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## **Exploring the Effectiveness of Training and Development in the RMG Sector of Bangladesh**

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### Abstract

**Purpose:** There are 7.02 thousand ready-made garment factories in Bangladesh where there are over 5.017 million workers in these garment factories and 55.57 percent of the workers are women. These workers are the key forces of a garment factory. The purpose of this study is to explore the effectiveness of training and development on garment workers in the RMG Sector of Bangladesh. For understanding the aim of this study, three goals are developed and these focused particularly on investigating the meaning and importance of training, examining the methods are used to develop employee's skills and finally evaluating the influence of skill development training on employee performance. This conceptual paper also aims at studying the influence of skill development training on employee performance and to provide suggestion as to how a garment can improve its employee performance through effective training programs.

**Materials and Methods:** The study is based on some garments industry operating in Dhaka, Bangladesh. The quantitative approach of the data collection are adopted using a questionnaire comprising of some

structured questions distributed to 170 respondents between the garments industries of HA-MEEM Group: (1) HA-MEEM Denim Ltd., Mawna, Dhaka. (2) That's It Fashion Ltd, Gazipur. (3) That's IT Knit Wear Ltd, Ashulia, Dhaka.

**Findings:** The results obtained indicate that training and development have a clear positive effect on the performance of employees. The results of the study can be useful to human resource managers, human resource policy makers, as well as government and academic institutions. This research has been found that strong relationship exists between employee training and development with employees' performance. The results reveal that the more the employees get training, the more efficient their level of performance would be.

**Implications to Theory, Practice and Policy:** It is recommended that more diversified training and developing programs need to be arranged at a regular interval for enhancing employee performance.

**Keywords:** *Training, Development, RMG Sector, Bangladesh*

## 1.0 INTRODUCTION

Bangladesh's ready-made garments (RMG) industry is one of the largest in the world, accounting for more than 80% of the country's export revenue. Garments industry is labor incentive. The productivity as well as financial success of this field depends on the worker's performance. To increase the worker's performance on their working areas, training and development programs are crucial. The aims of training and development programs are to increase productivity and job satisfaction. This research report delves into the effectiveness of training and development initiatives within HA-MEEM Group, a leading conglomerate in garment industry of Bangladesh known for its commitment to employee empowerment and organizational excellence.

HA-MEEM Group, founded with a vision to excel across diverse sectors, has established itself as a prominent player in the industry landscape. With a workforce comprising individuals from various backgrounds and skill sets, the company places a strong emphasis on fostering a culture of continuous learning and development. Through structured training programs, HA-MEEM Group aims to equip its employees with the necessary knowledge, skills, and competencies to adapt to evolving market dynamics and contribute effectively to organizational success.

Through a combination of literature review, data analysis, interviews, and firsthand observations, this report endeavors to offer a comprehensive understanding of the training ecosystem at HA-MEEM Group. Ultimately, the findings and recommendations presented herein aim to inform strategic decision-making and contribute to the continuous improvement of training and development initiatives, thereby fostering a culture of learning, innovation, and excellence within the organization. The study aims to reveal that more qualified and diversified training and developing programs need to be arranged at HA-MEEM Group at a regular interval for enhancing employee performance.

### Background of the Study

HA-MEEM Group, a Bangladeshi garments manufacturer, is leading supplier of RMG in USA and European Countries. It has employed a large number of employees for the smooth production. But it gives less care to train up its employees. To meet the global demand of RMG and to increase earning, employee performance is the key factor for maximum production and for delivering the order in time. The employee performance closely depends on effective training. Organizations need to invest more on their employee to train up to make them knowledgeable and competent. Training has been recognized as one of the main factors for professional development. It allows workers to acquire new skills and knowledge, thus improving their skills to be more successful in their careers. Investing in training is essential not only to improve work performance and achieve professional success, but it can also contribute to career growth. Professional qualification is important not only for the professional who acquires knowledge and skills in areas and themes with which they are not so familiar, as well as companies that achieve better performance by the employee and, consequently, achieve better results. Here are some benefits of training and development programs for professional performance:

**Capabilities development:** Training can help develop new skills or improve existing ones, which can contribute to more efficient and effective work.

**Knowledge acquisition:** Training can also help acquire knowledge about trends, techniques and best practices in the area, which can lead to greater ability to make decisions and solve problems.

**Improvement of self-confidence:** Training can help increase self-confidence in the performance of professional activities, as acquired knowledge allows the professional to feel more prepared and safe to deal with challenging situations.

**Increased employability:** Training can increase professional employability, making them more attractive to employers and enabling better career opportunities.

**Networking:** Training can provide the opportunity to meet others in the same area of expertise, which can help build valuable relationships and contacts.

**Constant update:** Training can help the professional stay up to date with changes in their area of expertise, which is fundamental for career evolution and growth.

### **Problem Statement**

There are over 5.017 million workers in these garment factories of Bangladesh and 55.57 percent of the workers are women. The performance and productivity of garments workers especially women are poor because they do not get proper and effective training regarding their performance. This study will fill up the gap of finding out whether training contributes to improve employee performance or not. Training for garment industry will give insights into the skills and performance of the employees. This will allow you to roll out new and effective appraisal techniques. These insights will also ultimately help you overcome issues like skill and labor shortage. This study may contribute to find out the effectiveness of training on employee performance whether training has a positive impact on employee performance or not. It will generate some possible suggestions to introduce new types of training programs that would boost up their current performance.

### **Objectives of the Study**

The objectives of the study have been demonstrated into two parts. These are as follows –

**Broad Objective:** The broad objective of the study is to explore the Effectiveness of Training and Development in the RMG Sector of Bangladesh.

**Specific objectives:** The specific objectives are-

- i. To identify the existing training programs of RMG Sector of Bangladesh.
- ii. To find out the most used training methods in the RMG Sector of Bangladesh that affect employee performance.
- iii. To examine the methods are used to develop employee's skills.
- iv. To evaluate the influence of skill development training on employee's performance.
- v. To recommend RMG Sector of Bangladesh regarding the training and development programs that will enable the employee to show better performance.
- vi. To examine the methods are used to develop employee's skills.

### **Scope of the Report**

This report will mainly focus on the assessment of the existing training and development framework within RMG Sector of Bangladesh especially in HA-MEEM group and to evaluate its effectiveness in enhancing employee performance and driving organizational growth.

## **2.0 MATERIALS AND METHODS**

Methodology refers to the overall procedure of preparing the paper. The study is conducted in systemic procedure starting from selection of the topic to final report preparation. The integral part was to identify and collect data; they were classified, analyzed, interpreted and presented in a systematic manner to find the vital points. A structured questionnaire is developed for using to collect different information in relation with company culture, job satisfaction and performance and observation methods used in various sensitive issues to know the actual training and development aspects of organization. Questions measuring the facts on a liker scale ranging from 1= strongly Disagree to 5 = strongly Agree.

### **Research Design**

The main objective of the study is to explore the effectiveness of training & development in RMG Sector of Bangladesh especially in HA-MEEM Group. The nature of the study suggests taking quantitative approach.

### **Target Population**

We focused the management employees from Head office and non-management employees from factories for the study.

### **Sampling Techniques**

We have chosen some simple sampling techniques as there was some limitations and time binding. Thirty (30) samples were taken by me from different departments of the targeted population including five (05) managers, five (05) Asst. Managers, and twenty (20) employees who are working in HR, Admin, production and Supply Chain departments of HA-MEEM Group.

### **Data Collection**

This research is a unique and new from HA-MEEM Group, Bangladesh. This report is based on both primary and secondary sources of information. The sources of data are as follows:

#### **Primary Sources**

- i. Face to face interview.
- ii. Observation of the existing environment of HA-MEEM Group.
- iii. Survey through questionnaires.

#### **Secondary Source**

- i. Website of Ha-MEEM group
- ii. Various reports and journals of HA-MEEM Group
- iii. Annual reports

### **Data Analysis Methods**

A couple of diagram and some tables are used to analyze the collected data and this analysis will show the actual scenario of the company.

### **Limitation of the Report**

It was a great opportunity for us to work in the largest RMG Company in Bangladesh. We have learnt a lot during this research but at the same time this report has some limitations and drawbacks. Some limitations are as follows:

- i. Time was actually a major limitation. Being a service holder it was really tough to manage time to research within the short time.
- ii. It was seen that some of the respondents' were unwilling to response.
- iii. It was a tough job to collect all data as the employees always remained busy and it was difficult for them to manage time and help me collect data.

### **3.0 LITERATURE REVIEW**

Training and development (T&D) play a crucial role in enhancing organizational performance and employee effectiveness. In the context of Ha-MEEM Group, a comprehensive understanding of the effectiveness of their T&D initiatives is vital for optimizing resources and ensuring sustainable growth. This literature review aims to explore existing research on T&D effectiveness, providing insights into best practices and potential areas for improvement within the HA-MEEM Group.

#### **Theoretical Framework**

The effectiveness of T&D programs can be analyzed through various theoretical lenses. One such framework is the Kirkpatrick Model, which evaluates training outcomes on four levels: reaction, learning, behavior, and results. Additionally, theories such as social learning theory and adult learning principles inform the design and implementation of effective T&D interventions. ADDIE model (Analysis, Design, Development, Implementation, and Evaluation) is a systematic instructional design framework used to guide the process of creating education and training programs. Standing for Analysis, Design, Development, Implementation, and Evaluation, ADDIE serves as a comprehensive roadmap for instructional designers and training developers. This iterative process begins with analyzing learners' needs, followed by designing the instructional approach, developing the content, implementing the solution, and evaluating its effectiveness. By structuring the creation of learning experiences in this way, the ADDIE model ensures that training programs are efficient, effective, and aligned with learners' and organizational goals. Adult Learning Theory, also known as Andragogy, is a concept that has been around for years. It highlights the distinct ways adults best respond to learning and it's a must-know for any training provider. Adult learning is a relatively simple theory to grasp, so let's explain what it is and how its principles can be applied to your corporate learning strategy.

