

“An Evaluation of the Training and Development Practices of Monno Fabrics Limited”

PREPARED FOR:

Professor Dr. Mohammed Masum Iqbal
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

PREPARED BY:

Papon Mondol
ID: 221-14-407
MBA Program
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University



Daffodil International University
Dhaka, Bangladesh

Date of Submission: December 31, 2024

LETTER OF TRANSMITTAL

Date: December 31, 2024

Professor Dr. Mohammed Masum Iqbal

Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

I am delighted to present my internship report on "**An Evaluation of the Training and Development Practices of Monno Fabrics Limited**," a crucial component of my MBA Program. This report has been meticulously crafted based on the guidance and pertinent information provided to me throughout the allotted time.

I sincerely appreciate your guidance and ongoing support. I hope the report meets your expectations.

Thank you

Sincerely yours,



Papon Mondol

ID#221-14-407

MBA Program

Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

STUDENT DECLARATION

I am Papon Mondol, **ID: 221-14-407** student of MBA program, Daffodil International University, thusly pronounces that the internship report entitled on “**An Evaluation of the Training and Development Practices of Monno Fabrics Limited,**” completely ready by me just after my internship at under the supervision and guidance of **Professor Dr. Mohammed Masum Iqbal, Department of Business Administration, Faculty of Business & Entrepreneurship**, Daffodil International University.

I announce that this report entitled on **An Evaluation of the Training and Development Practices of Monno Fabrics Limited.** Submitted by me to Daffodil International University, Dhaka for the fulfilment of MBA is of own and has not submitted to any other university.

Papon Mondol



ID#221-14-407

MBA Program

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

LETTER OF ACCEPTANCE

This is to certify that the internship report entitled **An Evaluation of the Training and Development Practices of Monno Fabrics Limited** is prepared by Mr. Papon Mondol, ID: 221-14-407, as a prerequisite for the MBA Program within the Department of Business Administration and the Faculty of Business and Entrepreneurship at Daffodil International University.

The report is recommended for submission.



Professor Dr. Mohammed Masum Iqbal

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

ACKNOWLEDGEMENT

First, I would like to express my profound feelings of appreciation to almighty Allah for His limitless blessings that permitted and helped us to finish this task effectively.

Then I would like to thank my honorable supervisor, **Professor Dr. Mohammed Masum Iqbal**, Department of Business Administration, Faculty of Business & Entrepreneurship Daffodil International University, for providing me with the opportunity to notice and analyze such an interesting topic and for his continuous support, supervision, relentless guidance, motivation, and for his patience and invaluable advice whenever needed. Without his mentorship, it would have been difficult for me to research, write, and bring this project report to its final existence.

Along with my supervisor, I would like to thank Daffodil International University, for giving me this opportunity to conduct this internship report, "Training and development practices of Monno Fabrics Limited," and complete my Masters of Business Administration degree.

I also express my deep gratitude to the employees, executives, and HR manager of Monno Fabrics Limited, who helped me and participated in my research and survey. Thanks to them for their valuable time, patience, and honest participation.

Finally, I would like to express my utmost gratitude to my mother for her unconditional support and inspiration for me.

Executive Summary

The purpose of this internship report entitled “An Analysis of Training and Development Practices at Monno Fabrics Limited” is to discuss a training system and its effectiveness on the number of personnel. Monno Fabrics Limited is one of the largest integrated fabric producers in Bangladesh and engaged in spinning, weaving, dyeing, and finishing, thereby offering premium quality fabrics to the local as well as international market. The paper looks into how the organization aims at equipping its human resources with the skills and knowledge to ensure the demand of the industry is met, competition is sustained and the goals of the organization are achieved.

The primary goal of the research was the survey of training and development practices in Monno Fabrics Limited. Some of the specific purposes are to learn and understand training approaches, find out the issues that need correction, and make constructive suggestions to improve the training system. Data was gathered by means of questionnaires, interviews, and documents, from which the emphasis was on the Manikganj operation of the firm.

The findings of the research indicate that the training practices that have been put in place by Monno Fabrics Limited are effective, but areas such as advancement, contentment, and training delivery need to be improved. In order to develop the training framework, the organization should be able to adapt the training framework. Doing that will ensure better performance among employees, enhanced attainment of strategic goals, and greater survival within the textile industry in this case. It is these kinds of factors that will promote increased growth for the organization in the long run.

