

UNDERGRADUATE FINAL YEAR PROJECT REPORT



Daffodil
International
University

Faculty of Engineering
Department of Textile Engineering

Project (Thesis) on
Study on Quality Parameters of Knit Fabric Entering the Garments Industry.

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**This dissertation is submitted to meet some requirements for earning
a Bachelor of Science degree in Textile Engineering.**

Advance in Apparel Manufacturing Technology
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LETTER OF APPROVAL

25th December 2024

To

The Head

Department of Textile Engineering

Daffodil Smart City, Birulia, Savar, Dhaka 1216

Subject: Request for Approval of Industrial Attachment Report for B.Sc. in TE Program.

Dear Sir,

I am writing to inform you that the thesis paper created by students with **ID 221-23-1220**, **ID 221-23-1202**, **ID 221-23-1207**, and **ID 221-23-1238** has been completed and is ready for final evaluation. This report has been crafted through thorough research and analysis, and the students were actively involved in related activities throughout the process.

Thus, your approval of this thesis report for the final assessment would be highly appreciated.

Yours Sincerely



.....
Md. Manik Parvez

Lecturer


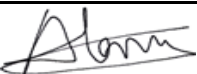
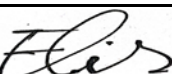

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DECLARATION

We officially announce that this project has been completed under the oversight of **Md. Manik Parvez**, a Lecturer in the Department of TE at Daffodil International University. Furthermore, we affirm that this project, or any portion of it, has not been previously submitted in fulfillment of any degree.

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We humbly offer our heartfelt gratitude to Almighty ALLAH, the sovereign ruler of all, who is incredibly compassionate.

It is our honor to specifically recognize our profound appreciation and strong duty to our esteemed and knowledgeable instructor and mentor, **Md. Manik Parvez**, Lecturer in the Department of Textile Engineering at Daffodil International University.

Once again, we would like to convey our thanks to **Md. Manik Parvez**, Lecturer in the Textile Engineering Department at Daffodil International University, for his priceless advice and support. His academic direction, ongoing encouragement, energetic oversight, constructive feedback, and revisions at every phase helped me successfully complete my final year project.

We also express our gratitude to our esteemed teachers for their unwavering support and technical assistance throughout this work.

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ABSTRACT

The project focuses on “Examining Quality Parameters of Knit Fabric in the Garments Industry.” This study explores the essential elements for achieving high quality in knit fabric and identifies the processes and factors that influence the inherent quality of the material. Based on this, compilations of reclamation statistics were generated, and interviews and quality assessments were conducted to determine whether high-quality standards are crucial for each manufacturer's fine-knit products and to minimize the volume of complaints.

Our knit industry is linked with incorporation; thus, it is necessary to examine the procedures from the very beginning. It transitions from yarn to the finished product.

Quality management plays a vital role in the daily operations of a business and should extend throughout the organization and all processes. To produce high-quality knit fabrics, quality testing becomes an essential component of effective quality management. These tests are conducted to verify that the product meets the expected standards and specifications regarding its properties. Despite the implementation of quality checks, there remains a possibility that dissatisfied customers return products that do not meet their expectations. Comparing customer complaints with quality test results can be a valuable method for assessing the issue or determining if it is indeed a problem.

The study concluded that high quality could be a solution to ensure the production of knit fabrics with top quality. However, the issue is complex, and thus, the solution to reduce complaints and enhance product quality lies in additional factors or components of the solution. These strategies allow any organization to familiarize itself with the fundamental quality dimensions and help analyze where the critical points are located within its development and manufacturing processes.

For the company involved in this study, the authors assert that the solution does not lie in simply raising quality standards; instead, improvements should be made in the stitching process, and greater internal control over garment measurement standards should be established. Quality tests alone cannot demonstrate a lack of quality material, and therefore, the authors believe that a significant portion of the complaints arises from good intentions.

DEDICATION

We wholeheartedly dedicate this Project (Thesis) report to God, whose guidance has empowered us to showcase our skills.

This Project (Thesis) report is dedicated to love and support, encouragement, and prayers from our parents and teachers, which have helped me attain such success and respect.

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Chapter One

INTRODUCTION

1.1 INTRODUCTION

This section provides an overview of the academic degree relevant to this study, outlining its objectives and foundational aspects, along with any limitations encountered. The primary focus is on Quality Issues in Knit Fabric, which involve adjustments in areas such as fit, color, and particularly, finishing processes. These finishing techniques present an opportunity for companies to create distinctive products. Each detail and choice made during the design phase affects the final quality of the garment. If the product fails to meet customer expectations, it can lead to dissatisfaction and returns.

The production process involves various stakeholders, including designers, pattern makers, quality assurance teams, customers, and suppliers, among others. This collaboration can complicate the production chain and extend activities beyond the company's immediate processes. To consistently produce high-quality knit fabrics, robust quality control is essential during product development and manufacturing. Quality control encompasses various elements, such as management systems, requirements, and testing protocols. Conducting quality assessments is vital to ensure that products align with promised specifications and to handle customer complaints effectively. Thorough evaluations of returns can help determine the validity of such complaints.

The primary question arises: How can companies effectively reduce customer dissatisfaction and minimize knit returns? Might strict quality standards regarding the product's physical properties be the answer?

The background of this study highlights the substantial success of Bangladesh's knit industry over the last two decades, which has surpassed expectations. The apparel export sector has recently transformed into a multi-billion-dollar industry in the country. The growth in ready-made garment exports is hailed as one of the most remarkable social and economic developments in contemporary Bangladesh. With over a million women engaged in semi-skilled and skilled labor for export production, the knit and textile industry's expansion has had significant social and economic implications. As a result, it stands as the largest sector, generating approximately 77.75% of Bangladesh's revenue from ready-made garment exports annually. Bangladesh is now the world's second-largest producer in this sector.

In such a competitive landscape, success relies heavily on having skilled and resourceful personnel across all organizational tiers. In the field of human resource management, Quality Issues play a vital role in enhancing individual and team performance within organizations. Given the ever-changing market dynamics, organizations encounter both opportunities and challenges. Dynamic companies can thrive amid continuous competition. To remain viable and meet customer demands, management must evolve their policies and guidelines. Implementing effective HR practices can provide a competitive edge. Well-designed HR initiatives assist in achieving essential business goals. The objective of Human Resource Development is to foster a highly skilled workforce that

supports ongoing organizational advancement. Quality Issue programs are key components that facilitate employee development, equipping staff to navigate various challenges. These programs help establish a framework that enables employees to enhance their skills, knowledge, and overall capabilities.

Statement of the Problem: Quality Issues relate to the provision of coaching sessions, workshops, mentoring, and other learning opportunities for employees, designed to inspire, challenge, and motivate them toward excellence.

1.2 Objective of the study:

Broad objectives: The main purpose of this study is to thoroughly understand the quality challenges in the knitting industry of the state. Secondary objectives:

- To investigate the quality issue program within the knitting industry.
- To assess the staff's attitudes towards their work.
- To acknowledge employee performance after a work session.
- To offer recommendations that are crucial for enhancing the work programs of the knitting industry. The approach to methodology analysis is essential for determining whether the research objectives are achieved. The study's design specifies the type of research conducted, such as descriptive, correlational, semi-experimental, experimental, review, analytical, etc. Descriptive research details the information and characteristics relevant to the population or phenomenon being studied. This research highlights the quality issues facing the knitting industry in the state; therefore, this report is descriptive.

The levels of data collection are a crucial element of any study. Data collection is mainly divided into primary and secondary categories. Secondary data provides several advantages that primary sources may not offer. This report primarily relies on primary data, with some supplementary secondary data included within this paper.

Sources of knowledge on Primary Information: Primary information refers to data gathered directly from the environment or base level. I have conducted interviews with government representatives from three knitting companies at state information centers, which I carried out shortly after relevant discussions. The interviews are informal and not structured. The standard approach for the interviews is to begin with broad questions and then follow up based on the interviewee's

responses to capture their meanings. Additionally, I surveyed employees from these three companies to collect information, and a form has been used, which is attached to Appendix 0.5. Secondary Data Sources: Secondary data represents information gathered by individuals other than the user. Analyzing secondary data is time efficient. Conducting a replacement analysis without secondary data is nearly impossible. In this instance, secondary data was collected from textbooks and websites.