#### **Effectiveness of T&D Programs**

Research indicates that effective T&D programs positively impact employee performance, job satisfaction, and organizational effectiveness. Training is a short-term process that focuses on the acquisition of specific skills or knowledge needed for a particular job or task. The primary goal of training is to improve job performance by providing employees with the necessary tools and knowledge to carry out their responsibilities effectively. Training methods can include classroom instruction, on-the-job training, e-learning modules, workshops, simulations, and more. Training can cover a wide range of topics, such as technical skills, communication skills, customer service,

compliance, safety procedures, and product knowledge. Development is a more long-term and broader process that aims to enhance an individual's overall capabilities and prepare them for future roles and responsibilities. The main objective of development is to cultivate an employee's potential and promote career growth within the organization. Developmental activities may include mentoring, coaching, job rotations, leadership programs, workshops, and formal education. Developmental initiatives often focus on leadership skills, strategic thinking, creativity, problem-solving, and other competencies that contribute to personal and professional growth. A study by Baldwin and Ford (2018) found that T&D significantly improves employee skills and knowledge, leading to enhanced job performance and organizational outcomes. Similarly, research by Goldstein and Ford (2020) suggests that well-designed T&D initiatives contribute to employee engagement and retention.

### **Factors Influencing T&D Effectiveness**

Several factors influence the effectiveness of T&D programs within organizations. These include the alignment of training objectives with organizational goals, employee motivation and engagement, managerial support, and the use of appropriate training methods and technologies. Additionally, organizational culture and climate play a significant role in shaping the success of T&D initiatives.

### **Challenges and Opportunities**

Despite the benefits associated with T&D, organizations often face challenges in effectively implementing and evaluating these programs. Here are some challenges at Ha-MEEM Group:

#### **Diversity of Perspectives**

- i. Different levels of employees may have diverse perspectives, priorities, and concerns.
- ii. Balancing these diverse viewpoints and ensuring that the study captures a representative range of opinions can be challenging.

#### **Communication Barriers**

- i. Language and communication styles may differ across levels, leading to misunderstandings.
- ii. Ensuring clear and effective communication channels is essential to avoid misinterpretation of questions or responses.

#### **Power Dynamics**

- i. Hierarchy within the organization can influence employees' willingness to express their true opinions.
- ii. Employees at lower levels may fear reprisals or hesitate to share their perspectives if they perceive a power imbalance.

#### **Cultural Sensitivity**

- i. Cultural differences can affect how employees perceive and respond to decision-making processes.
- ii. Sensitivity to cultural nuances is crucial to avoid biases and misinterpretations.

### **Time Constraints**

- i. Different levels of employees may have varying workloads and time constraints.
- ii. Ensuring that the research process is efficient and respects the time of participants is important.

### **Data Privacy Concerns**

- i. Employees may be hesitant to share their honest opinions due to concerns about privacy and the potential consequences of revealing certain information.
- ii. Safeguarding the anonymity of participants can be challenging while still obtaining valuable insights.

### **Access to Decision-Makers**

- i. Gaining access to decision-makers at higher levels may be difficult, impacting the depth of understanding of decision-making processes.
- ii. Establishing trust and rapport with leaders is essential for obtaining their perspectives.

### **Mixed Methods Integration**

- i. Combining qualitative and quantitative methods to explore community barriers can be challenging.
- ii. Integrating diverse data sources in a meaningful way to derive comprehensive insights requires careful planning.

### **Resource Constraints**

- i. Limited resources, both in terms of time and budget, can impact the scale and scope of the research.
- ii. Balancing the need for comprehensive data with practical resource constraints is essential.

However, these challenges also present opportunities for innovation and improvement, such as the integration of technology-based learning solutions and the development of personalized training plans. Some suggestions are given below for mitigating these challenges at Ha-MEEM Group:

- i. To avail more budgets at training and development programs.
- ii. To arrange diversified training and developing programs for enhancing employee performance.
- iii. To motivate employees to attend different training and development programs.
- iv. To combine qualitative and quantitative method in serving different training and development programs.
- v. To allocate more time for giving different training and development programs to the employees.

### **Implications for Ha-MEEM Group**

In the context of Ha-MEEM Group, understanding the effectiveness of T&D initiatives is essential for driving continuous improvement and fostering a culture of learning and development. By



leveraging insights from existing research and best practices, Ha-MEEM Group can optimize its T&D efforts to enhance employee skills, performance, and organizational success.

### **Conclusion**

This literature review highlights the importance of T&D in driving organizational effectiveness and employee performance. By adopting a systematic approach to T&D evaluation and implementation, Ha-MEEM Group can leverage its human capital to achieve strategic objectives and maintain a competitive edge in the market. Future research should focus on evaluating the long-term impact of T&D programs and identifying innovative strategies for enhancing their effectiveness within organizations like Ha-MEEM Group.

### **Profile of HA-MEEM Group**

HA-MEEM Group is mostly renowned as one of the leading supplier of readymade garments and denim fabrics. The company was built in 1984 by A.K. Azad. Mr. A.K. Azad is a leading industrialist and a herculean force in the vibrant ready-mades garments industries of Bangladesh. He was born in December 1959; Mr. Azad graduated from the University of Dhaka in 1983. After completion of his graduation, he stepped into the apparel trade and set up a RMG factory in Dhaka in 1985.

With his strong determination, leadership quality and incessant desire to excel, during last 36 years he has made himself an incredible business personality in Bangladesh in diverse plethora of activities encompasses, readymade garments, textile, washing, accessories, jute, bank and insurance company, print & electronic media under the umbrella of HA-MEEM Group focusing mainly in RMG sector and backward lineage industry.

Mr. Azad as the Managing Director & CEO led the group's operation incessantly since inception and today is maintaining approximately total 23500 machines under twenty-six garments factories. It caters to some of the top international retailers, producing 06 million pcs of readymade garments per month and providing employment to 70000 people.

The present export of the group is close to 800 million U.S Dollars per year with a target to reach one billion U.S Dollars in next three years. Mr. Azad is married to Mrs. Shayma Azad and they have two sons and a daughter. He is a passionate Golf player and starts his day very early in the morning. Along with playing a pivotal role in industrialization of Bangladesh, Mr., Azad is a true philanthropist. He has played a pivotal role in the industrialization of Bangladesh and with his dynamism and vision, is poised to contribute to the future growth of the country.

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This Company produces 10 million pcs of woven garments per month with the assortment of infant to adult in men and women. Today Ha-Meem Group employs around 70,000 employees and the company is equipped with 26 garments factories, a unique Denim mill, Sweater factory, Embroidery and Printing factory, Carton factory, Poly bag industry, Label factory, Jute mill, Chemical formulation plant, Tea gardens, Transport company, News channel (i.e. Channel 24) and

a national daily Newspaper (i.e. The Daily Samakal). HA-MEEM Group has its own Bank called “Shahajalal Islami Bank”. It’s overseas office in Hong Kong and China gives fastest support in procurement of fabric and accessories. Own clearing & forwarding office in every Bangladeshi port gives privilege of quick clearing and forwarding support

### Vision Statement

Vision of HA-MEEM Group is to break through in the textile industry and making HA-MEEM Group a leading wholesale clothing manufacturer in the world.

### Mission Statement

Commit to provide one stop service with quality. In details it is committed to provide total service, quality benefits through activities which will add value to the bond it creates with the employees, customers and business associates in the growing textile and garments market of BD.

**Table 1: Ha-Meem Group at a Glance**

Company Address (Head Office)	387, Times Media Ltd (TML), Tejgaon I/A, Dhaka-1208
Business Type	Apparel Exporter & Manufacturer
Legal Status	Private Limited Company
Nature of Production	Woven, Denim, Washing Plant
Year of Establishment	1984
Membership	BGMEA, BKMEA
Trade Banks	Shajalal Islami Bank Ltd Standard Chartered Bank
Annual Turnover	\$955 million
Export	100%
Total Number of Employees	70000+
Minimum Salary	BDT 12800

**Table 2: Corporate Social Responsibility of HA-MEEM Group**

SL	Activities	Name of institution
01	Scholarship for worker’s children	Scholarship
02	School	M.A Aziz High School & Primary School and Nurul Islam High School Motaleb Hossain High School & Primary School
03	Madrasah	Refat Kowmi Madrasa
04	Medical Center	Free medicine & doctors for workers
05	Donation To Medical	Diabetic Hospital & Dr. Zahed Memorial Child Hospital, Faridpur
06	Donate an ambulance	Gonoshashtho Nagar Hospital
07	Social Contribution	To career fair & club in different universities
08	Green Factory	LED lights, Solar Power, ETP & planting trees

### Products of Ha-Meem Group

Ha-Meem Group produces all types of bottoms and tops. Some other products are

- i. HA-MEEM Denim Ltd., Mawna, Dhaka.
- ii. That’s It Fashion Ltd, Gazipur.

- iii. That's IT Knit Wear Ltd, Ashulia, Dhaka.
- iv. Critical cargos.
- v. Hi-fashion denim jeans.
- vi. Outwear / jackets facility.
- vii. Dress pants.
- viii. Laser finish / 3D whisker.
- ix. Men's shirts.