This report contains practical recommendations to help fill the existing voids, with specific attention to training strategies and their usage – which also emphasizes the need for progress and development in enhancing the skills of the employees.

Monno Fabrics Limited has faced many difficulties in training and development, including gaps in preparation before training. Some of the recommendations are diversifying training methods, soft skills, e-learning-and game-based activities, and aligning training modules with organizational goals. The importance of assessment, employee feedback on the facilities, and continuous improvement may lead to making the whole process more effective and adaptable.

Table of Contents

Executive Summary	V
Chapter 1: Introduction.....	1
1.1 Introduction of the Study.....	1
1.2 Background of the Study	3
1.3 The Objectives of the Study	3
1.4 Scope of the Study.....	4
1.5 Limitations of the study.....	4
Chapter 2: Methodology	5
2.1 Nature of the Study.....	5
2.2 Sources of Data	5
Primary Data.....	5
Secondary Data.....	5
2.3 Sample Size	6
2.4 Sampling Method	6
2.5 Method of Data Collection	6
Chapter 3: Literature Review	8
Chapter 4: Overview of the Company.....	21
4.1 History of Monno Fabrics Limited.....	21
4.2 Corporate Profile	21
4.3 The Shareholding pattern	22
4.4 Vision, Mission, Values, Objectives, and Corporate Focus	22
4.5 Board of Directors of Monno Fabrics Limited.....	23
4.6 Organizational Structure of Monno Fabrics Limited	24
4.7 Products and Services.....	25
4.8 The Workplace Environment of Monno Fabrics Limited	25
Chapter 5: Analysis	27
Chapter 6: Findings.....	46
Chapter 7: Recommendations and Conclusion	48

7.1 Recommendation.....	48
7.2 Conclusion.....	49
References	50
Appendix	53

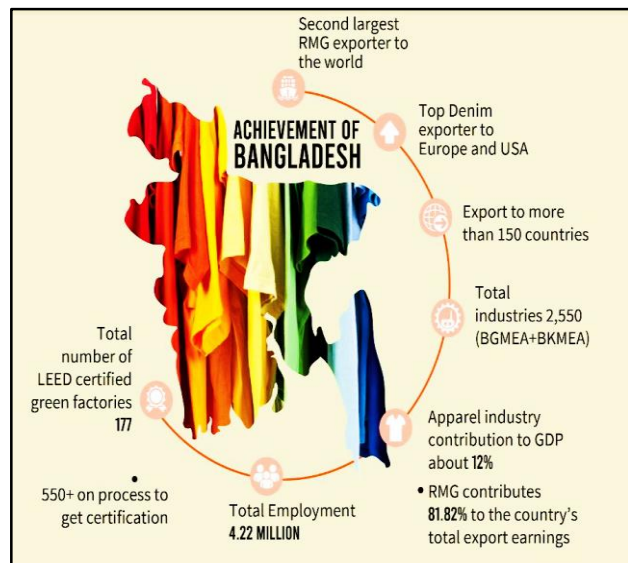
Chapter 1: Introduction

1.1 Introduction of the Study

In the garments' production system of Bangladesh, where these manufacturing facilities serve the local economy, integrated fabric manufacturing plants have been identified as one of the main contributors. These plants facilitate the production of fabrics by incorporating all the processes necessary for the creation of fabrics—spinning, weaving, dyeing, and finishing—under one roof. This integrated system improves productivity, lessens the issues related to transportation and logistics, and most importantly, leads times. These benefits are crucial in fulfilling the needs of fast fashion global brands that demand the production of hundreds of meters of fabric within a short period of time and at an affordable price (Ahmed & Nathan, 2020). Thus, integrated manufacturing plants in Bangladesh are enabling the country to be and remain one of the biggest textile exporting countries, as the sector is the driving force behind the country's economic development.