Limitations: I have put in my best effort to make this report a good one, but due to certain constraints, I could not make this study as comprehensive as I had hoped. The limitations are as follows:

- approximately 2,500 knitting companies are operating in the Republic of Bangladesh. If I had been able to gather information from these companies, the study would have been more informative.
- The international organizations that I reached out to did not provide all the data I requested, which prevented me from compiling thorough information about them. Many companies were not interested in participating and did not complete the questionnaire.
- Some firms chose not to engage due to concerns about protecting their sensitive information.
- Most of the respondents were busy with their work and could not allocate sufficient time to provide accurate information.

Chapter Two

Organization Overview

2.1.1 Grameen Knitwear Limited

Grameen Knitwear Limited operates as a formidable entity in the ready-made garment (RMG) sector, proudly holding the distinction of being the second-largest exporter and cotton importer in Bangladesh. Since our inception on November 5, 1997, we have emerged as a significant contributor within the Grameen Family of Companies, which includes the esteemed Grameen Bank. Our entirely export-focused operations are in the Export Processing Zone (EPZ) near the bustling city of Dhaka.

As a prominent apparel solution provider in Bangladesh, Grameen Knitwear Limited is dedicated to the marketing, development, and manufacturing of clothing. Our skilled workforce, composed of over 10,000 committed individuals, propels our achievements, ensuring that we deliver exceptional results.

With our wide array of high-quality products and services, we have gained the confidence of renowned brands worldwide. Our expertise, experience, strong infrastructure, and financial capabilities distinctly enable us to assure customer satisfaction through unparalleled product quality, flexibility, and cost-effectiveness.

We are consistently exploring new global markets, driven by a contemporary vision and advanced technology. We warmly invite prospective customers to visit our cutting-edge factories and observe our outstanding operations firsthand. At Grameen Knitwear Limited, we not only meet expectations but strive to surpass them.

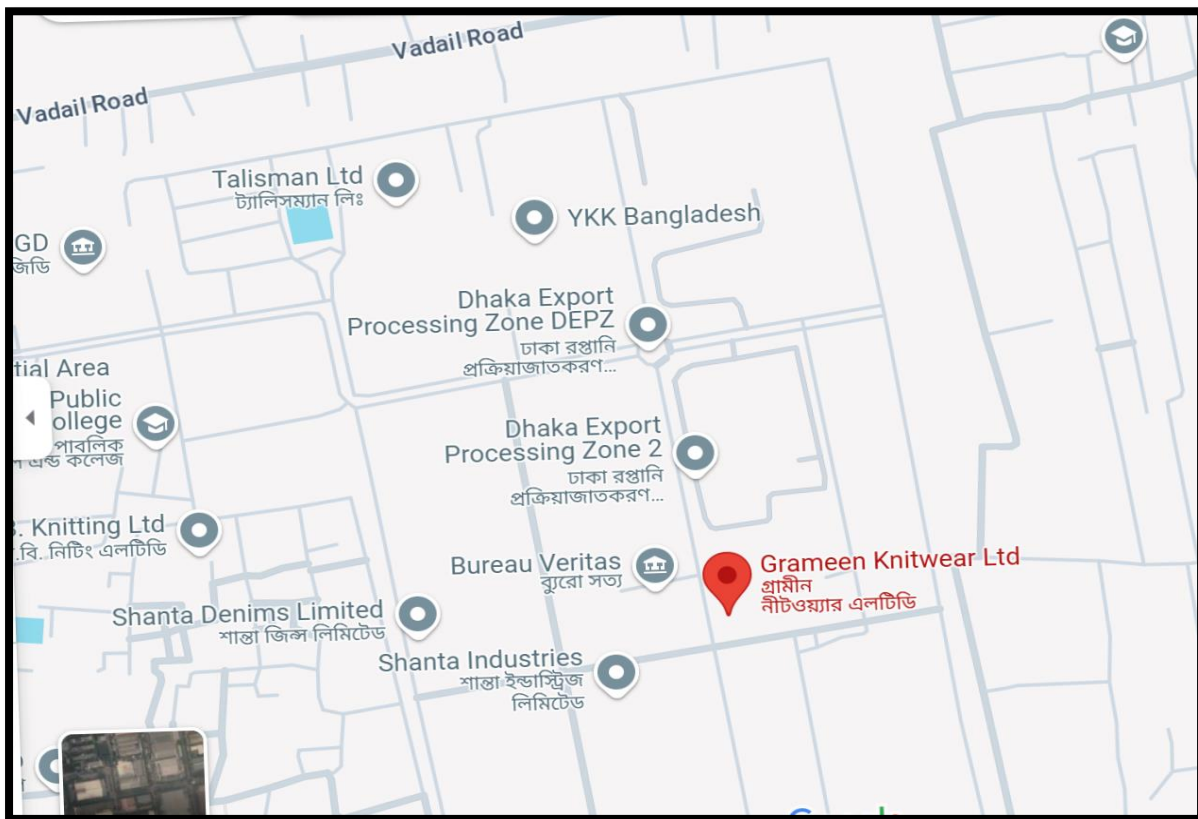


2.1.2 Company Performance:

As an advertising organization, the primary objective of Grameen Knitwear Limited is to achieve a healthy profit for the business. Nevertheless, this fundamental performance is accompanied by various supplementary functions, fostering an operational environment that aligns with global standards, placing significant emphasis on human resource development alongside beneficial welfare for the employees, and fulfilling social responsibilities toward both the employees and, to some degree, the nation, while also upholding excellent brand management, among other aspects. As a reputable company, Grameen Knitwear Limited prioritizes environmental management, social responsibility, and compliance matters. These priorities are widely recognized and have been documented in numerous reports, audits, and visit evaluations.

2.1.3 Location and premises of Grameen Knitwear Limited:

DHAKA EPZ, EXT=II, ASHULIA, SAVAR, DHAKA. Bangladesh.



2.1.4 Aim of the Company:

- To engage with all employees, customers, and suppliers in a fair, transparent, and honest manner.
- To assess and support each person's contributions.
- To continuously achieve the highest value from available resources.
- To attain and sustain the status of world-class manufacturing.
- To foster the ongoing development of an individual's skills and competencies.
- To acknowledge individual contributions.
- To launch new and innovative products and technologies.
- To ensure the delivery of quality products from state-of-the-art manufacturing facilities.
- To achieve exceptional customer satisfaction and instill trust through high-quality services. Additionally, the management and employees of Grameen Knitwear Limited strive to uphold quality throughout all processes, from selecting raw materials to every stage of production, culminating in the final products.

2.1.5 Organizational Values:

To achieve our envisioned goals, we will embrace the following values:

- Strive for excellence in all our efforts.
- Honor our commitments.
- Act with transparency and honesty in all our interactions.
- Take the initiative to go beyond the ordinary.
- Foster trust and mutual respect among one another.
- Collaborate as a cohesive team.
- Focus on complete customer satisfaction.
- Grow our presence in the export market.
- Act in a socially responsible manner.

2.2.1 Quality Control:

Our commitment to quality begins with sourcing fiber from the U.S.A., and adhering to stringent quality standards. All incoming materials undergo thorough checks according to Uster HVI, AFIS, UTs, and Tenso quickly, with a meticulous analysis of color and SDL instrumentation. The stitching quality is supervised and monitored closely, with detailed oversight throughout the process. Each stage undergoes various types of testing, and productivity is maintained by well-trained staff who analyze results using suitable coding applications. The textile industry requires highly effective, efficient, and dependable infrastructure and utilities. Therefore, all our departments are designed with consideration for movement, access, safety, and potential future

expansion. All production units are directed to achieve optimal efficiency, and maintenance along with utilities are prioritized by management at all levels.

To achieve this, we have equipped the following machinery:

- Generators from Waukesha, U.S.A
- Mechanical equipment from Kaeser, Germany
- Boilers sourced from Omnicell in a European country and Hust in the U.S.A
- BBT from Siemens, our effluent Treatment Plant (ETP), which is the leading Biological ETP located in Sime, Italy.

2.2.2 Quality and Compliance:

Grameen Knitwear Limited is recognized as the first company in Bangladesh to obtain WARP Certification and currently holds a level of certification, having integrated all facets of social and ethical compliance into its operations.

- Grameen Knitwear Limited Textile is an Oeko-Tex 100 Certified facility and adheres to all environmental and chemical compliance standards.
- Grameen Knitwear Limited Textile fulfills the ethical criteria set by Wal-Mart and BSCL.
- Grameen Knitwear Limited has implemented a robust quality management system, and its sewing unit is certified under ISO 9001:2008.
- The facility is fully compliant with environmental regulations, featuring an efficient Effluent Treatment Plant (ETP). All effluent is tested against internationally recognized criteria and COD levels before discharge.
- Each company is licensed under cotton U.S.A.
- Our sewing facility is C-TPAT approved by the Jordache group.
- Each company can produce organic products and is OE/100 certified.