**HA-MEEM Organ Gram**

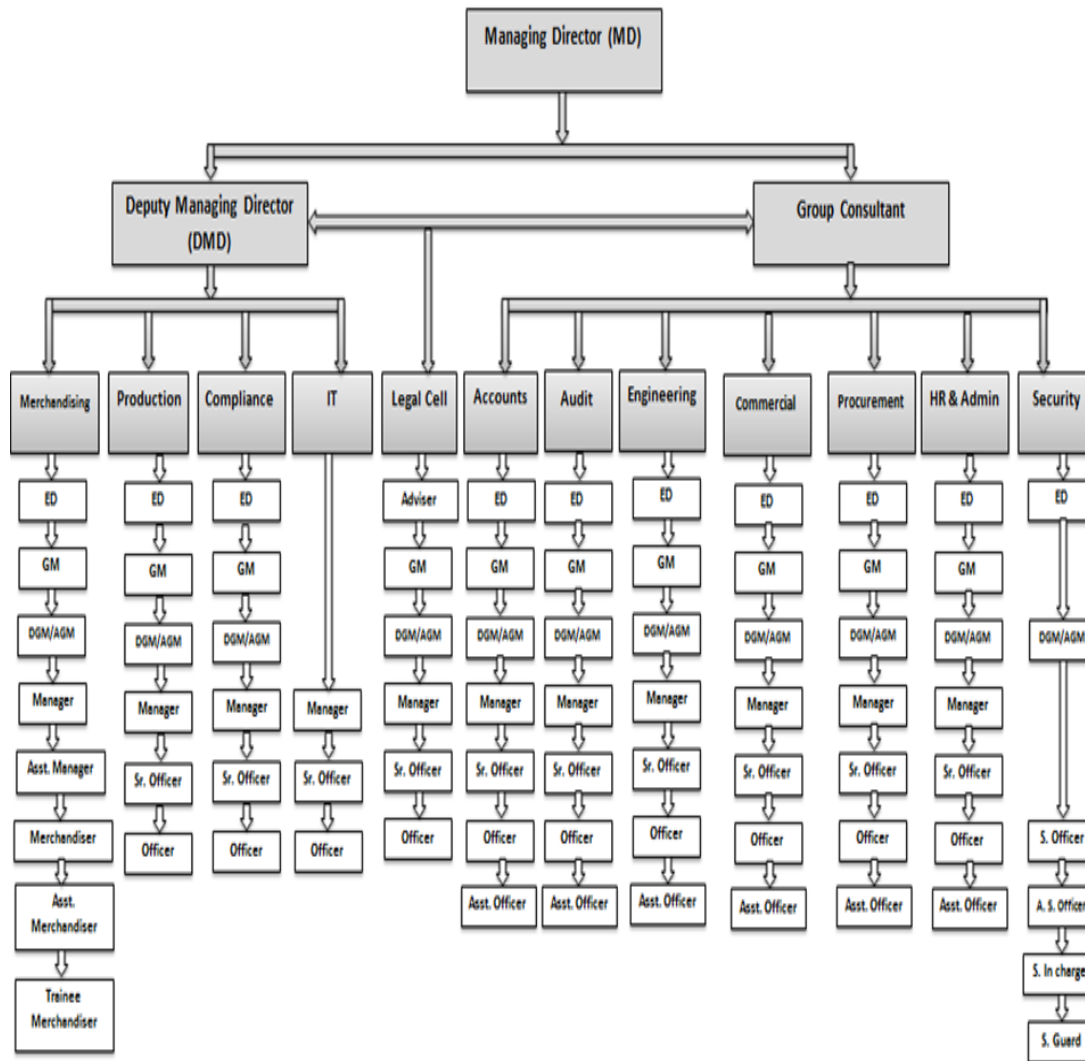


Figure 1: HA-MEEM Organ Gram

## **SWOT Analysis of HA-MEEM Group**

### **Strength of HA-MEEM Group**

Strength is an advantage of a company and by taking care of it a company can achieve the competitive advantage. Some remarkable strength of HA-MEEM Group is shown below.

- \$955 million turnover (Woven, denim and sweater)
- 7 million pcs production per month
- Washing - Daily 300,000 processing capacity
- Sweater - Daily 245,000 production capacity
- Spinning - Monthly 1,235,638 kg production capacity
- Denim - Monthly 4 million yards' production capacity
- Modern Cargo and Carriers Ltd. - Fleet of 152 Covered Vans
- Bango Engineering Co. Ltd - Retrofitting and vehicle workshop employing 134 personnel
- The Daily Samakal - Daily 200,000 circulation
- Channel 24 - Decade-old TV channel
- Fully equipped with backward linkage
- Hong Kong & China sourcing offices
- Diversed business of HA-MEEM Group
- Brand image with quality of fabric and production
- Strong financial stability
- No bank loan
- Strong brand image
- Strong ethical ground
- 70000+ workforce

Global Presence: HA-MEEM Group operates internationally. It leverages diverse markets, spread risks, and access new opportunities for growth.

Economies of Scale: Being a large conglomerate, HA-MEEM Group gets benefit from economies of scale in procurement, production, and distribution, leading to cost advantages.

### **Weakness of HA-MEEM Group**

Weakness shows existing internal limitation of a company. Some weakness of HA-MEEM Group is as follows:

- Condition and price rise of raw materials
- Lack of proper reward system
- Top management always gives pressure on lower management
- Internal conflict within the department

- Poor communication among all the departments
- Lack of leadership skills in management
- Depends on fully foreign order
- Poor security system in technology
- Lower salary structure
- Lack of transparency
- Full of Bureaucracy

Integration Challenges: Managing diverse businesses under one umbrella can pose integration challenges, including coordination, resource allocation, and cultural differences.

Reputation Risks: Any negative incidents or controversies associated with any business within the group can tarnish the overall reputation of HA-MEEM Group.

### **Opportunities of HA-MEEM Group**

The opportunities are as follows:

- Expanding into emerging markets can provide HA-MEEM Group with access to new customer segments, lower costs, and higher growth potential.
- Forming strategic partnerships or alliances with other companies can enable HA-MEEM Group to leverage complementary strengths, share risks, and access new markets or technologies.
- Embracing sustainable practices can not only enhance the group's reputation but also unlock new business opportunities, such as green products and services, and access to environmentally-conscious consumers.
- Investing in digital technologies and e-commerce capabilities can open up new channels for sales and distribution, improve customer engagement, and streamline operations.
- Strategic acquisitions or mergers can allow HA-MEEM Group to expand its market presence, acquire new capabilities, and diversify its revenue streams.
- With the increasing popularity of online shopping, HA-MEEM Group can leverage its retail expertise to expand its e-commerce presence and reach a larger customer base.
- Investing in sustainable practices and green technologies can not only mitigate environmental risks but also attract environmentally-conscious consumers and investors.

### **Threats of HA-MEEM Group**

- The group operates in highly competitive industries where competitors may offer similar products/services at lower prices or with better features, potentially eroding market share.
- Changes in regulations related to taxation, trade policies, labor laws, and environmental standards can pose compliance challenges and increase operating costs for the group.
- Rapid advancements in technology could disrupt traditional business models within the group's industries, requiring significant investments in innovation and adaptation to stay competitive.

- Events such as natural disasters, geopolitical tensions, or global pandemics can disrupt supply chains, leading to production delays, inventory shortages, and increased costs for HA-MEEM Group.
- Lack of skilled personnel
- Increasing foreign company's domination.

### **Process of Training & Development in HA-MEEM Group**

Training & Development actually focused on helping employees perform better. The single objectives of all training & development activities are to develop human capital for sustained performance improvement.

### **Objectives of Training & Development in HA-MEEM Group**

Superior appraised performance can provide a sustainable competitive advantage for the company. To ensure superior performance and employee satisfaction HA-MEEM Group invests time, energy and money. These investments are to optimize the following investment:

- Preparation of an Employee Development Plan (EDP)
- Formulation of a team/ department/ functional training plan
- Organizing the development event
- Preparing the appraise for the development activity
- Active engagement by the appraise in the learning activity
- Application of the knowledge or skills learned
- Performance review of the value added by the development activity

Recognizing the importance of skilled flexible workforce as critical success factor in an increasingly competitive global economy all training and development is targeted towards continual performance improvement by the individual, team and the company as a whole.

The performance management process enables appraisers to meet specific development objectives by:

- Linking all Training & Development to performance objectives.
- Prioritizing Training & Development events in terms of business imperatives.
- Assessing the contribution made by Training & Development.

### **Training & Development Includes the Following Development Activities**

#### **Informal**

**On-the-job learning:** Many workers in the HA-MEEM Group learn their skills through hands-on experience on the factory floor. They observe and learn from more experienced colleagues, gradually acquiring the necessary skills to perform their tasks.

**Mentoring:** It includes informal mentorship programs, where experienced workers guide and support newer employees, are common in the RMG sector. This helps transfer practical knowledge and best practices from seasoned workers to newcomers.

**Peer learning:** Workers often learn from each other through informal interactions during breaks or downtime. This can include sharing tips, troubleshooting challenges, or demonstrating techniques.

**Shadowing:** New employees may shadow experienced workers to observe their work processes and techniques, gaining insights and learning through observation.

### **Formal Training**

**Vocational training programs:** Formal training programs, either conducted by the factory or external vocational institutions, provide structured learning opportunities for workers. These programs cover various aspects of garment production, including machine operation, quality control, and safety procedures.

**Technical skills development:** Formal training sessions focus on imparting specific technical skills relevant to the industry, such as sewing techniques, pattern making, fabric cutting, and garment finishing.

**Compliance training:** Given the importance of compliance with labor laws, safety regulations, and international standards in the RMG sector, formal training sessions on compliance-related topics are common. This ensures that workers are aware of their rights, safety protocols, and ethical practices.

**Soft skills training:** In addition to technical skills, formal training programs may also include sessions on soft skills such as Leadership, Communication, Teamwork, Time Management, and Problem-Solving. These skills are essential for overall productivity and workplace harmony.

**Managerial and supervisory training:** For higher-level positions such as supervisors or managers, formal training programs focus on Leadership, Team Management, Conflict Resolution, and other managerial skills necessary for effective supervision and coordination.

Combining both informal and formal training approaches helps ensure a well-rounded learning experience for employees in the HA-MEEM Group, equipping them with the skills, knowledge, and confidence needed to excel in their roles and contribute to the success of the industry.

### **Principles**

Accountable line Appraisers ensure:

- Opportunity and support are provided for the agreed development activities.
- The appraisee accepts primary responsibility for achievement of the mutually agreed learning outcomes.
- The appraisee is provided with appropriate time and attention to implement what has been learned.
- Development needs and actions are formally reviewed in the performance appraisal.
- Development needs actions are formally recorded in the appraisee's performance management files.
- Development needs and actions are informally reviewed throughout the year (part of the informal performance management process).
- Development is a process not an event.

- Preference is given to TOT

### Training & Development Process

Formal Training & Development are categorized by four types or “bands” of development activities: Induction, Core, Generic and Tertiary. Technical training is a fifth aspect and can take place in any of the four bands.

**Table 3: Training & Development Framework**

Training & Development			
Induction	Core	Generic	Tertiary
Those activities which introduce the appraise to the company and job	Those programs which are unique to the Company e.g. Performance Management	Those programs which are general in nature and typically cross a number of roles; may be provided by an internal or external trainer; e.g. presentation or selling skills, leadership, communication etc.	Those programs which are provided externally and normally result in a formal qualification e.g. university or college studies.
<b>Technical Training</b>			
Those activities and courses that primary develop task –related job skills, generally tailored to company requirements; e.g. all shop - floor competency based training, driver training and computer software skill training. Technical training includes all equipment, process and technology based skills and knowledge training conducted in accordance with any local technical standards.			