The economic contribution of these factories to Bangladesh is immense. The textile industry is one of the dominant economic sectors gravitating to the GDP, earning foreign exchange, and providing employment. It has been established that integrated manufacturing plants enhance the global competitiveness of the textile industry by reducing the production costs and shortening the production time. This, in turn, helps in obtaining more worldwide buyers and investment, thereby creating

earnings in the foreign currency and enhancing the economic growth of the country (Islam and Miah, 2021). Furthermore, different jobs along the production line, from the technical posts to quality control, offer employment opportunities, meaning unemployment is greatly reduced, and this is more so in the rural and semi-urban settings that host many of these factories.



Nevertheless, running an integrated plant for the manufacturing of fabrics calls for adept hands and a high level of management of technology. This means that training and development are very important for the personnel in this industry. Through appropriate training, plants can make sure that workers have the ability to operate contemporary equipment and quality control. Skilled labor in production environments minimizes the incidence of defects in production and product wastage, which in turn enhances the quality of the products for the concern, especially able to meet the global standards. There is demanding workers to present and comply with environmental protection and ethical labor practices. This makes the necessity of having sufficiently trained personnel for the effective and sustainable operations of the industry (Rahman, 2019).

In addition, enhancement and beneficial initiatives increase the morale of the employees and their productivity. Workers who get the required training tend to be more skilled and self-assured in carrying out their duties, which improves their performance and morale over the given task. Moreover, equipping one's workers with training on safety measures and how to use the necessary tools reduces accidents at the workplace, which is very critical in an industry where most of the workers use heavy equipment (Khan & Habib, 2022). These safe and skillful approaches lead to fewer movements of employees in and out of the organization and a strong affection of the employees towards the company.

The industrial production of knitted fabrics integrated with a number of processes into a single fabric manufacturing plant is essential for Bangladesh's textile processing industries and offers benefits to the economy in the form of cost efficiencies, among others, as well as the creation of jobs. The effects of such facilities on the economy are significant, as they boost the GDP and the export earnings of the country. This, however, calls for mounting training and development processes for the workers to be able to reap these benefits since the workers need to be able to work and perform the duties up to quality and health safety levels. Investments in human resource development, for instance, play a role in increasing the competitive advantage of the sector internationally and encouraging the working population to be more healthy and productive.

1.2 Background of the Study

For students who want to be a postgraduate from Daffodil International University, participation in the internship program is mandatory. Because of this internship program, I will be able to network and build partnerships. In the real world, relationships can help you land a position. The chance exists for the student to receive training and job market preparation. For instance, there are many educated graduates without jobs in Bangladesh. Because they did not have an internship, they were unable to gain the standard professional experience that is necessary to build a networking structure, which is essential to getting a job. As a result, it is evident that the master's degree program's basic prerequisite of an internship is definitely warranted.

It was an incredible chance to gain experience as an intern at the Monno Fabrics Limited in Maanikganj. And this internship report was written by me following my three-month internship at Monno Fabrics Limited. The paper, "**An Evaluation of the Training and Development Practices of Monno Fabrics Limited,**" is finished on this topic. It was a three months into my internship, and supervised by, **Professor, Dr. Mohammed Masum Iqbal**, recommended the topic for this report. In order to better understand how these things function in real life, Monno Fabrics Limited's training and development practices will be the centerpiece of this report. As one of the leading fabric manufacturing plants in our nation, Monno Fabrics Limited is where this internship was finished. Upcoming postgraduates have the opportunity to apply to internship programs offered by Monno Fabrics Limited. This helps students get ready for circumstances they may encounter in real life.

1.3 The Objectives of the Study

1. To explain different methods of training and development at Monno Fabrics Limited;
2. To identify the problems related to the training and development practices of Monno Fabrics Limited;
3. To make some recommendations to improve the training and development practices of Monno Fabrics Limited;

1.4 Scope of the Study

The main intention of the study is to find out the current situation of training and development programs at Monno Fabrics Limited. However, the scope of this analysis allows readers or the research's target audience to acquire a comprehensive understanding of the training and development environment at Monno Fabrics Limited as well as the significance of Monno Fabrics Limited's training for the employees and workers. The study report analyzes every area of the training program at Monno Fabrics Limited and gives an overview of different methods, applications, checklists, training durations, etc. Due to a shortage of time, to prepare this report, I interviewed 10 employees of Monno Fabrics Limited, 3 executives, 1 HR manager, 2 line managers, and 4 trade union members who are currently working at Monno Fabrics Limited.