2.2.3 Strength:

The board members possess extensive international educational backgrounds in Textile Technology and Management. They have played a pivotal role in textile advancement in East Pakistan and are integral to all policies and technical aspects related to textile and commodity trade. The board formulates policies while considering the global business environment.

Chapter Three

Literature Review

3.1 Quality Issue



Bangladesh plays a crucial role in the ready-made garments (RMG) sector. The textile industry is a key element of our nation's economy. In today's competitive market landscape, resources like textiles and knits are vital for businesses. Education is essential for developing skilled workers and boosting productivity. In this challenging business environment, training becomes even more critical. The caliber of employees is vital for organizations aiming to thrive and adapt in this competitive age. Training is focused on improving knowledge, honing skills, nurturing positive attitudes, enabling change, and enhancing the ability of inexperienced personnel to carry out tasks efficiently and effectively within organizations. Stewart integrates the concepts of Quality Issues and organizational performance, emphasizing the significance of both individual and collective efforts in fulfilling organizational goals through the development of relevant knowledge, skills, and employee attitudes. Quality Issues are essential for an organization's efficiency and the overall experiences of its employees in the workplace. Training influences productivity, workplace health and safety, and personal development. Every organization benefits from individuals who are dedicated to training and strengthening their workforce. When an organization hires a new employee, they need training to understand how to perform successfully within that organization. The rapid advancement of technology, products, and business methods requires employees to focus on Quality Issues.

3.1.1 Purpose of Training:

Training acts as a remedy for the organization. It will boost the company's efficiency. In the textile industry, for a business to attain higher profitability, it needs to enhance productivity by educating its staff. Empowering employees through training is crucial for seamless operations and contributes to the sustainability of both the

workforce and the organization, which in turn helps improve the quality of development. In the ever-changing market landscape, all companies encounter various opportunities to leverage and numerous challenges to tackle. Some primary objectives of the training are detailed below:

- To boost productivity and quality
- To introduce new methodologies
- To decrease the incidence of accidents
- To improve job satisfaction, which in turn leads to lower employee turnover and reduced absenteeism
- To enhance efficiency.

3.1.2 Appreciations for the Quality Issue:

The development of knowledge and skills is crucial for the well-being of organizations. We currently operate in an age where organizations are often assessed not just on their tangible assets but also on their intellectual capital. Training is one of the primary methods to enhance and maintain intellectual capital, which means the quality of an organization's training directly influences its value. Unskilled or inadequately trained employees are significantly less valuable than well-trained ones. Training impacts employee retention, making it a worthwhile investment that can yield substantial returns when viewed as a long-term benefit rather than a mere expense. There are various online resources regarding the Quality Issue. Many of these resources encourage supervisors to implement training programs for their employees. Quality Issue initiatives serve as the essential framework for employee development.

The advantages of prioritizing the Quality Issue are described below:

- Improved job satisfaction and morale among employees, which also makes your company more appealing to prospective workers.
- Team members feel supported and empowered in their positions.
- New skills and knowledge are often gained.
- Existing skills and knowledge are frequently enhanced or updated, allowing individuals to further develop their established strengths.
- Growth in confidence, capability, and expertise.
- Learning opportunities arise from less experienced team members.
- Improvements in task-related knowledge and skills throughout all organizational levels.
- Aids in creating a more robust company image.
- Promotes authentic openness and trust.
- Lowers the likelihood of conflicts.
- Strengthens labor relations training concerning risk management, fire safety, harassment, diversity, and more.

- It encourages better communication throughout all levels of management, helping to reduce conflicts among different employee groups.

3.1.3 Quality Issues:

There can be some drawbacks between HR/Training and various parts of the organization, often due to differing priorities within performance management processes, particularly regarding the work, development, and well-being of employees.

- A failure to recognize the true needs of learners and for learners to understand their development requirements.
- Goals established by trainers instead of the learners themselves.
- Limited acceptance among learners of the necessity to take charge of their own development.
- Challenges of slow preparation and participation in learning activities.
- A lack of follow-up on learning after attending an event or course.
- Not achieving significant value through the application of learned material.
- HR has no authority over work assignments for trainees, limiting their influence.
- Budget cuts often occur when profits are under pressure.
- Frequently, individuals are away from their jobs for various lengths of time.
- Poor habits may be passed on.
- Limited experience.

A Training Needs Assessment (TNA) is carried out when there is a discrepancy between the expected performance of an individual in their role and their current understanding. The term "training needs assessment" or "training needs analysis" refers to the process of determining the necessity of training and, if required, identifying the steps needed to close that gap. The skills and knowledge gained from this training will improve abilities and enable attendees to perform their jobs competently. Needs assessments are often quite apparent and straightforward. For example, when a new system is implemented, it is assumed that employees do not possess the knowledge to handle it — prompting analysis of training needs. However, the need for such assessments is not always evident. This method enables us to identify the specific group that requires training and to concentrate on the essential skills. The aim of performing a needs assessment is to prevent superficial solutions to organizational challenges. An effectively conducted TNA will ensure that the solutions address critical issues and properly allocate the required resources, time, and effort toward targeted solutions. There is a wealth of literature regarding this topic. This paper highlights several key points related to the rationale for undertaking a needs assessment.

1. To verify if training is required
2. To uncover the causes of inadequate performance
3. To outline the content and extent of the training

4. To determine the expected results of the training
5. To establish a foundation for evaluation
6. To gain support from management

The approach to assessment is typically marked by meticulousness and a level of anxiety as required. In assessing the degree of detail, various factors need to be considered, including time, budget, the types of participants involved, critical competencies, anticipated return on investment, available resources, and additional considerations. A comparison will be provided regarding the differences between comprehensive assessments and quicker evaluations. Data gathered can be both Quantitative and Qualitative, utilizing a multi-layered strategy that encompasses surveys, observations, interviews, focus groups, and document evaluations. The breadth can range from extensive engagement with broad aims over several months to a year, while a brief assessment might engage fewer individuals for a period of a few days to a week. Regarding expenses, thorough evaluations usually carry greater worth, while brief assessments are generally more affordable. The emphasis is linked to tangible outputs for prompt, immediate findings, whereas extensive assessments might have reduced visibility in terms of status and risk. The choice of whom to assess depends on the objectives and the depth of the examination. Individual categories involved can include senior management, HR personnel, targeted populations, vendors, managers of the target population, buyers, direct reports, competitors, colleagues, and trade consultants or observers.

The needs assessment process consists of the following stages: Step One involves pinpointing disadvantageous needs, validating the structural context, and conducting a gap analysis while determining objectives. Step Two includes verifying the type of analysis required, establishing criteria for methodology selection, and weighing the pros and cons of various approaches. Step Three focuses on gathering data through interviews, administering questionnaires and surveys, reviewing documentation, and observing individuals as they work. Step Four is centered on analyzing the data, performing qualitative or quantitative analysis, and confirming solutions or recommendations. Step Five underscores the importance of providing feedback by writing reports and creating presentations to confirm subsequent steps regarding necessary training. Step Six involves formulating an action plan. Following the conclusion of the formal needs assessment process, the collected information serves as a basis for training styles, development, and analysis, but it is crucial to continually evaluate participant attitudes, knowledge, and skills before each session. Different audiences may exhibit varying needs, which can be assessed through basic forms sent prior to training events or during the opening phase of each session.

Job analysis consists of deconstructing a job or significant work event into its elements. This dissection allows trainers to comprehend what different workers, such as farmers and fishermen, do in their positions. Such analysis aids in clarifying the "what is" facet of needs analysis. The note explaining "job analysis" within this section refers to "task identification," which simply indicates "what takes place during this job." The result of job analysis may lead to a compilation of tasks or steps that employees execute in their roles. It may be necessary to clarify the term "job;" conducting a thorough job analysis when designing a training program for new or introductory

training helps to identify the requirements of the worker in that role. Nonetheless, not all trainers concentrate on preparing individuals for new jobs. More commonly, trainers focus on how current employees can adopt a new method, technology, or safer approach to accomplish their tasks. Consequently, in this context, job analysis holds a more restricted interpretation. Rather than examining the entire job, the focus might solely be on aspects of that job, hence the term job analysis.

- Consultants pinpoint and enumerate critical tasks.
- Trainers work alongside groups of employees.
- Trainers observe and interview workers.
- Trainers provide provisional task lists to employees or supervisors.

