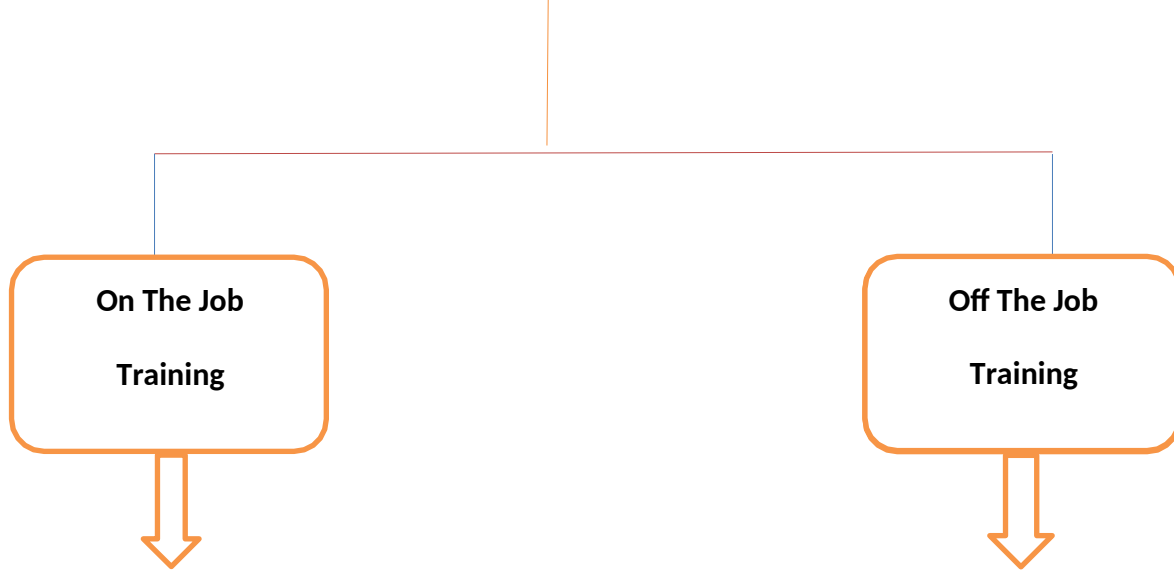
- (1) Strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed
- (2) Tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and
- (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject. In order to enable an organization formulate human resource training and development goals that will enable both formal and informal human resource training and development methods and programmers create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels The first issue is to identify the needs relevant to the organizations objectives. There are three categories of identifying training and development needs. These include: resolving problems, this focuses on workers' performance, improving certain working practices, this focuses on improvement regardless of the performance problems and changing or renewing the organization situation, which may arise because of innovations or changes in strategy. The above are summarized in Table 1 below. It is worth putting in mind that during the identification of training needs, there is need to create, develop, maintain and improve any systems relevant in contributing to the availability of people with required skills. Moreover, training programmers should be designed to cater for the different needs. Further still, the training programmed, content and the trainees' chosen depend on the objectives of the training programme

Types of Training:

The major types of training that organizations provide are given below:

Types	Includes
General	Communication skills, computer systems application and programming, customer service, executive development, management skills and development, personal growth, sales, supervisory skills, and technological skills and knowledge.
Special	Basic life/work skills, creativity, customer education, diversity/cultural awareness, remedial writing, managing change, leadership, product knowledge, public speaking/presentation skills, safety, ethics, sexual harassment, team building, wellness, and others

Training Methods:



- Apprenticeships
- Job Rotation

Training Process:

There are four steps in the training process. These are as follows:

- Experience
- Multiple Management
- In the first, needs analysis step, to identify the specific knowledge and skills the job requires, and compare these with the prospective trainees' knowledge and skills.
- Internship

- Simulations
- BrainStorming
- Conference & Seminar
- Special Course
- Vestibule Training

- In the second, instructional design step, to formulate specific, measurable knowledge and performance training objectives, review possible training program content, and estimate a budget for the training program.
- The third step is to implement the program, by actually training the targeted employee group using methods such as on-the-job or online training.
- Finally, in an evaluation step, to assess the program's success (or failure).