1.5 Limitations of the study

There were some limitations that the study was constrained by during the research paper preparation phase. The following is a list of the major limitations:

- The study focused on Monno Fabrics Limited's training and development practices, specifically in the Manikganj area. This operating scope might not accurately represent the situation of the company's overall operations.
- This study's focus was on a shorter time frame.
- The majority of the report is based on the information from the questionnaire; hence, the accuracy and reliability of the information depend on the respondents.

Chapter 2: Methodology

2.1 Nature of the Study

Various research approaches are referred to as types of research or nature of the study. Based on your objectives, schedule, and reasons, some types or natures can be more appropriate for particular study. Different methods come in different forms (*Nature of the Study (With Definitions and Examples)*, 2024). There are three primary categories of narrative, descriptive, and explorative. Using an interview and questionnaire, this study employs a descriptive research approach to obtain in-depth information from Monno Fabrics Limited's employees.

2.2 Sources of Data

Primary Data

The primary source of data is the main source of information that has been used to compile all the pertinent data regarding the main subject of the study. Some techniques to collect primary data:

- Conversation with the HR Manager.
- Discussions with the respective officers, employees, trainers, workers, staff, and customers.

Secondary Data

As a secondary source of data for this study, other forms of informational media have also been used. Some secondary sources of data:

- Internet to gather information.
- Websites of Monno Fabrics Limited.
- Articles of different writers regarding training and development.
- Annual reports of Monno Fabrics Limited.

2.3 Sample Size

It is the collection, the number of observations or persons included in an investigation or experiment. It is described as the number of individuals, items, or data points selected from a larger population to represent that population statistically. The sample size is most critical in a study because it would affect how reliable it is and how generalizable the findings may be to a broader population.

For this particular study, sample size was 10. The selected 10 employees were from Monno Fabrics Limited, three of them were executives, one of them was HR manager, two were line managers, and four of them were trade union members.

2.4 Sampling Method

Respondents will be chosen because it allows for a section of participants who possess specific knowledge, experience, and involvement in the training and development practices at Monno Fabrics Limited.

2.5 Method of Data Collection

For this report titled "An Evaluation of the Training and Development Practices of Monno Fabrics Limited," data collection has been done employing a mixed-method approach for a full spectrum of perception. The two main ones are:

- **Questionnaire Survey:** A structured questionnaire was prepared using Google Forms to ensure quantitative data collection from a very large number of respondents. This questionnaire was used to determine how employees perceived, how satisfied they were, and what were their experiences with the various training and development programs provided by the Monno Fabrics Limited. The Google Form thus made it quite easy to access it, and participants were flexible in submitting their responses while streamlining data aggregation.

- **In-Person Interviews:** Qualitative data were also obtained through interviews with selected employees and managers. These interviews were targeted at understanding how to translate training and development initiatives into reality, barriers and effectiveness. Personal open-ended discussion also optimally allowed for uncovering more nuanced perspectives and context-specific nuggets.

Chapter 3: Literature Review

Training and Development

Training and development is a continuous improvement procedure for employee performance and productivity by developing their knowledge, skills, and attitudes through planned and structured instruction. Through a suitable system that focuses on the abilities, strategies, and subject matter necessary to achieve the objective, training and development aim to enhance the performance of individuals and groups within an organization. Practical and effective employee training promotes the growth of knowledge and skills, which in turn helps a company increase production and achieve overall success. Understanding trainees' current situation and their desired future state concerning their abilities is key to effective training. Through training, people can update their skills, learn new information and methodologies, and acquire new information (*MBA Skool Team. 2021, August 5. Training and Development - Meaning, Importance, Process & Example*).