The following pages furnish procedural guidelines and forms for executing an employment analysis. The next section offers a framework for performing the employment analysis. You may find it important to adapt these steps to fit your situation.

STEP 1

Clearly define the work to be analyzed: This may involve a complete job or just a specific segment. The result of these steps is the identification of the job section that will be analyzed.

STEP 2

Compile a list of all tasks that will be included: This can be accomplished through one or more methods. A useful strategy is to simply list all the tasks that you know and consider. If possible, you might want to involve others during this stage. If resources allow, you can use observation and interviews to assist with this step.

STEP 3

Confirm the task list: This process may include a professional review, discussions with employees or supervisors, or observation. You will present the task list to five or six employees (who are the target group) and ask them about the tasks they typically perform.

STEP 4

Assess how frequently each task is carried out: Record the tasks on the Job Analysis Worksheet (see provided sample). Show this list to six or eight employees or supervisors and ask them to indicate how often they perform each task. Use the following scale: 1-Seldom, 2-Occasionally, 3-Weekly to Monthly, 4-Daily to Weekly, 5-Daily.

STEP 5

Evaluate the relative significance of each task: Tasks that are performed infrequently may still be crucial to the job. Therefore, it's essential to understand the importance of rating in addition to the frequency rating. Ask individuals to evaluate the importance of the tasks only after they have rated

the frequency using the Job Analysis Worksheet. Use the following scale: 1-Marginally important, 2-Moderately important, 3-Extremely important.

Step 6

Evaluate the risks associated with the coaching task: an assessment of the learning issue represents another aspect of the analysis. It offers the program developer insights into the staff's views on the issue, which may differ from others. Utilize the Roles Analysis worksheet and apply the following scale: 1-Easy, 2-Moderately hard, 3-Difficult, 4-Very hard.

Step 7

Calculate the total score for each task: this can be done by summing the scores for frequency, importance, and learning issues for every task. Document the overall score for each task in the appropriate column of the Work Analysis worksheet. By using this method, the tasks with the highest total scores become the priority tasks for the training program—assuming they are identified as significant in the subsequent gap analysis, which will be discussed in the following section. This step includes sharing your job analysis results with organizational leaders, program directors, and others who have a vested interest in your training program. This phase will help you understand the viewpoints of individuals involved in the preparation phase of the training program process.

Step 8

Talk over the findings with key individuals within the work system: the following pages contain both a blank job analysis worksheet and one that has been filled out. The completed worksheet aims to give you a visual representation of what it looks like when done. The strategy has a simplified methodology that attempts to clarify a complicated process, much like a scientific approach to highlight potential areas for enhancement with trainers' experiences from previous steps. It involves various important people. Common sense is crucial when interpreting the results of the job analysis. The results of the job analysis may yield a list of job tasks. You will notice from the example that each task can be a complex set of procedures. Because of this complexity, and since we cannot always design jobs to focus specifically on such broad tasks, it becomes essential to conduct a deeper level of research.

3.1.4 Task Analysis:

Task Analysis is a method that is no longer widely used but is important for gaining a deeper understanding of job tasks. Essentially, it entails deconstructing work tasks into their sequential steps or segments. After breaking tasks down into parts, each element is examined to assess its relative significance and urgency regarding completing the overall work task. The task analysis approach serves two main purposes. First, it assists in clarifying the distinct subtasks or procedural steps involved in a work task. Understanding these elements is crucial for the development of work objectives and for identifying and organizing work content. Second, task analysis aids in

identifying the most critical components and steps within a work task. By recognizing relative importance, efforts can focus on the most vital and challenging aspects, rather than treating all content as equally important. The following steps outline a guide for performing task analysis. You may find it necessary to adapt these steps based on your specific situation.

STEP 1

Make several copies of the Task Analysis Worksheets and label the top of each with the name of the job. These forms are utilized for deconstructing and examining the key job tasks.

STEP 2

Write a single task on each of the Task Analysis Worksheets. These tasks should be identified through task analysis and should have the highest ratings.

STEP 3

Detail all components of each task on its corresponding Task Analysis Worksheet. Be as understanding as possible during this phase. It's beneficial to consult someone who performs the job, a supervisor, or a subject matter expert. They will have valuable insights regarding the essential steps in the job.

STEP 4

Identify how frequently each step or component is executed. Utilize the information obtained from the job analysis or discussions with employees or supervisors. Use the following frequency rating system: 1-Seldom, 2-Occasionally, 3-Weekly to Monthly, 4-Daily to Weekly, 5-Daily.

STEP 5

Assess the relative significance of each step or component. Steps that are performed infrequently can also be very crucial to the task. Therefore, it is essential to understand each importance and frequency rating. Use this scale for evaluation: 1-Marginally important, 2-Moderately important, 3-Extremely important.

Step 6

Evaluate the potential drawbacks of acquiring knowledge for the task step or element. Understanding the learning drawbacks offers an additional perspective for analysis, giving you, the program developer, insights into the worker's viewpoint, which may differ from yours. Utilize the Roles Analysis worksheet and the following scale: 1) simple, 2) moderately significant, 3) challenging, 4) highly significant.

Step 7

Calculate the overall score for each task component or step by summing the scores for frequency, importance, and learning drawbacks for each element. Document the total for each task in the

corresponding column of the Task Analysis Worksheet. By using this approach, the components that yield the highest total scores will be prioritized for work, provided they are recognized as crucial in the subsequent gap analysis.

Step 8

Every outcome is vital to the process of program development. The more specific information we can obtain about job needs, the easier our job development tasks will become. In this context, a supervisor denotes a low-level management role that involves authority over an employee or influence within a workplace. A Supervisor may also be one of the senior staff members, such as a faculty member supervising a Ph.D. thesis. Conversely, management can be performed by individuals who do not hold this official title, as shown by various staff. The term Supervisor is also utilized to seek guidance from any personnel administration that includes this responsibility in their job duties. An individual may qualify as a supervisor if they have the power and authority to carry out the following actions, as per the Ontario Ministry of Labor.

1. Provide instructions and/or commands to those who report to you.
2. Be responsible for the performance and actions of multiple employees. If a team member is unable to fulfill their duties, they are likely not acting as a supervisor but rather in a different role, such as a team leader or lead worker. A supervisor's primary duty is to ensure that their group of subordinates meets production targets while maintaining acceptable standards for quality, cost, and safety. The supervisor is accountable for the output and conduct of a small team of workers.

The supervisor has various responsibilities and powers that are like those of a manager. The key distinctions between a supervisor and a manager are (1) the supervisor typically does not have the authority to "hire and fire," and (2) the supervisor does not have control over budgeting.

3.2.1 Quality Parameters of Knit Fabric

- 1. GSM (Grams per Square Meter):** Indicates the weight and thickness of the fabric.

GSM is a measurement unit that is used to assess the weight or density of various materials, especially in paper, textiles, and fabric. It represents the mass (measured in grams) of one square meter of the material's surface area. A higher GSM value reflects a heavier and thicker substance, whereas a lower GSM value denotes a lighter and thinner one.

- 2. Course and Wale Density:** Examines the loops' alignment and uniformity.

✓ Course Density:

Course density represents the quantity of horizontal yarns (or threads) within a specific length of fabric, usually measured in inches or centimeters. It quantifies the number of "courses" (rows of stitches or weft threads) present in each length of the fabric.

Importance:

A higher course density indicates that the fabric will be thicker and denser, as it consists of more threads woven horizontally.

✓ Wale Density:

Wale density measures the number of vertical yarns (or threads) across a unit of fabric width, commonly assessed in inches or centimeters. It reflects how many "Wales" (columns of stitches or warp threads) fit within a particular width of the fabric.

Importance:

An increased wale density suggests that the fabric becomes denser and contains more threads vertically, enhancing its strength and durability.

Key Points:

- Course Density pertains to the horizontal threads.
- Wale Density pertains to vertical threads.
- Both densities affect the texture, strength, and general feel of the fabric, often with higher densities leading to increased durability and weight.

3. Shrinkage: Assess the dimensional stability following washing.

Shrinkage refers to the decrease in size or dimensions of a material (such as fabric, textile, or clothing) after it has been subjected to specific conditions, including washing, drying, or heat treatment. It is primarily related to textiles and clothing but can also apply to other materials.