### Steps of Training & Development at Ha-Meem Group



*Figure 2: Steps of Training & Development at Ha-Meem Group*

#### Step # 1. Identifying Training Needs

Training need is a difference between standard performance and actual performance. Hence, it tries to bridge the gap between standard performance and actual performance. The gap clearly underlines the need for training of employees. Hence, under this phase, the gap is identified in order to assess the training needs.

**Note** - TNA focuses on Knowledge, Skills and Attitude.



Levels of TNA:

1. Organization
2. Job/ Task analysis
3. Individual analysis

**Identifying Problems and Needs**

1. Training & Development department determines organizational context i.e. Policy, goal, roles and responsibilities.
2. GAP analysis
3. Set objectives

**Determine Design of Needs Analysis**

1. Determine target group or individual
2. Determine methods – Interview, Survey, Performance gap analysis, Competency mapping.

**Data Collection**

1. T & D department discusses with head of department or relevant stakeholders on present status of the employees.
2. Discussions with steering group, job difficulties and reasons.
3. Task analysis
4. Observe people at work
5. PMS analysis
6. Performance gap analysis
7. Questionnaires on job knowledge and skills
8. Conduct individual or group interviews
9. T & D team does attitude surveys – measures morale, motivation, satisfaction
10. Reviewing documents on existing trainings.

**Analysis Data**

1. Comparing with standards of the job
2. T & D team evaluates in terms of importance and time spent performing
3. Define training based on analysis
4. Identify group or individual for training

**Responsible For Doing TNA**

- Supervisor/Line Manager
- HR Manager
- Training Specialist
- Head of the department

- Company President

### **Provide Feedback**

Other management solutions to reduce or eliminate difficulties or gap such as communication expectations, providing a supportive work environment, arranging consequence, removing obstacles and checking job fit.

### **Step # 2. Training Calendar and Budget**

- Prepare and implement yearly training calendar & budget
- Submission to GM or Sr. Executive Director for approval from MD Sir

### **Step # 2. Training Development**

#### **Design Module & Content**

- T & D team select the contents and module for training
- Develop Training Schedule:
- Define training date and time
- Develop Training Session Plan:
- Develop process plan for Facilitator
- T & D team makes a session plan in details including techniques used to facilitate training session.
- Develop Training Materials and Aid:
- Preparing PPT, Handout (English & Bengal) attendance sheet, check list, feedback form, arrangement of poster, VIPP card, Marker, khata, pen, certificate etc.

#### **Select the Resource Person**

- Select the internal or external resource person.

#### **Venue Management**

- Inform admin for cleanliness of the class room and washroom
- Inform IT responsible person
- Arrangement seat plan for trainees
- Multi-media and projector set up
- Trainer and trainees' refreshment arrangement

#### **Participant Collection/ Mailing to Concerned Person**

- Mailing to all head of the department to inform them about upcoming training and request them to send their selected employees for receiving training.
- Visit all the Department Head physically again for making them understand the importance of the particular training for their team as well as for business.
- Mailing to all trainees along with higher authorities about training date and time.

### **Training Preparation**

- i. Training materials are set up
- ii. Ensure all photocopy – PPT, Handout, check list, assessment sheet, role play script, case study etc.

### **Confirmation Call**

- i. Call all participants over phone for confirmation as well as recalling.

### **Step # 3 – Training Conduction:**

- ii. Ensure seat arrangement
- iii. Training conduction
- iv. Ensure all training tools
- v. Matching check list

### **Step# 4 – Monitoring Training Session**

- i. Warm welcome to the participants
- ii. Well guiding and direction to all participants to the training room
- iii. Ensure the participation of management for welcome speech and invite trainer to continue the session.
- iv. Participatory session is going on.

### **Step # 5. Training Bill Adjustment**

- i. Collect advanced money for on boarding and other training and need signature from concerned authority of HR and accounts department.
- ii. Note sheet prepare for Bill adjustment
- iii. Develop supporting documents for bill adjustment
- iv. Provide explanation regarding bill to accounts and audit department if required.
- v. Take signature from own department

### **Step # 6. Training Report**

- i. Sort out the feedback of the training
- ii. Prepare a report on the basis of the training feedback
- iii. Report submission to GM – HR and concerned department head.
- iv. Archive the hard copy and soft copy of the report.

### **Step # 7. Training Evaluation Steps of T & D Department:**

- i. T & D department measures the effectiveness of the training in an objective by Four Level Training Model.

Level 1- Reaction: Measure participants' initial reaction to gain an understanding of the training program and valuable insights into material quality, educator and more.

Level 2- Learning: Measure how much information was effectively absorbed during the training and map it to the program or individual learning objectives.

Level 3- Behavior: Measure how much your training has influenced the behavior of the participants and evaluate how they apply this information on the job.

Level 4- Result: Analyze and measure the impact your training has had at the business level and be sure to tie it to the individual or program.

**On Session Evaluation of the Training Program**

- Provide training feedback form

**Amend and Revise Program as Necessary**

- In order to adapt changes occurring in the work environment.

**Help Line Managers and Trainers**

- To solve specific training problems, either on a one to one basis or in groups.

**Training Follow-Up Evaluation - after 3/6 Months Later Training Follow Up Evaluation is Performed**

- Training Follow up tools development
- Interview with the participants
- Interview with the supervisor
- Interview with the peer colleague
- Report prepare and submission to management.

**Step # 8. Training Design Process**

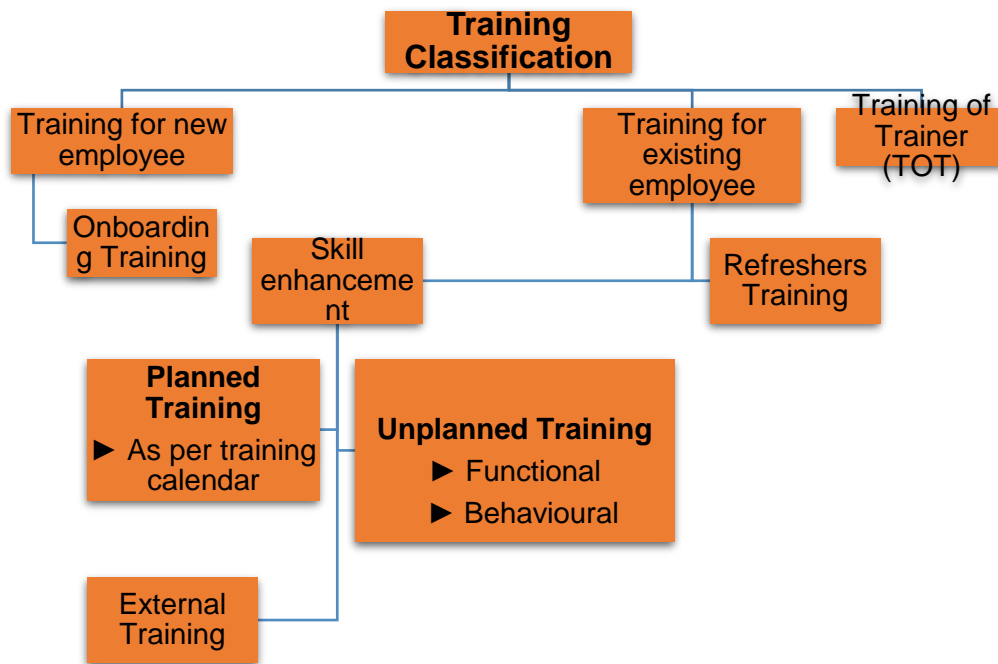


Figure 3: Training Design Process

### Duration

Most of the training continues for 3 hours. Some Compliance related training required by Buyer may have daylong1 session.

### Employee Development Plan

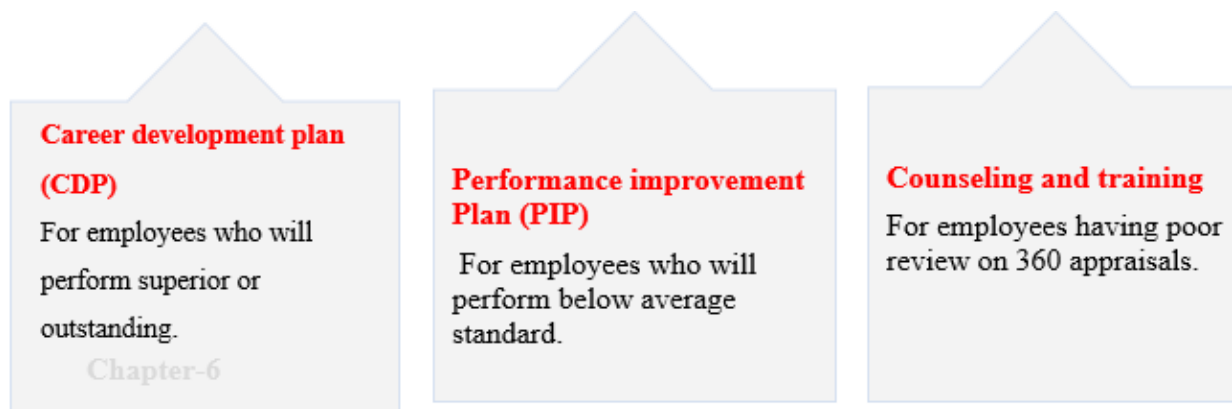


Figure 4: Employee Development Plan

### Analysis and Findings

#### Training & Development Analysis of HA-MEEM Group

This chapter is all about the research that was conducted to have a clear view about the effectiveness of training and development of HA-MEEM Group. We have prepared two questionnaires for one is for employees and another one is managers to conduct the research. The questionnaire included some statement out of which a quantitative conclusion can be drawn. I have used point Liker scale questionnaire for the quantitative survey.