Objective – 2: To identify what are the Development Methods they are applying.

Employee Development Methods:

Some development of an individual's abilities can take place on the job. Three popular methods of on-the-job techniques (job rotation, assistant-to positions, and committee assignments), and three off-the-job methods (lecture courses and seminars, simulation exercises, and adventure or outdoor training).

- **JobRotation**

Job Rotation means moving employees horizontally or vertically to expand their skills, knowledge, or abilities. Job rotation can be either horizontal or vertical. Vertical rotation is nothing more than promoting a worker into a new position.

- **Assistant-to Positions:**

Employees with demonstrated potential sometimes work under a seasoned and successful manager, often in different areas of the organization. Working as staff assistants, or in some cases, serving on special boards, these individuals perform many duties under the watchful eye of a supportive coach.

- **CommitteeAssignment:**

Committee assignments can allow the employee to share in decision making, to learn by watching others, and to investigate specific organizational problems. Temporary committees often act as a taskforce to delve into a particular problem, ascertain alternative solutions, and recommend a solution.

- **Lecture Courses and Seminars:**

Traditional forms of instruction revolve around formal lecture courses and seminars. These help individuals acquire knowledge and develop their conceptual and analytical abilities. Many organizations offer these in-house, through outside vendors, or both.

- **SimulationExercises:**

Simulation means any artificial environment that attempts to closely mirror an actual condition. The more widely used simulation exercises include case studies, decision games, and role plays. The advantages of simulation exercises are the opportunities to

“create an environment” similar to real situations managers face, without high costs for poor outcomes.

- **Adventure or Outdoor Training**

A trend in employee development has been the use of adventure (sometimes referred to as outdoor, wilderness, or survival) training. The primary focus of such training is to teach trainees the importance of working together, or coming together as a team. This could be white-water rafting, mountain climbing, paintball games, or surviving a week on a sailing adventure. The purpose of such training is to see how employees react to the difficulties that nature presents to them.

Objective -3: To know about the Training and Trainer Evaluation Process of training program.

Evaluation:

Evaluation after training program is an essential step for Learning and Development Division because it helps them to get information about the shortcomings of programs so that they can make sound decision about the implementation of those programs. L&D division conducts two types of evaluation after completion of a training program. These are 1) Training program evaluation and 2) Trainerevaluation.

- **Training program evaluation:**

The process of examining a training program is called training evaluation. Training program evaluation to check whether training program has had the desired effect or not. It also ensures that whether the participants are able to understand what they are taught in the program and to implement their learning in their respective workplaces or to the regular workroutines.

- o The program was beneficial for performing myduties
- o Level of detail, layout & sequence of coursecontent
- o Approach of trainer and training method was easilyunderstandable
- o Level of facilitators knowledge, presentation skills andpunctuality
- o Would you suggest your colleague to participate in thetraining
- o Level of operational support andlogistics

Training Evaluation Rating Scale:

- Excellent =5
- Good =4
- Satisfactory =3
- Poor =2
- Very poor =1

- **Trainer Evaluation:** Besides the training evaluation L&D division also conducts trainer evaluation. In a training program there is more than one trainer and the participants of that particular training program evaluate the trainers based on their training skills. Through this trainer evaluation they get to know how effectively trainers are delivering to the participants.
 - Punctuality of Trainer
 - Trainer encouraged questions from audience
 - Trainer spoke clearly and audibly
 - Trainer was able to answer queries during the session
 - Trainer was friendly and approachable
 - Presentation on content was informative
 - Presentation on skill of trainer
 - Trainer was able to manage his session time effectively
 - How do you rate the overall skills of the trainer

Trainer Evaluation Rating Scale:

- Excellent =4
- Good =3
- Moderate =2
- Poor =1

Chapter 5

Future Forward

5.1 Future Forward

Several limitations came up while doing this study though it's expected that these limitations have not affected the process or outcome of the study. It's supposed that these limitations will be satisfied in the future research.