Key Points about Shrinkage:

- Cause: Fabrics typically experience shrinkage due to the relaxation or contraction of fibers when exposed to water, heat, or pressure. For instance, cotton fabrics are recognized to shrink when washed in hot water or dried at elevated temperatures.
- Measurement: Shrinkage is commonly represented as a percentage and is determined by comparing the initial size of the material to its size post-treatment. For example, if a fabric's size reduces from 100 cm to 95 cm, the shrinkage would be 5%.

Types of Shrinkage:

1. Primary Shrinkage: This takes place during the first wash or treatment, often due to the inherent characteristics of the fabric's natural fibers.
2. Secondary Shrinkage: This occurs after multiple washes or prolonged use, usually resulting from fiber degradation or mechanical stress.

3.2.2. Physical Properties

1. Tensile Strength: Evaluate the fabric's durability and ability to withstand tension.

Tensile strength is the highest level of tensile (pulling) stress that a material can endure before it fractures or fails. It signifies the maximum longitudinal stress a substance can sustain without tearing apart.

2. Bursting Strength: Important for stretchable knit fabrics.

Bursting strength is the highest level of pressure that a material can tolerate before it breaks or fails. It serves as an indicator of the material's capability to withstand applied forces, often assessed in areas such as packaging, textiles, and paper goods.

3. Pilling Resistance: Assesses surface wear and the longevity of appearance.

Pilling resistance indicates a fabric or textile's ability to fend off the development of small balls or "pills" of fibers that may form on the surface after frequent friction or use. A higher pilling resistance suggests that the fabric will keep a smoother look and texture over time, thereby improving its durability and visual appeal.

3.2.3 Visual and Aesthetic Properties

1. Color Fastness: Includes resistance to washing, rubbing, and light.

The ability of a fabric or material to maintain its color without fading, bleeding, or changing when subjected to external influences such as washing, sunlight, rubbing, or sweat.

Types of Color Fastness:

1. Washing Fastness: Resistance to fading or bleeding during the washing process.
2. Light Fastness: Resistance to changes in color when exposed to sunlight or artificial lighting.
3. Rubbing Fastness: Resistance to color transfer due to rubbing (whether wet or dry).
4. Perspiration Fastness: Resistance to alterations in color caused by sweat.

2. Dye Uniformity: Consistency of color throughout the fabric.

The uniformity or consistency in the distribution of color on a material after dyeing, ensuring there are no visible streaks, patches, or inconsistencies in shades.

Factors Influencing Dye Uniformity:

1. Fabric pre-treatment (cleaning and preparation).
2. Properties of the dye and its compatibility with the material.
3. Regulated dyeing conditions (temperature, pH, agitation).

3. Surface Defects: Absence of holes, stains, or irregular texture.

Visible flaws or inconsistencies on the surface of a material may arise from manufacturing processes, handling, or environmental elements.

Examples:

1. Textiles: Snags, pilling, stains, or uneven textures.
2. Metals: Scratches, dents, or signs of corrosion.
3. Plastics: Sink marks, bubbles, or weld seams.

3.2.4 Functional Properties

Air permeability refers to how easily air flows through a fabric or material, influencing comfort and breathability.

It measures the ease with which air can traverse a material and is a crucial characteristic for uses such as apparel, upholstery, and filtration.

Various factors influence air permeability:

1. Fabric construction: Looser woven or knitted fabrics permit greater airflow.
2. Fiber type: Natural fibers, such as cotton, are generally more breathable compared to synthetic fibers like polyester.
3. Fabric thickness: Lighter fabrics tend to allow more air to pass through.
4. Surface treatments: Coatings or finishes (for instance, waterproof treatments) can diminish air permeability.

Applications include:

1. Sportswear and active apparel
2. Outdoor garments
3. Air filtration and industrial materials

2. Moisture Management: Essential for sportswear and activewear materials.

Moisture management relates to a fabric's capacity to manage sweat or moisture by effectively absorbing, wicking, and drying. It promotes comfort for the wearer and preserves the fabric's performance during physical activities.

Key Properties:

1. Absorption: The ability to take in moisture.
2. Wicking: The capability to move moisture from the skin to the fabric's exterior for evaporation.
3. Drying Time: The speed at which the fabric releases moisture into the atmosphere.

Factors Influencing Moisture Management:

1. **Fiber Type:** Hydrophilic fibers (like cotton) take in moisture, while hydrophobic fibers (such as polyester) move moisture away.
2. **Fabric Construction:** A fabric designed with a dual-layer setup typically manages moisture more effectively, with the inner layer drawing moisture away and the outer layer facilitating evaporation.
3. **Finishes:** Specialized finishes can improve wicking and quick-drying attributes.

Applications:

1. Sports and activewear clothing
2. Undergarments and socks
3. Medical textiles, including bandages.

3. Elastic Recovery: Assesses the performance of stretch and recovery.

Elastic recovery refers to a material's capacity to return to its initial shape after being stretched or altered. It serves as an indicator of elasticity and shows how well the fabric holds its form over time.

Measurement: The evaluation of elastic recovery involves stretching the fabric to a specified percentage and then assessing how much it regains its original length once the force is no longer applied.

Factors Influencing Elastic Recovery:

1. **Fiber Composition:** The presence of elastane (spandex) and other elastic fibers improves recovery.
2. **Fabric Construction:** Typically, knitted fabrics demonstrate superior elastic recovery compared to woven fabrics due to their natural stretch.
3. **Stress Duration:** Extended periods of stretching can lead to diminished recovery.
4. **Environmental Conditions:** Factors like heat and humidity can affect elasticity.

Applications:

1. Activewear and sports attire
2. Compression clothing
3. Stretchable denim and leggings
4. Upholstery and automotive fabrics

3.2.5 Chemical Parameters

1. pH Values: Ensures skin compatibility and compliance with standards.

The pH measurement indicates the level of acidity or alkalinity of a substance, evaluated on a scale that spans from 0 to 14:

1. $\text{pH} < 7$: Acidic
2. $\text{pH} = 7$: Neutral
3. $\text{pH} > 7$: Alkaline (basic)

2. Residual Chemicals: Analyzes leftover substances from dyeing and finishing procedures.

Residual chemicals are defined as compounds that persist in or on a material following the manufacturing or finishing process.

Examples in Textiles:

1. Dyeing: Surplus dye molecules or fixing agents.
2. Finishing: Remaining softeners, flame retardants, or waterproofing substances.
3. Pre-treatment: Cleaning agents, bleaches, or scouring chemicals.

Chapter Four

Analysis And Evaluation

4.1.1 Garments Industry Analyzation



This role guide aims to outline the specific work requirements for the designated position. Through the development of Performance and Development Plans (PDP), supervisors and employees will collaboratively establish Development Objectives that align with the employees' needs. The Human Resources Department will offer resources and suggestions that division heads can utilize to assess the work requirements of their employees. The standard Issues initiatives should be prioritized in alignment with staff skill development.

4.1.2 Responsibility:

Employee development is a shared obligation between individuals and the organization. Responsibilities for employee development can be divided as follows: employees are tasked with overseeing their skill enhancement. Orion encourages the exploration of personal opportunities to improve their skills in preparation for future challenges. The Human Resources Department will support division leaders in recognizing the essential skills that employees need to meet their job demands. The HR Department is tasked with designing, creating, and implementing training programs for the management team at Beacon. Furthermore, the HR Department will concentrate on creating systems within the organization to boost overall efficiency and support the organization's change management initiatives. The necessary time and expertise from the HR Department will be allocated to organize local and international assignments for Beacon employees across different divisions and departments. Divisions and departments are responsible for the strategy regarding employee development and play an essential role in addressing the need for personnel improvement to satisfy both current and anticipated business demands. Functional leaders will encourage their teams to enhance their knowledge and skills to improve performance. They bear the main responsibility for identifying the job requirements of employees and selecting participants for internal and external training opportunities.

4.1.3 Payments for Training:

The company will consider the payment for all aspects of the work. This includes covering the course fee, meals, accommodation, travel, incidental expenses, etc. The entitlements for meals, accommodation, transportation, and other expenses will be aligned with the Company Travel Policy. Once work requests are approved, all employees will continue to receive their full salaries and benefits during the assignment.

4.1.4 Training Administration:

- To begin a training request, the specified work type must be completed. Workshops and conferences are relevant for brief courses and required seminars, which should subsequently be forwarded to the HR Department for approval from Divisional Heads and senior management, when necessary. Budget approval will be granted by the Finance Director as required.
- Approving Authority - Departmental and Divisional Heads are authorized to approve work programs within the company's prescribed limits for approval authority.
- Any costs that go beyond the budget should be discussed with the administrator and need their consent. Approval from the decision-maker is necessary for any international travel.
- Record Keeping System - All initiatives related to employee development should be recorded for future reference.
- Internal Trainer - Managers are encouraged to allocate adequate time for supporting employee development; the company values internal expertise and encourages managers to utilize their skills to facilitate employee growth.