Table 4: Analysis and Findings

Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
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### Survey Analysis

#### Position

#### Survey Analysis of Employees

Table 5: Survey Analysis of Employees

No.	Designation	Frequency	Percentage
1	Officer, Admin	2	6.00%
2	Officer, HR	3	10%
3	Officer, Procurement	3	10%
4	Sr. Officer, HR	3	10%
5	IE Officer	2	7%
6	Merchandiser	4	13%
7	Officer, Commercial	5	17%
8	Sr. Officer& manager, Accounts	8	27%

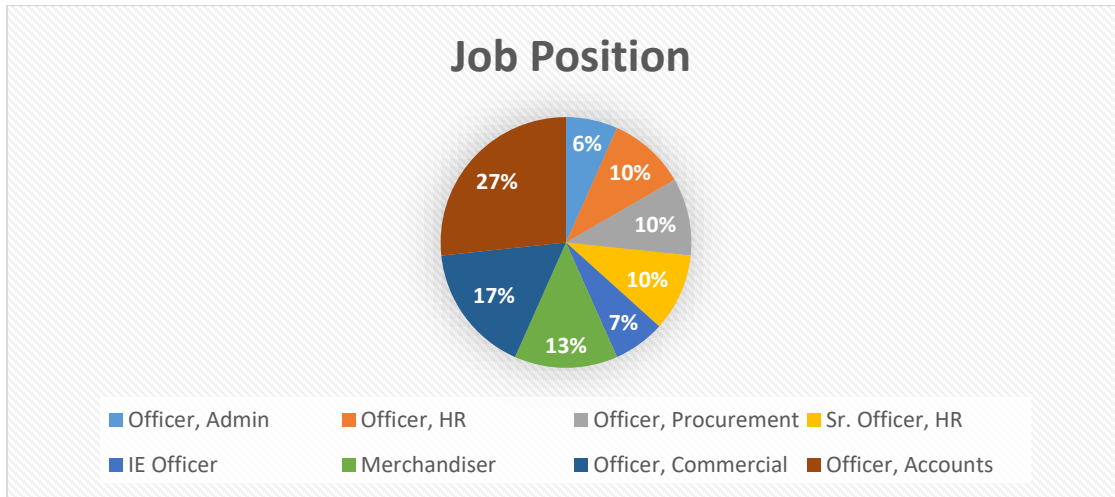


Chart 1: Survey Analysis of Employees

**Interpretation**

Table 5 and pie chart 1 show the job position of respondents of HA-MEEM Group. It shows that 6% respondents were Admin Officers, 10% were HR officers, sr. officer and Procurement officers. It also shows that 7% responds came from IE officers, 13% from merchandising department and 17% from Commercial department. Chart & table are showing that most responds came from Accounts department. It is 27%.

**Table 6: How Long Have You Been Working in HA-MEEM Group?**

Duration	Frequency	Percent
0 – 11 months	7	23%
1-5 years	13	44%
5-10 years	10	33%
<b>Total</b>	<b>30</b>	

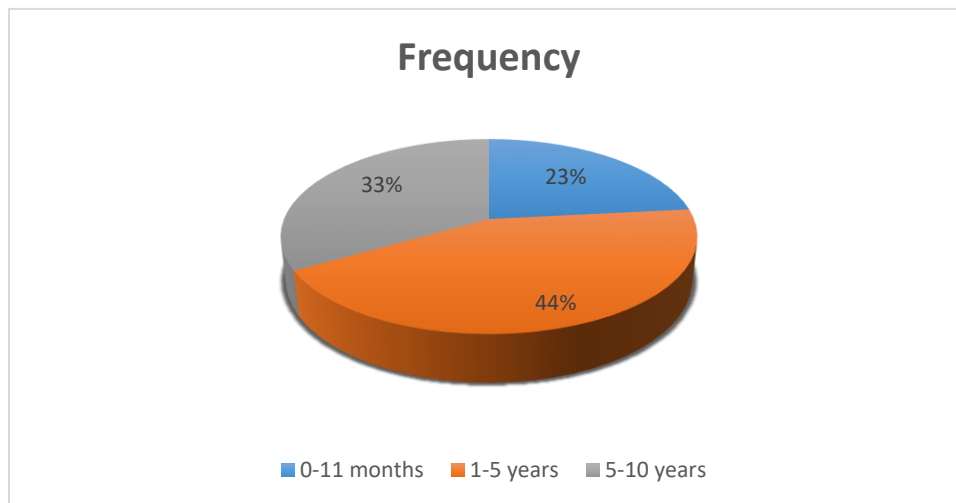


Chart 2: How Long Have You Been Working in HA-MEEM Group?

**Interpretation**

Table 6 and pie chart 2 are showing that 23% respondents have not their completed one year. We can see that 44% respondents are from between one to five years. And 33% respondents are between five to ten years. So they have shared their experience with me.

**Table 7: Training Policy**

Does Ha-Meem Group has a training policy applicable to all of you?		
Types of Feedback	Frequency	Percentage
Yes	12	2%
No	18	98%
<b>Total</b>	<b>30</b>	

Source: Survey

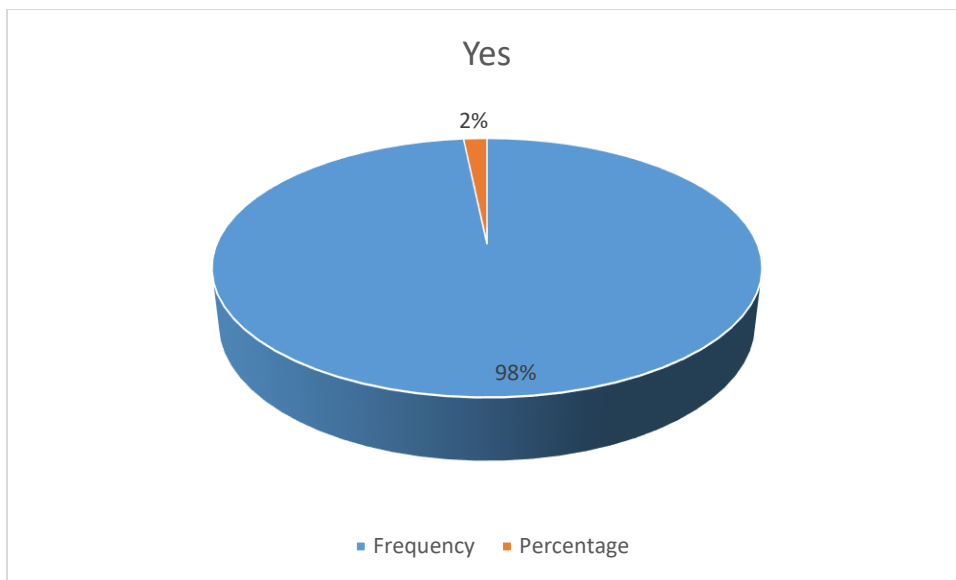


Chart 3: Training Policy

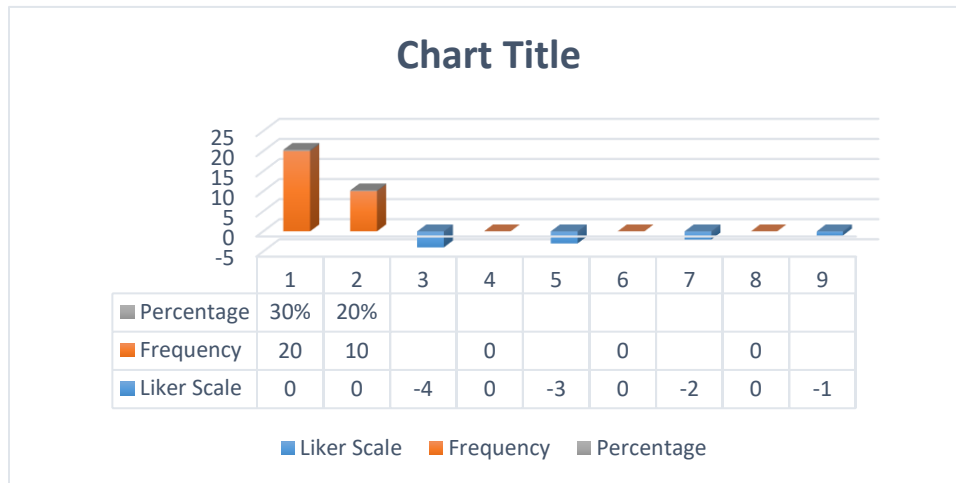
**Explanation**

Table 7 and pie chart 3 show that 98% respondents replied “No” in case of training policy application to all employees. On the other hand, 2% respondents replied “Yes”. It is clear that Ha-Meem Group has not the training policy that is applicable for all employees.

**Statement**

**Table 8: The Provided Training Program is Planned**

Liker Scale	Frequency	Percentage
Strongly Agree (5)	20	30%
Agree (4)	10	20%
Neutral (3)	0	
Disagree (2)	0	
Strongly Disagree (1)	0	



*Chart 4: The Provided Training Program is Planned*

**Interpretation**

Table 8 and chart 4 are showing that 30% respondents strongly agree that provided training is really well planned and rest 20% says that the do agree with the training program. We cannot find any negative review from the respondents.

**Table 9: Participants Are Selected Based on Training Needs Assessment**

Liker Scale	Frequency	Percentage
Strongly Agree (5)	8	27%
Agree (4)	10	33%
Neutral (3)	1	3%
Disagree (2)	9	30%
Strongly Disagree (1)	2	7%



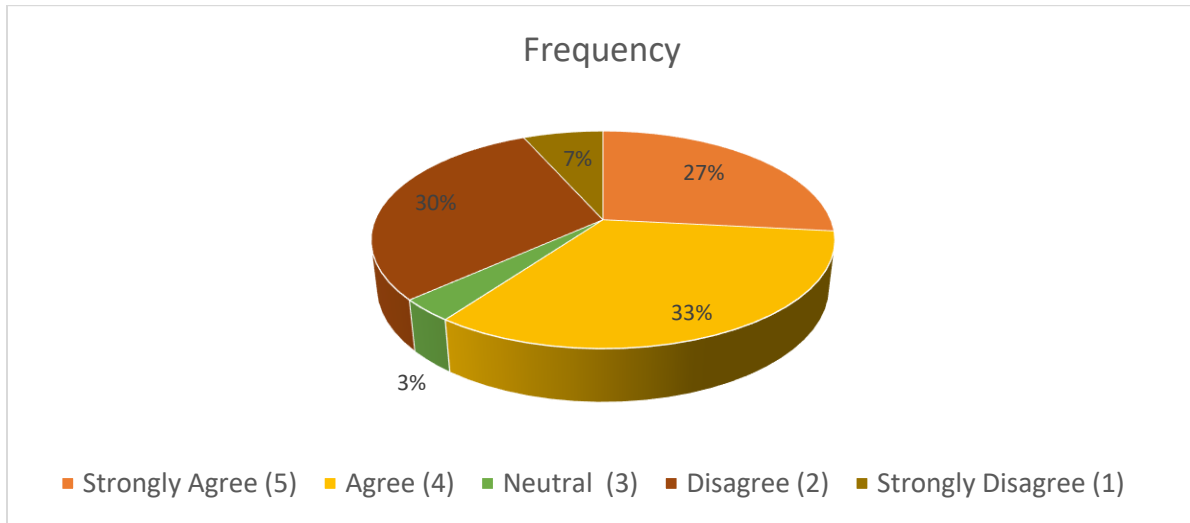


Chart 5: Participants Are Selected Based on Training Needs Assessment

**Interpretation**

Table 9 and Pie chart 5 are showing that 27% respondents strongly agree that Participants are selected based on training needs assessment. 33% agree with the title. Only 3% remain neutral and 30% disagree with the title. It is also seen that 7% strongly disagree with the title.