People can learn new information and techniques while also refreshing their prior knowledge and skills by participating in training. There is a significant improvement and rise in productivity as a result of the work. The purpose of the training is to keep staff members up to date on new developments and to have an impact that endures beyond the training period. Training that is geared toward skill development can be advantageous to both individuals and organizations. Training and development is a continuous process that calls for consistent improvement in one's skills, knowledge, and level of output. The line separating education from training is becoming increasingly hazy today. For example, it is assumed that a worker who participates in training has some form of formal education. A training program wouldn't be complete without some educational component. Developmental efforts frequently depend on individual ambition and drive. Training and development aid in the development of traits that successful employees and managers exhibit, such as motivation, loyalty, better attitudes, and leadership abilities. Enhancing the quality of work and work life is another benefit of training and development. For individual goals to align with organizational goals, it is beneficial to establish good employee relationships (*“Concept of Training and Development”*). The use of particular knowledge, skills, and abilities

by an employee is referred to as training and development. The differences between development, education, and training are significant. This distinction enables us to comprehend the meanings of the terms more clearly. As was already mentioned, training is the process of teaching particular skills. On the other hand, education is restricted to classrooms and theoretical learning. Additionally, an educational component is a requirement for every training program. In reality, there is less and less distinction between education and training these days. Training programs aim to broaden and develop people through education; more employees are expected to make decisions and come up with different solutions to problems while at work. Employees with high salaries or those working in the service industry, for example, may be required to make independent choices regarding their work and interactions with clients. As a result, organizations must incorporate elements of both education and training when creating their training programs.

Benefits of Training and Development

One of the key advantages of training is improved employee performance. Every organization will gain from encouraging employees to be the best versions of themselves. Training can be helpful in a variety of areas, from the development of skills like empathy and self-reflection to team management and negotiation. Through training and development, employees can pick up new skills or develop their current ones. As a result, they can advance within the company, align their objectives, and concentrate their efforts in the areas where they see more room for improvement. Employers can make investments in their staff to encourage them to work harder, smarter, and more effectively. As a result, performance and productivity are improved. Employees who are curious about their job will work hard to learn the ropes and discover innovative ways to complete their tasks. *(Walters, 2019)*

Importance of Conducting Training Need Assessment (TNA)

The process of training consists of many different phases and is not static. One of these, the training needs assessment (TNA), is crucial to the overall training process. It is the initial stage of a well-organized training program that analyzes the gaps in current KSAs. The development of the

program's content, its delivery, and its evaluation come subsequently. In accordance with this study, TNA is crucial since it both identifies gaps in current KSAs and behaviors and offers adjustments to present processes and procedures to solve the issue of subpar performance. Additionally, it provides the management with all the necessary data to aid them in determining and prioritizing demands. Practitioners and academics agree that TNA promotes the effective and efficient use of both human and financial resources. A training program without TNA may result in the waste of important resources and be unable to produce the desired results. A well-executed TNA aims to pinpoint existing and potential problems that could have a detrimental influence on employees and organizational effectiveness. **(Munawar Khan, 2021)**

Training Process Model

To support the acquisition of job-related competencies by employees, such as knowledge, skills, and behaviors, a corporation may often engage in training. A set of procedures created to convert organizational inputs into output that satisfies organizational needs is an effective training system. If you wish to run a training event, there are various phases in the training model, and they include the following stages:

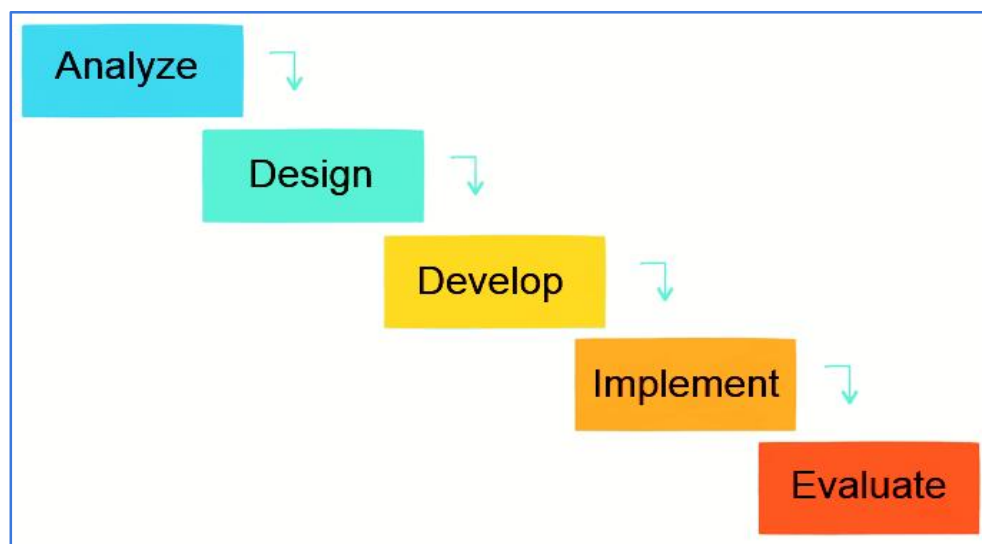


Figure: Training Process Model

The first step in creating a successful training system is determining the organization's training requirements. Therefore, as part of the analysis step, we will start by doing a training need analysis (TNA). A training requirements analysis can reveal the deficit in training for a particular career (like knowledge, skills, and abilities).

The second step is the training design. An essential outcome of training objectives is detailed guidance on what will be trained and how it will be trained. The design of job-to-job training will differ. As a result, the trainer can specify the objectives for the particular training direction during this phase, including what will be trained and how.

Development is the third step. The process of creating instructional strategies is called program development. Order, timing, a mix of approaches, and components employed in the training program make up instructional strategies. such as who will be the trainer, how long the training will be, and what will be covered during the session.

The implementation phase will be the fourth step. The implementation phase is when the training program's various components come together. Before giving the training, it is helpful to undertake a dry run or even a pilot test of the program.

The evaluation step follows. There are two useful sorts of evaluation.

1. Process evaluation: the degree to which a specific process succeeded in achieving its goals.
2. Outcome evaluation: an assessment is done after training to see how it affected the learner, the job, and the organization.

Training Need Assessment & TNA Model

Training Needs Assessment (TNA) is a procedure for determining the discrepancy between current performance and departmental goals. It is a diagnostic tool and a systematic method that aids in closing the skills gap between employees and job-specific requirements. TNA is required to find

employee skill gaps. Additionally, adequate TNA is necessary for company goals to be aligned with training objectives. It also assists in developing more accurate training outcome measurements to prevent unreliability.

The TNA model is very helpful for identifying job-specific gaps step by step.



Figure: Training Need Assessment Model (Blanchard & Thacker)

The triggering event that starts the TNA is the first component of the model.

The input, which includes organizational, operational, and human analyses, is the next stage in the TNA model. Through organizational analysis, an organization's strategy, aims, and objectives, as well as its processes and procedures, are all examined to see how they affect employee performance. Operational analysis is the process of examining a particular work to ascertain the requirements, including the activities that must be completed and the KSAs needed to do the task. It is comparable to a task analysis, often known as a job analysis. Person analysis involves looking at the workers doing the jobs to see if they possess the KSAs needed to execute to the standard.

The operational analysis gives information on anticipated performance during the process phase (EP). The degree of performance anticipated for a specific task is known as "expected performance." Information on real performance is provided by the person analysis (AP). Actual

performance is the level of performance that a person is now displaying while performing a specific job. A more focused performance gap (PG) is found when AP is lower than EP. As shown in the model, this particular performance gap is the difference between the employee's AP and EP.

The phase known as "output" determines if the PG indicates a need for training or not.

Training Design

The process of determining the specifications that will be applied in the development phase for producing the training modules is known as the "design phase of training." It establishes the rules that must be adhered to when developing the training's material, method of delivery, and content. The below structure is the design process of training:

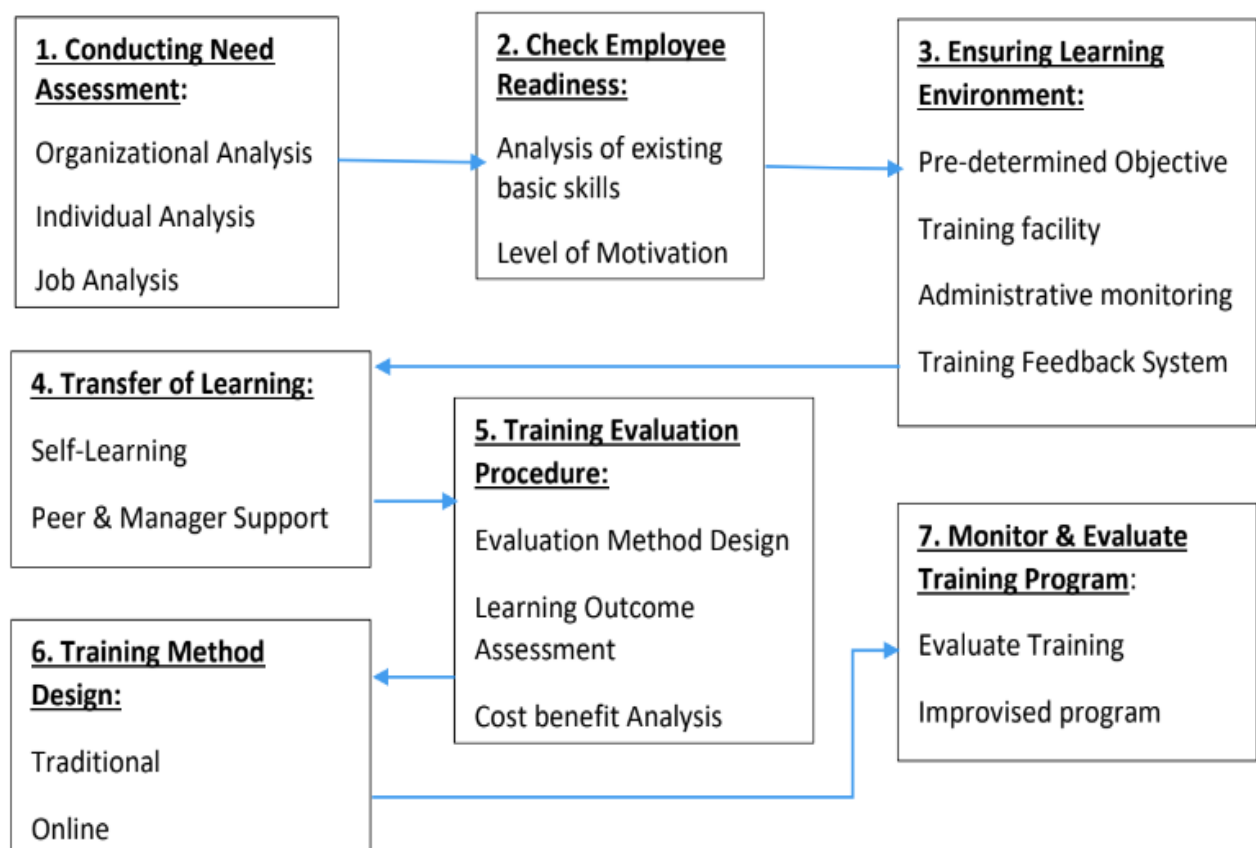


Figure: Training Design Framework (Raymond A. Noe)

As was previously mentioned, the initiation of the training procedure and development is for HR specialists and concerned managers to conduct a need assessment to determine the employees' training needs. Organizational, individual, and job-level analysis are the three grounds described in the framework's first point. In the second phase, by evaluating their motivation and degree of current skills, employees' readiness is understood. The third phase entails creating a learning environment by providing training requirements such as training objectives, resources, and feedback alternatives. The fourth step, which includes tactics for learning transfer with help from superiors and self-adaptation of learning, is then anticipated by managers and training specialists. The final choice involves selecting an evaluation method used by training specialists to determine the results and advantages of learning. When such a framework is prepared to offer training, concerned managers begin to research the best teaching strategies in the sixth phase by assessing the training requirement. The seventh and last phase involves monitoring and evaluating the training program to examine the outcomes and maintain improvement.

Methods of Training

The significance of efficient employee training is clear, so the next step is to select the best employee training methods for both your entire organization and specific team members. Different employee training methods have different advantages, difficulties, and objectives. Different people learn in different ways; some learn visually, others need hands-on experience, some need guidance from an instructor, etc. L&D teams need to be aware of their staff members' learning preferences as well as other important elements like their training goals, objectives, budget, and schedule when choosing an employee training approach.