4.1.5 Perspective Adaptability:

This term refers to "the capability to adjust basic functions to suit changing circumstances." Everyone possesses this ability; without it, we would struggle to operate effectively in the world. Grameen Knitwear Limited provides training in perspective adaptability. The primary goal of this initiative is to acclimate employees to both the internal and external environments of the company.

4.1.6 Understanding Responsibility:

A key aspect provided by these two textiles is fostering a comprehension of responsibility. The primary aim of this initiative is to clearly understand the importance of responsibility and enhance the effectiveness of both staff and employees.

4.1.7 Skill in Managing Time:

In general, time management involves creating methods and resources that enhance productivity and efficiency. Grameen Knitwear Limited offers training in time management to support their staff and employees in becoming more effective.

4.1.8 Problem-Solving Skill:

Problem-solving ability is defined as the process of addressing details of an issue to find a solution. Grameen Knitwear Limited offers problem-solving skills training to cultivate creativity and adaptability among its staff. Problem-solving can streamline operations and is a measure of a person's critical thinking abilities.

4.1.9 Communication Ability:

The capacity to convey information to an individual effectively and efficiently is referred to as communication ability. Grameen Knitwear Limited provides communication skills training. The goal of this initiative is to offer clear guidance, which can enhance productivity.

4.1.10 Leadership Skill:

Leadership skills include the behaviors that lead to the desired results in alignment with the organization's mission and objectives. Grameen Knitwear Limited offers this coaching opportunity focused on leadership potential, providing support to set goals and a training program aimed at enhancing leadership abilities.

4.1.11 Training in Work Process:

The primary objectives are to significantly enhance efficiency and reduce costs. Productivity and customer satisfaction are key focuses of these training programs.

4.1.12 Quality of Work:

Every task has specific standards related to the quality of its execution and the pace at which it should be finished. In some instances, achieving perfection is paramount regardless of the cost, while in others, the emphasis is on speed. This is the reason Grameen Knitwear Limited offers training focused on quality work. The objectives of these training sessions consist of:

- Adhering to instructions by listening, observing, questioning, and engaging actively.
- Focusing on the task at hand.
- Gaining insights from mistakes.

4.1.13 The ability to apply knowledge effectively:

Grameen Knitwear Limited offers opportunities to apply knowledge in their coaching roles, enhancing the capacity of workers and staff to utilize their expertise efficiently and swiftly in their tasks.

4.1.14 Technical Training:

Technical coaching involves educating employees on how to accurately and thoroughly execute the technical aspects of their roles. This training helps workers gain a better understanding of a task or process. Grameen Knitwear Limited provides this training to boost employees' confidence and enhance overall work efficiency.

4.1.15 Capacity to adopt new developments:

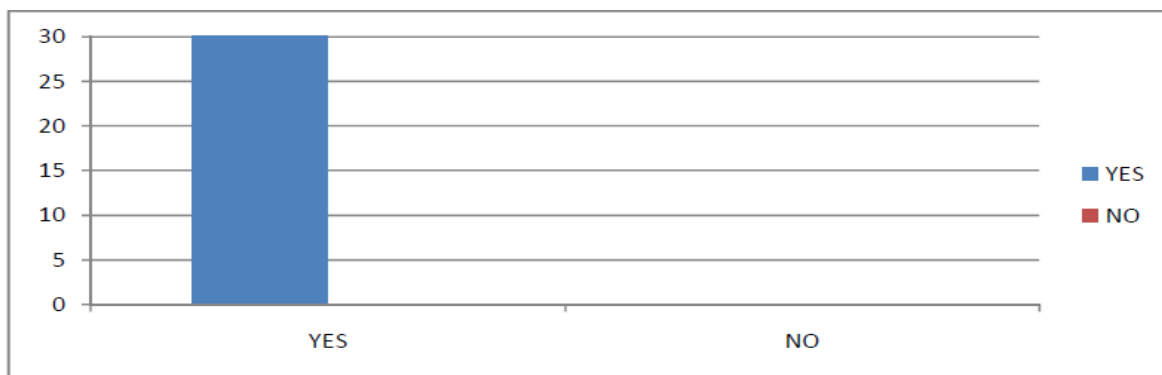
Grameen Knitwear Limited their staff and workers with the capability to adapt to new work methods, systems, or technologies.

4.1.16 Fire Safety Training:

Grameen Knitwear Limited Textiles conducts fire safety training for its employees. In this training, instructors provide information on the appropriate actions to take in the event of a fire, as well as what actions to avoid. Today, fire hazards pose significant risks for all organizations, which is why Grameen Knitwear Limited conducts this monthly training.

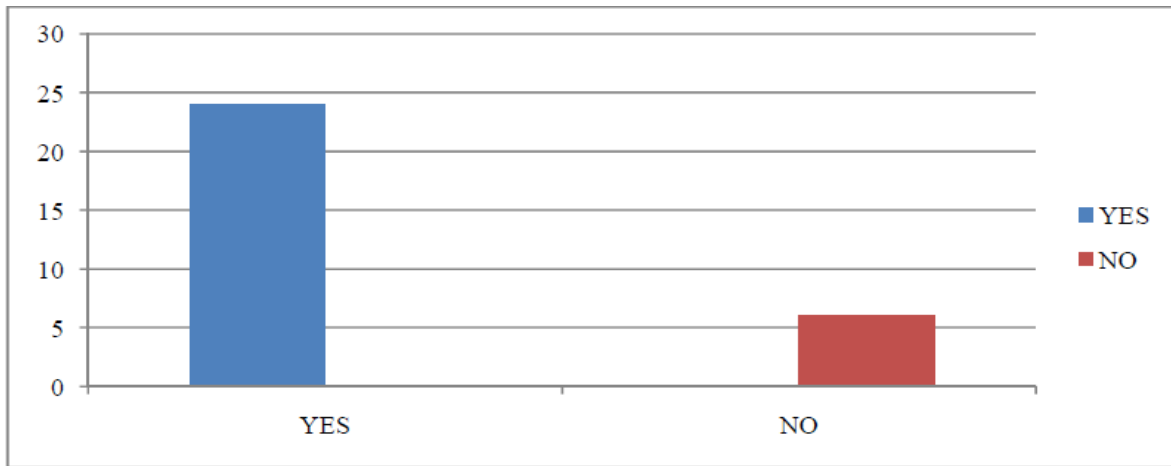
4.2.1 Results from Surveys

Does your organization have a program for handling quality issues?



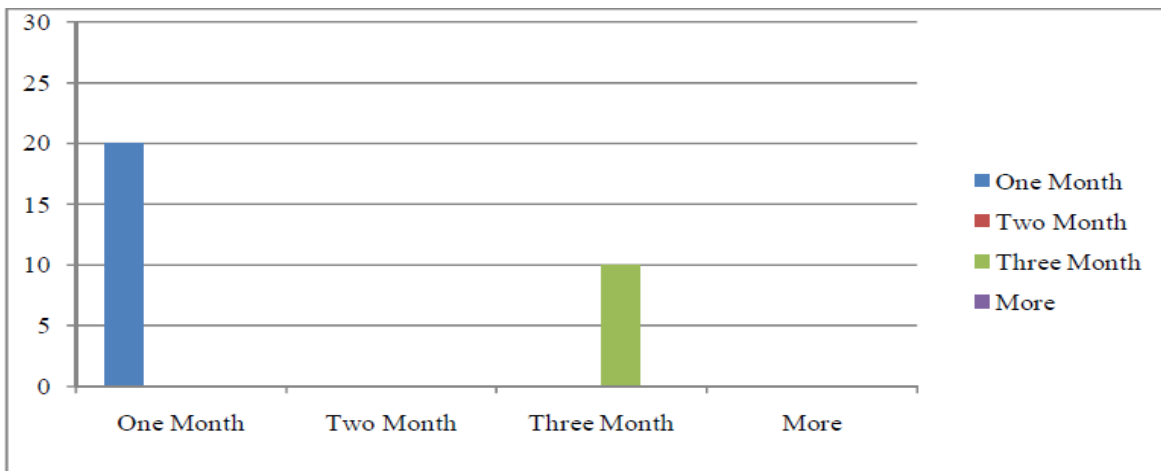
Analysis: Among the thirty respondents from three different corporations, all indicated that their company addresses Quality Issues, indicating that each of the three organizations implements a work development program.