**Table 10: Advanced Training**

Does it facilitate advanced training at reputed training institute?		
Types of Feedback	Frequency	Percentage
Yes	5	2%
No	25	98%
<b>Total</b>	<b>30</b>	

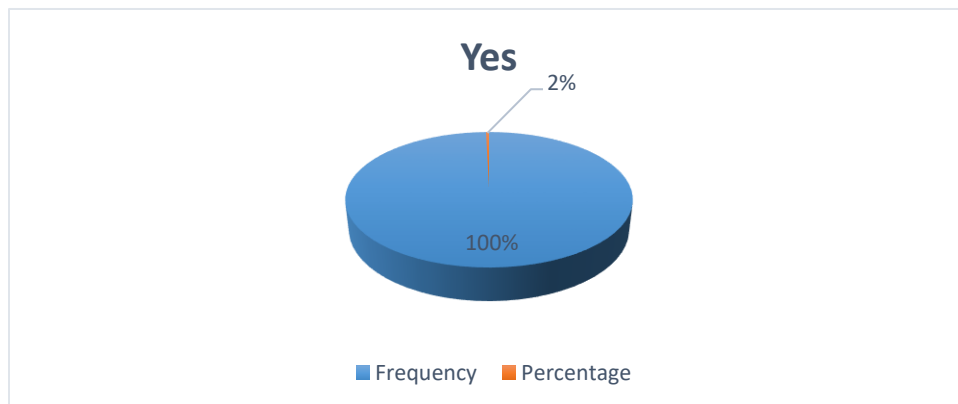


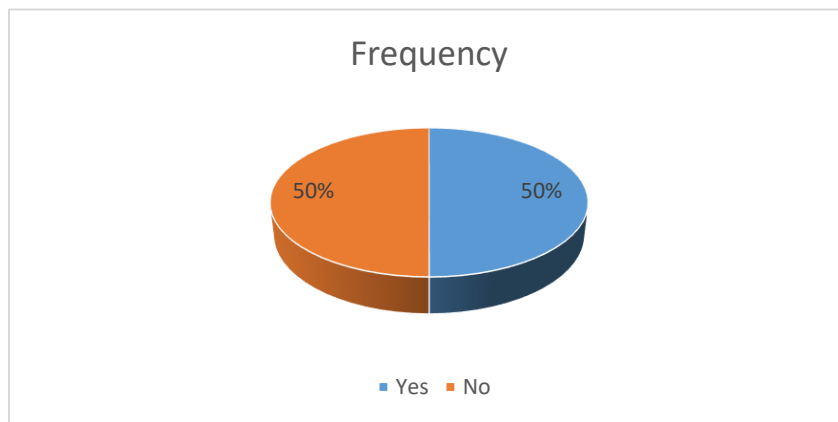
Chart 6: Advanced Training

**Explanation**

Table 10 and pie chart 6 show that 98% respondents replied “No” in case of question 6. On the other hand, only 2% respondents replied “Yes”. Since most of the respondents replied No, it does not facilitate training at reputed training institute.

**Table 11: Sufficient Duration**

Does it arrange training for sufficient duration?		
Types of feedback	Frequency	Percentage
Yes	15	50%
No	15	50%
<b>Total</b>	<b>30</b>	



*Chart 7: Sufficient Duration*

**Explanation**

Table 11 and pie chart 7 show that 50% respondents replied “No” in case of question 7. On the other hand, 50% respondents replied “Yes”. So, it’s a tie.

**Table 12: Performance Feedback from Line Manager**

Does your line manager give you performance feedback?		
Types of Feedback	Frequency	Percentage
Yes	25	83%
No	5	17%
<b>Total</b>	<b>30</b>	

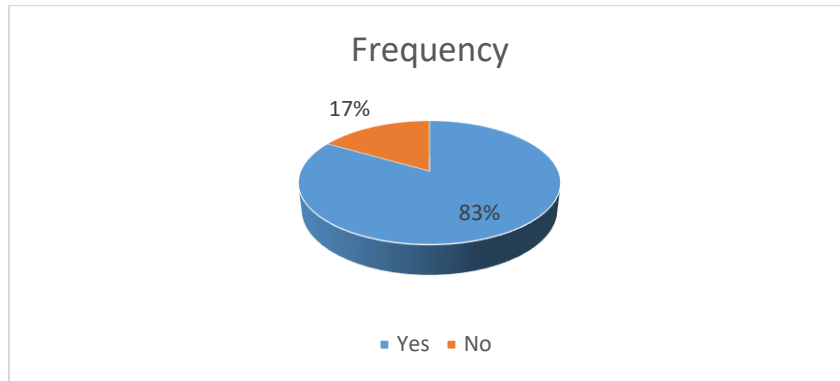


Chart 8: Performance Feedback from Line Manager

**Explanation**

Table 12 and pie chart 8 show that 17% respondents replied “No” in case of giving performance feedback by line managers. On the other hand, 83% respondents replied “Yes”. As around 83% people replied Yes, so I think that line managers give performance feedback time to time.

**Table 13: You Can Produce Quality Services after Being Trained**

You can produce quality services after being trained.		
Scale	Frequency	Percentage
Strongly Agree (5)	9	30%
Agree (4)	19	63%
Neutral (3)	2	7%
Disagree (2)	0	
Strongly Disagree (1)	0	
<b>Total</b>	<b>30</b>	

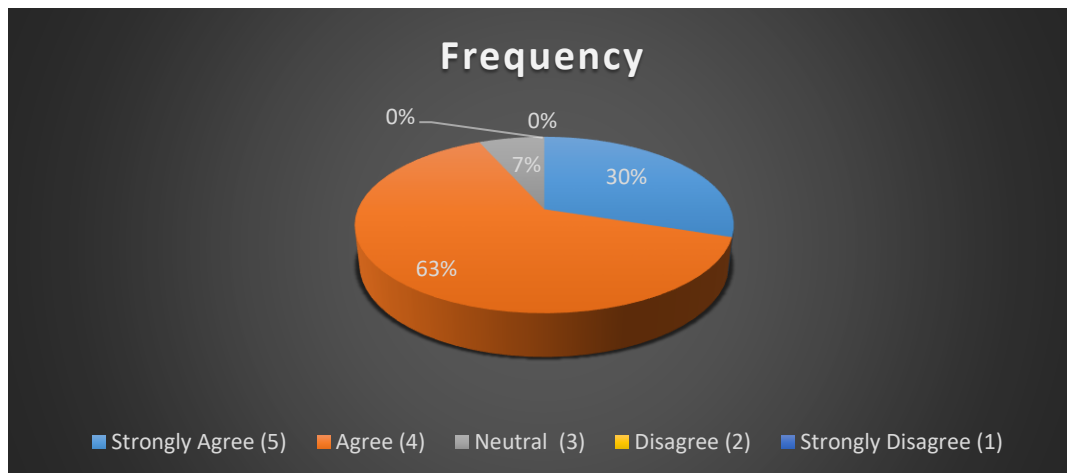


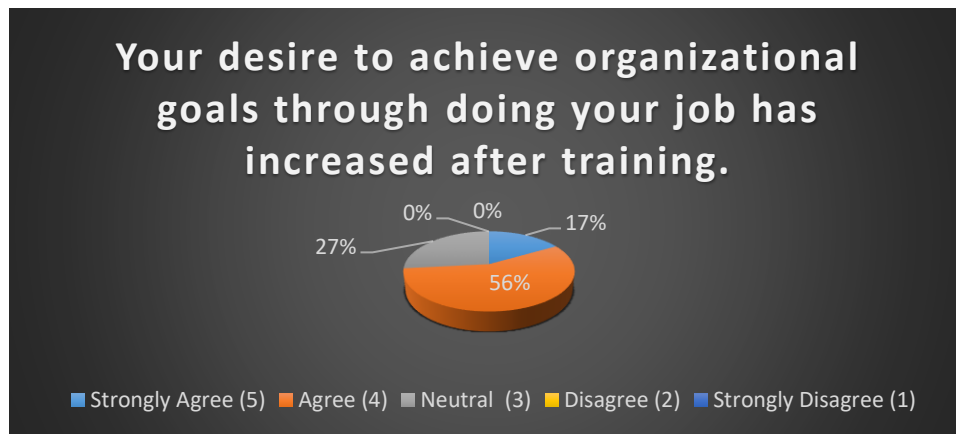
Chart 9: You Can Produce Quality Services after Being Trained

**Explanation**

It is seen that 7% is the lowest number who remain neutral. 30% comply with the question and 63% respondents are fully agreed with the statement.