1. First, only 5 articles were reviewed to do this study. Clearly, there will be other Consumption Employee Training and Development -related articles published in other journals. However, in mitigation of this limitation, the strength of the study is the ability to make comparisons with the findings of the earlier study of Consumption of Employee Training and Development related work conducted by other researchers. By comparing the results of this study with those of other researchers, it has been identified with some certainty that the significant changes and trends that have occurred in the use of Employee Training and Development.
2. Second, each article was classified based on the judgments of the authors. The fact-finding for classifying the articles in this study, the fundamental theories and research methods used could differ from the other researcher's perspectives. However, these differences are only minor and that the comparisons made of the results are accurate and that the changes and trends identified in Employee Training and Development are persistent and real.
3. Information was not sufficient. It was hard to obtain some of the information from the websites.
4. Some of the theories and definitions don't get matched entirely with the present context of Consumption of Employee Training and Development. It gets matched partially instead.

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Appendix I

Introducing Consulted Articles

S L	Article Title	Authors	Journal Name	Volum e & Issue	Yea r	Publisher
1	Need for Employee Development in Employee Performance	ShradhaAwasthi	Employee Development	Vol-4 Issue-6	2016	academia.edu
2	Employee Learning And Development In Organizations	Lucie Vnoučková	Efficiency and Responsibility	Vol-6 Issue-3	2013	Researchgate.net
3	The Impact of Training and Development on Employee Performance	WaqarYounas	Training and Development	Vol-20 Issue-7	2018	Researchgate.net
4	Employee Development and Its Affect on Employee Performance A Conceptual Framework	Abdul Hameed	International Journal of Business and Social Science	Vol-2 Issue-13	2011	Semanticscholar.org
5	Employee Training and Employee Development Is the Predictors of Employee Performance; A Study on Garments Manufacturing Sector In Bangladesh	NurayAker	Employee performance	Vol-18 Issue-11	2016	Researchgate.net

Appendix II

Complication of Objectives/ Purposes/ Questions/Hypotheses

Article	Objectives/ Purposes/ Questions/Hypotheses
1	Objective: To analyze the Employee Training and Development
2	Objectives: <ul style="list-style-type: none"> • To identify what types of Training Program are conducted. • To identify what are the Development Methods they are applying.
3	Hypothesis: <ul style="list-style-type: none"> • There is not a significance relationship between employees training and employee's performance. • There is a significant relationship between employees training and employee's performance. • There is a not a significance relationship between employees development and employees performance.
4	Questions: <ul style="list-style-type: none"> • What problems do you face with regard to training and development within your organization? • Please specify any ways you think training and development in your organization can be improved.` • How will you rate the quality of the training programs for which you haveParticipated?
5	Objective: To understand the purpose of Training Program.



Appendix III

Complication of Methods

Article No.	Methods used
1	The project review method with the technique of reviewing and analyzing several papers related to the topic of discussion about the Employee Training and Development.
2	A survey research taken on hundred people, of a typical Employee Training and Development through using questionnaires.
3	Reviewing different published papers and articles, many books.
4	Reviewing the previous studies and concept of Employee Training and Development of the company
5	Secondary sources include all relevant available data that have been prepared, collected, and analyzed by others which include research publications, periodicals, essays, standard records, evaluation reports and other relevant documentaries.

Appendix IV

Complication of Conclusions

Article No.	Conclusions
1	In this study and supporting findings from large number of reviewed research papers reveal that training and development has positive relationship and strong positive impact on employee's performance and productivity.
2	Respondents across studied companies showed high agreement on the statement that the use of different methods of training and developments is beneficial not only to them but also for the organization as well. Benefits are obvious if training programs and development plans are devised which fit the trainees, the job description,
3	Main elements of such map include proper systematic identification of the training needs and skill deficit of employees, monitor and evaluate with objective tools or criteria and provide effective feedback so as the program outcomes help to maximize the impact of training and development activities in these companies.
4	Investing in training and development is imperative for any organization, which will certainly realize returns on its investment in training and developing its workers. Return forms include: long-term increase in productivity and to an increase in quality as a result of potentially fewer mistakes. Moreover, effective development programs allow for the organization to maintain a workforce that can adequately replace employees
5	Finally, the researcher can conclude that training and development programs are very much important in order to achieve excellence and competencies in knowledge, skills, ability, potential, attitude and behavior so than to meet rapid changes in technology and changes in work practices.