Does your organization identify the training needs for its employees?



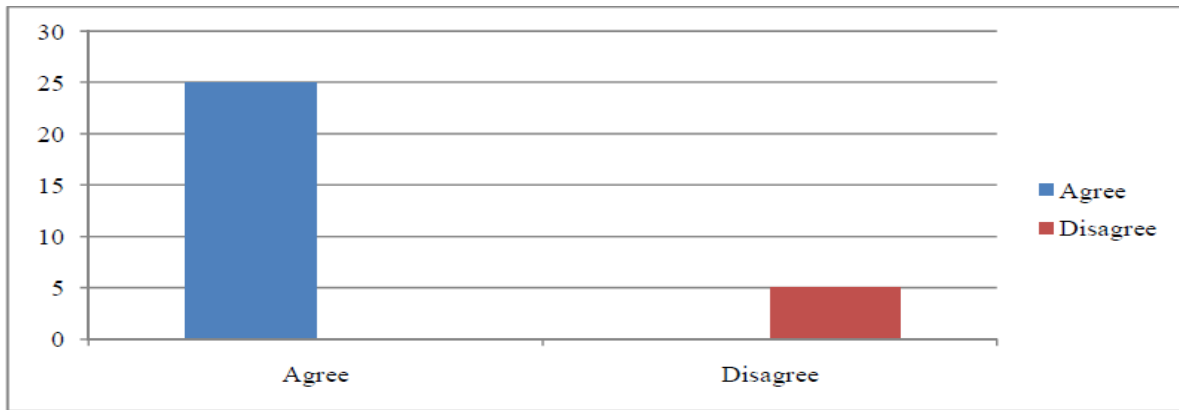
Analysis: Among the thirty respondents from the three companies, six indicated that their organization fails to identify the training needs of its employees, while 24 respondents affirmed that their organization does recognize these training requirements.

What is the duration of the Quality Issue programs at your organization?



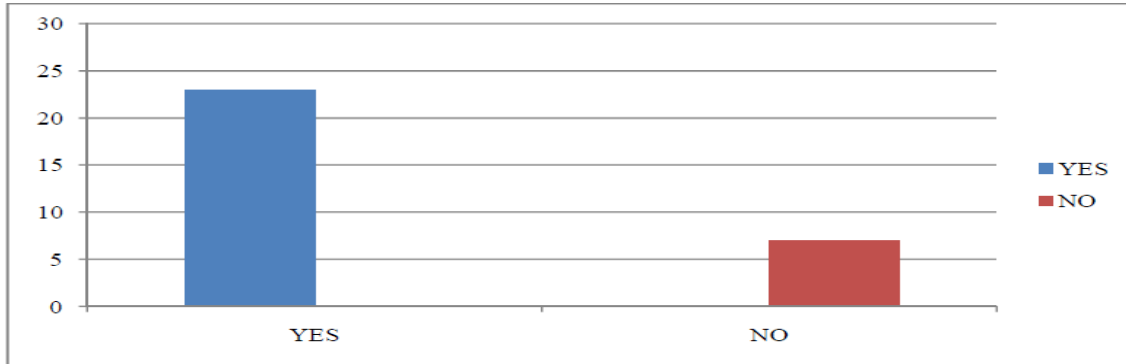
Analysis: Among thirty participants from three different companies, 10 participants indicated that their company offers a three-month auditory communication program, while twenty participants reported that their company provides a one-month coaching job in auditory communication.

Training methods contribute to enhancing satisfaction levels.



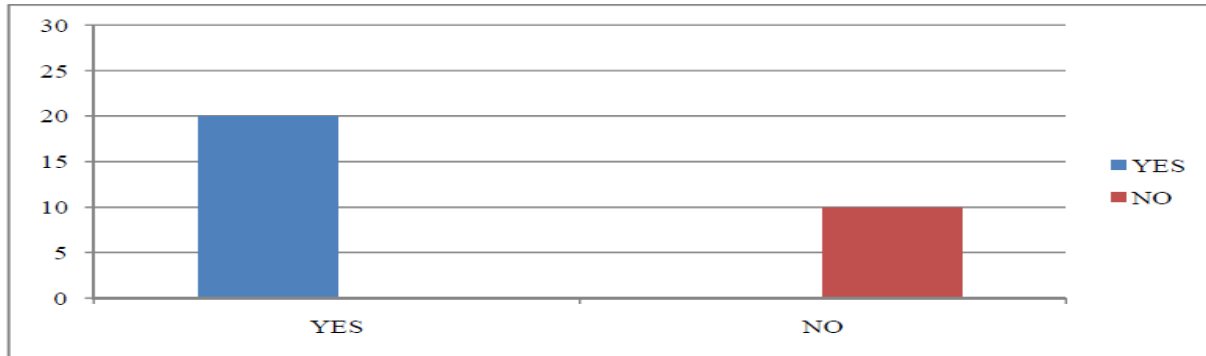
Analysis: Out of thirty respondents from three different companies, five do not believe that work practices enhance satisfaction, whereas the other twenty-five respondents do agree with the statement.

Does your organization utilize the most recent or improved training methods?



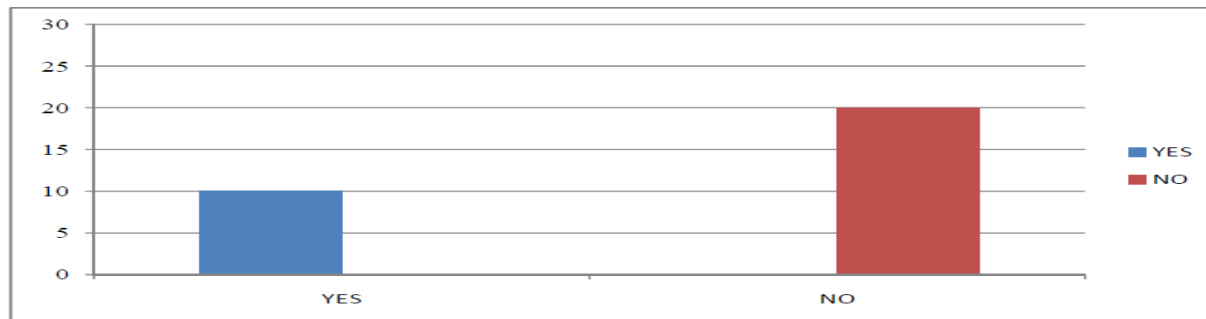
Analysis: Among thirty respondents from three companies, seven are using spoken language, while twenty-five are affirming that their businesses are employing improved coaching tools.

Does your senior management gather input from staff?



Analysis: Out of thirty participants, ten answered "no," while twenty responded "yes," indicating that the upper management is collecting feedback from the staff.

Does your organization offer a training budget?



Analysis: Out of thirty participants from three different companies, twenty indicated that they do not receive a work allowance, while the other ten stated that they receive an allowance dependent on the amount of work.

Do the employee development initiatives create unattainable expectations regarding promotions?



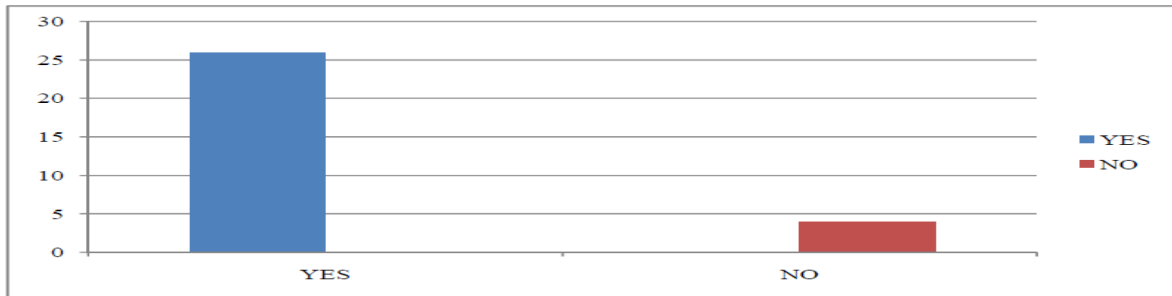
Analysis: Among thirty respondents from three companies, twenty-one individuals expressed a positive opinion about the statement, while nine respondents had a negative response to it.

Is the CEO of your organization involved in development activities for their own benefit?



Evaluation: Among thirty participants from three different companies, twenty individuals indicated that their business executive does not participate in the employee development program, whereas the other ten individuals concurred with this statement.