**Table 14: Your Desire to Achieve Organizational Goals through Doing Your Job Has Increased after Training**

Your desire to achieve organizational goals through doing your job has increased after training.		
Scale	Frequency	Percentage
Strongly Agree (5)	5	17%
Agree (4)	17	56%
Neutral (3)	8	27%
Disagree (2)	0	
Strongly Disagree (1)	0	
<b>Total</b>	<b>30</b>	



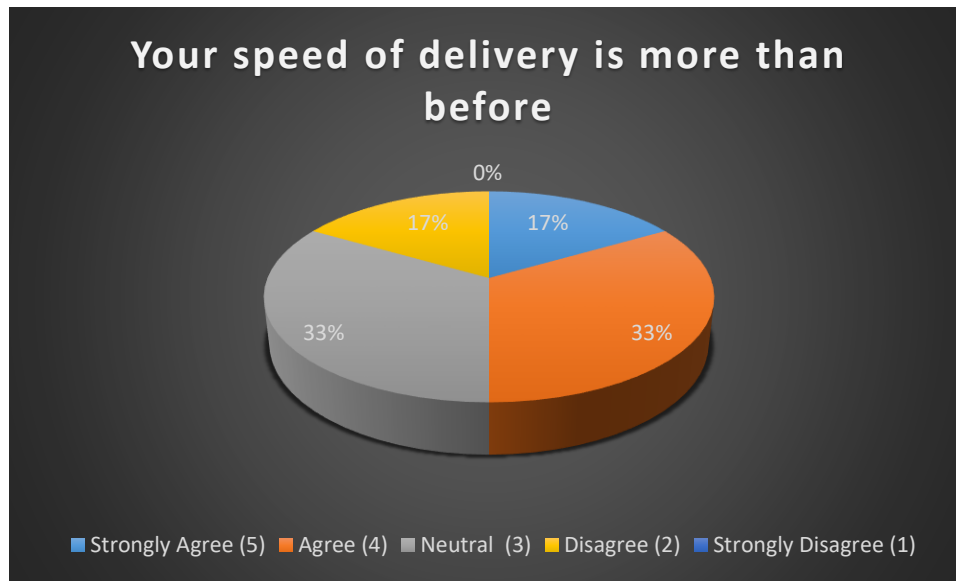
*Chart 10: Your Desire to Achieve Organizational Goals through Doing Your Job Has Increased after Training*

**Explanation**

It is found that 27% respondents remain silent or neutral. They may be confused or not sure about the organizational goal. Otherwise 17% respondents do strongly agree with the statements and 56% respondents agree to this statement.

**Table 15: Your Speed of Delivery is More Than before**

Your Speed Of Delivery Is More Than Before		
Scale	Frequency	Percentage
Strongly Agree (5)	5	17%
Agree (4)	10	33%
Neutral (3)	10	33%
Disagree (2)	5	17%
Strongly Disagree (1)		
	<b>30</b>	



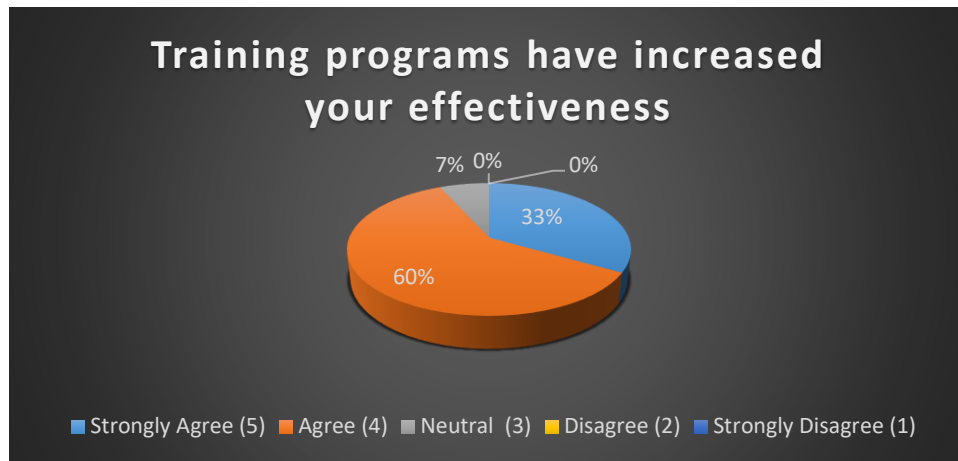
*Chart 11: Your Desire to Achieve Organizational Goals through Doing Your Job Has Increased after Training*

**Explanation**

The picture is showing that 17% respondents strongly agree with us. 33% respondents do agree with the statement. Some of them also have no comment. I mean 33% respondents represent themselves neutral. There are some persons who are not satisfied and they don't think that the training cannot help them speed their work. Their percentage is 17% and it is wonder to see that other 17% respondents also strongly disagree to this statement.

**Table 16: Training Programs Have Increased Your Effectiveness**

Training programs have increased your effectiveness		
Scale	Frequency	Percentage
Strongly Agree (5)	10	33%
Agree (4)	18	60%
Neutral (3)	2	7%
Disagree (2)		
Strongly Disagree (1)		
	<b>30</b>	



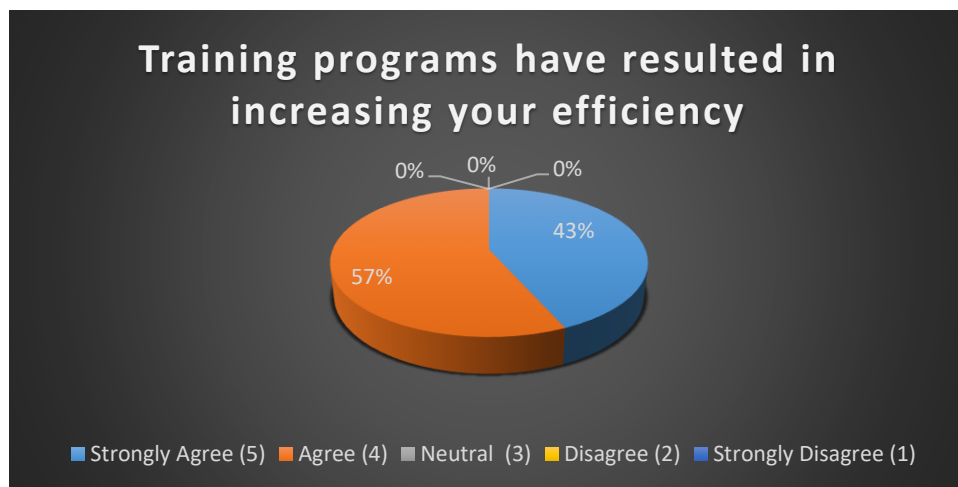
*Chart 12: Training Programs Have Increased Your Effectiveness*

**Explanation**

The above picture is showing that 33% respondents strongly agree with us. This time 60% respondents do agree with the statement. Some of them remain neutral and their percentage is not more than 7%.

**Table 17: Training Programs Have Resulted in Increasing Your Efficiency**

Training programs have resulted in increasing your efficiency		
Scale	Frequency	Percentage
Strongly Agree (5)	13	
Agree (4)	17	
Neutral (3)		
Disagree (2)		
Strongly Disagree (1)		
	<b>30</b>	



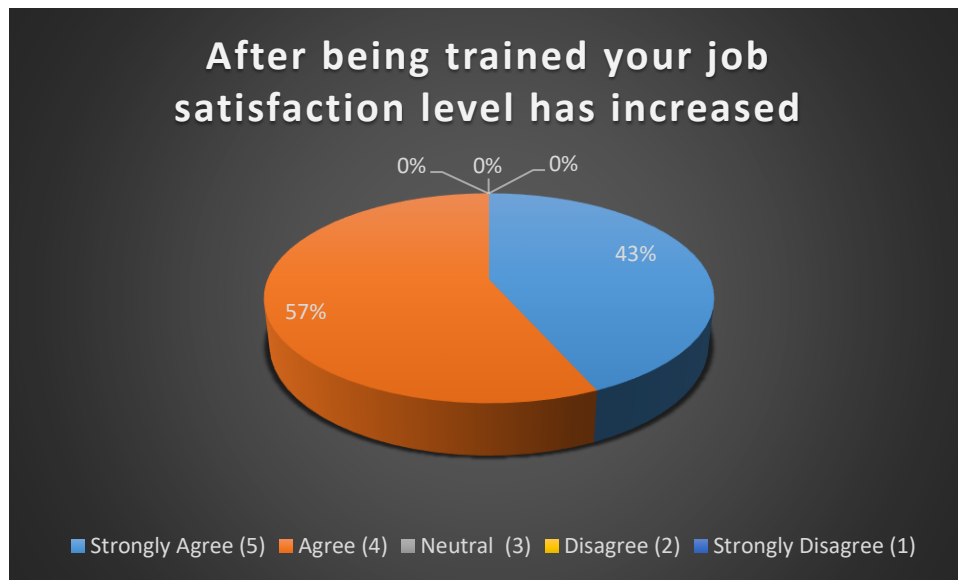
*Chart 13: Training Programs Have Resulted in Increasing Your Efficiency*

**Explanation**

It is clear that 57% respondents are showing that they strongly agree with the statement and 57% respondents agree with this. So it is a satisfactory result. It means trainings are working.

**Table 18: After Being Trained Your Job Satisfaction Level Has Increased**

After being trained your job satisfaction level has increased		
Scale	Frequency	Percentage
Strongly Agree (5)	22	
Agree (4)	8	
Neutral (3)		
Disagree (2)		
Strongly Disagree (1)		
	<b>30</b>	



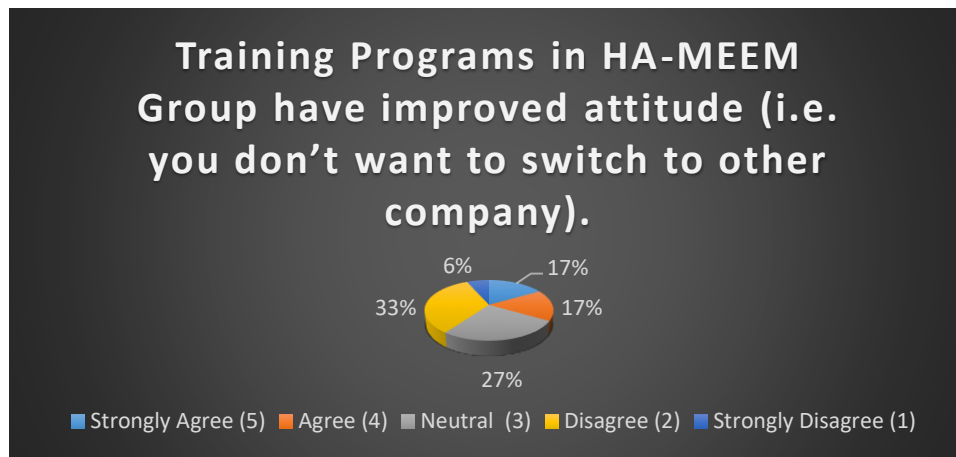
*Chart 14: After Being Trained Your Job Satisfaction Level Has Increased*

**Explanation**

This is a satisfactory result. Because it shows 73% respondents are happy with this training as their job satisfaction is increasing after receiving training provided by the company. 27% people agree with this training. We find no negative result.