Do you believe that training will assist you in advancing your career?



Analysis: Out of thirty participants from three different companies, twenty-six people agreed with the statement, while the other four expressed disagreement.

Does the practice have a consistent, timely, and fair method for evaluating individual performance?



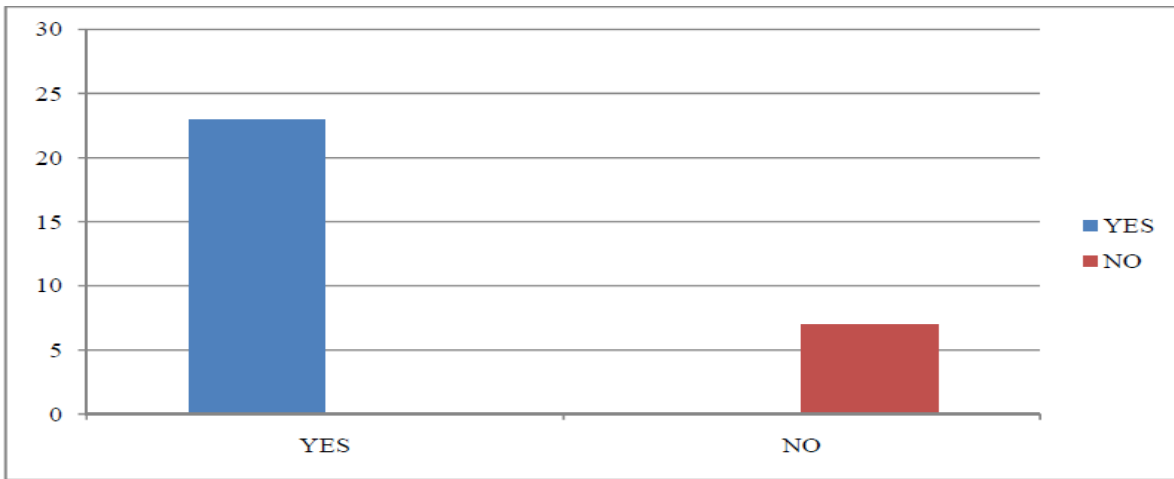
Analysis: Upon reviewing the data, it was found that out of thirty participants from three different companies, twenty-two expressed favorable opinions about communication, while eight did not.

Do you believe that training contributes to enhancing productivity within an organization?



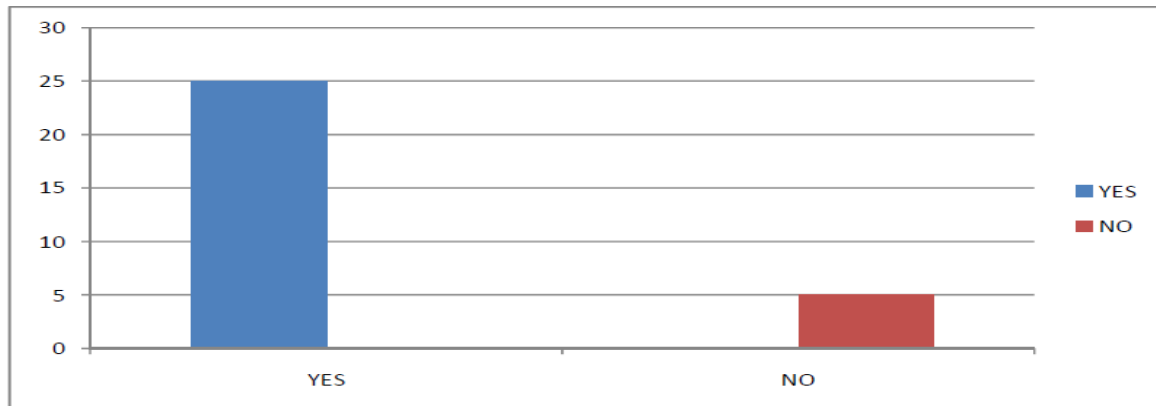
Analysis: Out of thirty participants from three distinct companies, twenty-six indicated that work contributes positively to the productivity of the organization, whereas four participants opposed this statement.

Does your company use a specific training process?



Analysis: Among thirty participants from three separate companies, twenty-three expressed their agreement with the unit of measurement, whereas seven respondents disagreed with this assertion.

Does your organization offer motivational coaching?



Analysis: Among thirty participants from three distinct companies, twenty-five support that statement, whereas five express dissents.

Do you feel content with the organization's Quality Issue program?



Analysis: Out of a total of thirty participants from three distinct companies, twenty-six individuals expressed pride in the organization of the Quality Issue program, whereas four individuals are unhappy with it.

Chapter Five

Findings, Recommendations, and Conclusion

Findings

The essential training needs for supervisors have been identified through the closed-ended feedback gathered from interview participants. In contrast, the training requirements connected to garment production tasks have surfaced from the responses to open-ended questions and input from participants. Below are the suggested training programs based on the KSA analysis of supervisors at Grameen Knitwear Ltd:

- This study faces challenges in determining the training needs of supervisors via interviews. As such, a larger sample size might be necessary to conduct job analysis, task analysis, and gap analysis for a better understanding of supervisors' training requirements.
- During the process of collecting interview data, various factors can be identified that could enhance their performance and ultimately improve productivity.
- Many garment owners emphasize the importance of production-related training. While owners should focus on social compliance to meet client expectations, they often approach it superficially, occasionally overlooking its deeper implications.
- Despite certain limitations, the comprehensive Training Needs Assessment (TNA) process is anticipated to provide valuable insights into supervisors' competencies and reveal performance gaps in specific areas, thereby assisting in the development of future training programs for them.
- Additionally, factors such as motivation and attitude should be considered for successful skill enhancement.
- The compensation framework needs reassessment or modification to align with market standards.
- The yearly salary increase should be above 10%.
- Timely provision of production equipment is crucial, as delays can impede the manufacturing process.
- Supervisors should be notified in advance regarding shipping schedules to ensure adequate preparations.
- Important topics related to social compliance must be integrated into the training curriculum for supervisors.
- Concerns related to behavior change communication should also be included in the training program designed for supervisors.

Recommendation

These square measures some suggestions that could benefit the textile industry:

- The development format for training should be easy to use and flexible.
- Training departments within textile companies should broaden their training offerings beyond just soft skills.
- There should be a clear link between the selection of trainees and the strategic objectives of the organizations.
- Textile companies need to enhance their Human Resource Information Systems (HRIS).
- The training methods employed should be selected after thoroughly assessing both the trainees' needs and the organization's requirements.
- To motivate and support trainees, sufficient allowances should be provided during the training period.
- Textile companies ought to boost their training budgets since a restricted budget would impede the adoption of modern technologies in their training programs.
- The training courses identified in the Training Needs Assessment (TNA) report should be systematically implemented for all supervisors, starting with the highest priority course, followed by the second and third priorities.
- It is preferable for course materials to be created in Bangla (the local language), and the language used for instruction should be suitable for the target audience.
- The duration of the courses should be determined in collaboration with senior management.
- Careful consideration should be given to the selection of participants.
- The total number for each target group may not be readily available for immediate training, so a one-day training course should be arranged to cover all relevant issues.
- Various interactive techniques such as group discussions, Q&As, and role-playing should be employed during the training course implementation, along with the inclusion of visual aids.
- Each course should undergo evaluation at the reaction level to assess the effectiveness of the training inputs.

Conclusion

Programs aimed at addressing quality issues are crucial for all organizations. These efforts enhance employee performance in their respective roles, ensure that personnel information remains current, and improve their skill sets. Initiatives focused on quality issues help foster a better work-life balance by offering supportive resources for workers. The textile sector plays a vital role in the People's Republic of Bangladesh, which is known as the second-largest producer of ready-made garments (RMG) in the world. Knitwear also serves as a key raw material in the RMG industry. Many international brands obtain their clothing materials from Bangladesh, making the market highly competitive. Success in this space significantly relies on skilled labor. When organizations provide essential support to their staff, it can lead to increased efficiency.

This study has given me important insights, showing that the quality issue programs at Grameen Knitwear Limited received positive feedback; however, there is still a substantial need for improvements in quality aspects throughout the textile industry, as employees should be consistently encouraged to identify their strengths and areas for development to enhance their knowledge and skills for the advancement of the organization.

In conclusion, I am of the opinion that all the quality issue programs within the company are very effective and beneficial for employees, allowing them to fully optimize their contributions to both personal growth and organizational objectives.

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