**Table 19: Training Programs in HA-MEEM Group Have Improved Attitude (I.E. You Don't Want to Switch to Other Company)**

Training Programs in HA-MEEM Group have improved attitude (i.e. you don't want to switch to other company).		
Scale	Frequency	Percentage
Strongly Agree (5)	5	17%
Agree (4)	5	17%
Neutral (3)	8	27%
Disagree (2)	10	33%
Strongly Disagree (1)	2	6%
	<b>30</b>	



*Chart 15: Training Programs in HA-MEEM Group Have Improved Attitude (I.E. You Don't Want to Switch to Other Company)*

**Explanation**

We can see a mixer opinion from the respondents this time. Strongly agree and only agree percentage is same. Percentages are 17% where 27% respondents remain neutral and 33% oppose this statement. 6% also strongly disagree that training can't change their mentality to leave this job if they have better option.

**Table 20: Training Program Has Increased Your Knowledge Level about the Job**

Training program has increased your knowledge level about the job		
Scale	Frequency	Percentage
Strongly Agree (5)	9	30%
Agree (4)	15	50%
Neutral (3)	3	10%
Disagree (2)	3	10%
Strongly Disagree (1)		
	<b>30</b>	



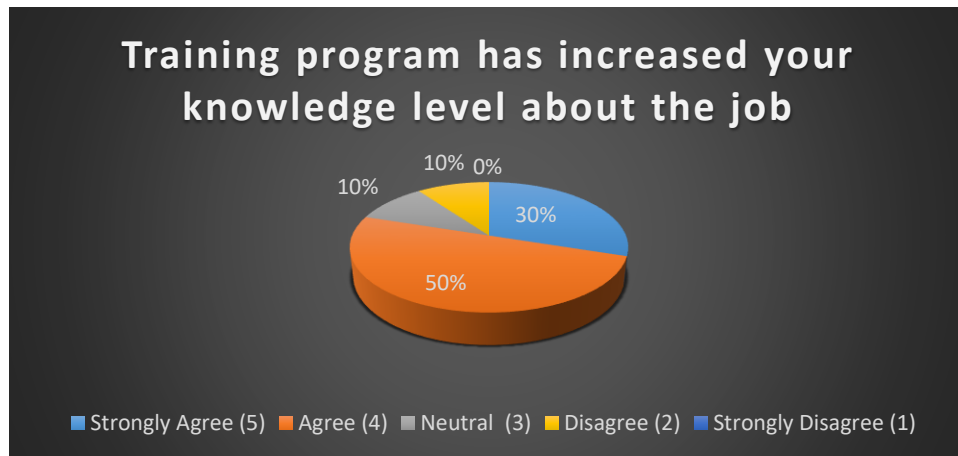


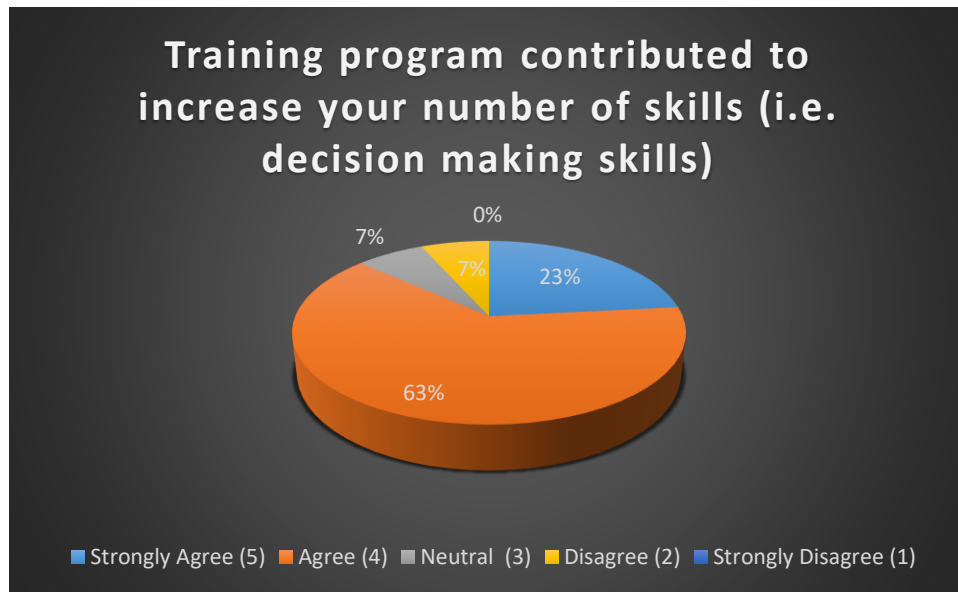
Chart 16: Training Program Has Increased Your Knowledge Level about the Job

**Explanation**

This picture shows that 50% respondents think that training is increasing their knowledge regarding their job. 30% strongly support this notion where 10% disagree and another 10% remain neutral regarding this statement.

**Table 21: Training Program Contributed to Increase Your Number of Skills (I.E. Decision Making Skills)**

Training program contributed to increase your number of skills (i.e. decision making skills)		
Scale	Frequency	Percentage
Strongly Agree (5)	7	23%
Agree (4)	19	63%
Neutral (3)	2	7%
Disagree (2)	2	7%
Strongly Disagree (1)	0	
	<b>30</b>	



*Chart 17: Training Program Contributed to Increase Your Number of Skills (I.E. Decision Making Skills)*

#### **Explanation**

This time we can see that 63% says that training help they show their skill. 23% strongly support this but again about 7% remain neutral and other 7% disagree with this statement. They don't think that training help them much.

#### **4.0 FINDINGS**

After this survey and analysis of the study, some remarkable findings are summarized below:

- i. Most of the employees think that there has not a training policy applicable for all employees.
- ii. Ha-Meem Group does not usually arrange training in reputed training institute like BIM, Bdjobs etc.
- iii. It has a well-planned and properly scheduled training policy.
- iv. Training is not arranged for sufficient duration so that employees can clearly understand what is delivered in the training sessions.
- v. Line managers don not give performance feedback from time to time to inform employees so that they can understand their level of performance after training.
- vi. After training, employees can produce quality services.
- vii. Their desire to achieve organizational goals through performing the assigned jobs increases.
- viii. Training programs result in increasing their effectiveness and efficiency.
- ix. Training programs result in enhancing employees' job satisfaction level and encouragement.

- x. They can acquire some skills after training like problem solving skills, decision making skills.
- xi. Job related training programs remove their confusion regarding their job and hence they don't want to switch to the other companies.
- xii. Respondents got benefits from some training programs such as Induction Training, English Learning Lesson, Basics that include policy awareness, general conduct & etiquette, labor law, supervisory rule etc., disciplinary training, leadership unlimited, HR Practice in Organization.

## 5.0 CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study has tried to find out the impact of training and development on employee's performance within RMG Sector of Bangladesh especially in HA-MEEM Group. There is a positive impact of training on employee's performance in RMG Sector of Bangladesh especially in HA-MEEM Group. We made a questionnaire to find out the performance of the employees of HA-MEEM Group Corporate Office. We used some indicators of employee performance such as ability to produce quality services, behavioral change, desired work speed, effectiveness, efficiency, job satisfaction, encouragement to do job, job attitude, desired knowledge level, and required skills. All the indicators were positively affected when the employee got trained. From the study, it can be understood that training really improves the performance of the employee being skilled and knowledgeable.

### Recommendations

Trained employees show good performance. There is a positive impact of training and development on employee performance on RMG Sector of Bangladesh. It means that the more the employees are trained up, the more they perform effectively and efficiently. To ensure effective training, it may be needed to solve the finding first of all. From the questionnaire survey and little working experience, I found some lacking in the training policy of RMG Sector of Bangladesh especially of HA-MEEM Group. . It is recommended that more diversified training and developing programs need to be arranged at a regular interval for enhancing employee performance.

## Appendix

### Questionnaire

#### Questionnaire about Training Impact on Employee Performance

##### Good Day!

This is Khondaker Shafiqul Alam, Md. Nazmul Hossain and Rejvi Ahmed. We need to submit our research report as part of Research & Development (R&D) work of RMG Sector of Bangladesh especially of HA-MEEM Group. For the reason above, the following questionnaire has been developed in order to conduct a research on the impact of training and development on employee's performance of RMG Sector of Bangladesh especially of HA-MEEM Group.

*Please give a tick mark (✓) which is appropriate to you.*

1. Does HA-MEEM Group has a training policy applicable to all of you?  
a) Yes    b) No
2. Does it facilitate advanced training at reputed training institute?  
a) Yes    b) No
3. Does it provide training for sufficient duration?  
a) Yes    b) No
4. Are the training programs well planned?  
a) Yes    b) No
5. Does your line manager give you performance feedback?  
a) Yes    b) No

**The Following Statements Are for Finding Your Performance after Being Trained**

*Please give a tick mark (✓) in any cell which is appropriate for your comment*

Sl. No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
6.	You can produce quality services after being trained.					
7.	Your desire to achieve organizational goals through doing your job has increased after training.					
8.	Your speed of delivery is more than before.					
9.	Training programs have increased your effectiveness.					
10.	Training programs have resulted in increasing your efficiency.					
11.	After being trained your job satisfaction level has increased.					
12.	Training programs have resulted in increasing your encouragement.					
13.	Training Programs in HA-MEEM Group have improved attitude (i.e. you don't want to switch to other company).					
14.	Training program has increased your knowledge level about the job.					
15.	Training program contributed to increase your number of skills (i.e. decision making skills)					

**16. Write the name of training you received and rank them (i.e. in such order 1, 2, 3, 4, 5)**

Sl. No.	Training Name	Rank
1		
2		
3		
4		
5		

**Open Ended Question**

17. According to you, what steps should be taken for improving training policy?

18. According to you, are the existing training programs enough for improving employee's performance level and if not then suggest some trainings you feel required?

**Thank you for your cooperation!**

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