There are various training methods. On-the-job and off-the-job are the two primary groups into which they can be divided. On-the-job methods are often those that are used in the workplace when a person is at work. It denotes education at work. Off-the-job methods are those that are applied outside of the job. It entails studying before employment. The following are some on-the-job and off-the-job training methods:

- On-the-job training methods include rotation, coaching, job instruction, committee assignments, and apprenticeship. (*On-the-job methods example*)
- Off-the-job training methods include classroom lectures, audio-visual, simulation, vestibule training, case studies, role-playing, and programmed instructions. (*Off-the-job methods example*)

Transfer of Training: Learning Process

The conceptual operation of the design framework for training and development in the context of Bangladesh has already been examined. But there was also a need to look into the data regarding how the application of new abilities through training and learning is having an impact. Here, the "Transfer of Training Model" by Baldwin and Ford is used to condense and visualize current practices in light of the observations made by survey participant

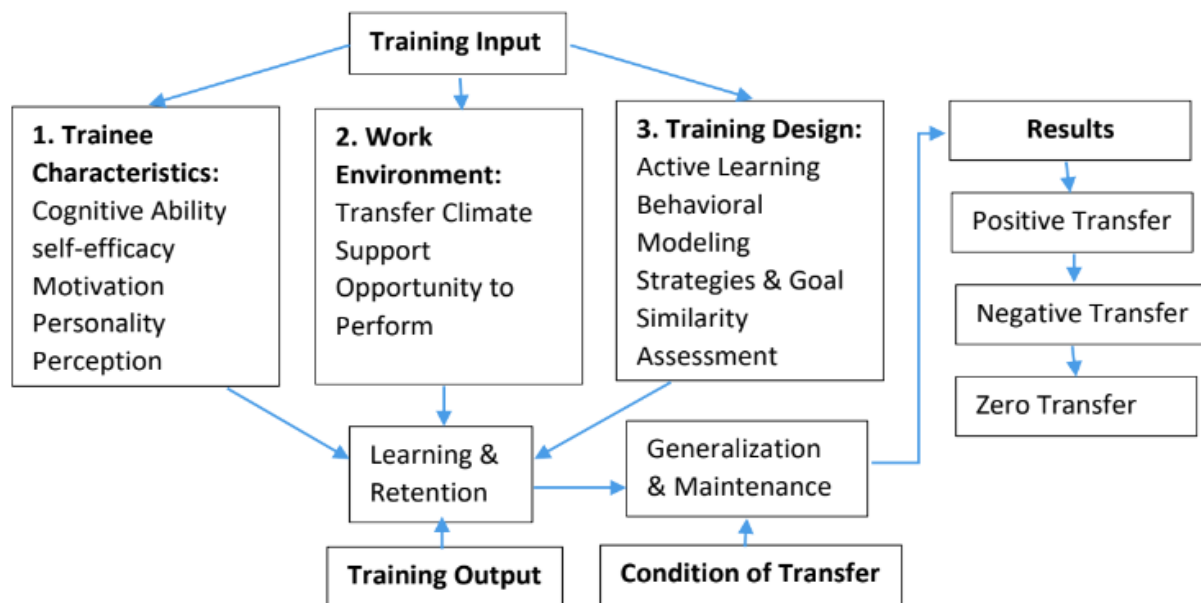


Figure: Transfer of Training Model (Baldwin & Ford)

Three categories are used to assess how well training and knowledge have been transferred. which are transfers that are either positive, negative, or zero. In this context, a positive transfer indicates improved performance, a negative transfer indicates diminished performance, and a zero transfer indicates no change in performance following the transfer of instruction and knowledge. According to the managers' worries, they always hope to witness positive transfer, which is seen by looking at the high levels of cognition, self-assurance, consciousness, and motivation in the trained employees. They claimed that cooperation between trainees, trainers, and assessors is also necessary for a positive transfer. Few respondents who had experience as trainers or training supervisors mentioned their drive as a factor in encouraging positive transfer. The responders expressed concern about the comparability between the training and work environments in this case because they reported failing to transfer as a result of the differences. The ultimate goal of training evaluation is to ensure training transfer. The next section discusses Bangladesh's training evaluation procedures and methods from the perspective of the participating corporate experts.

Training Evaluation

The process of training and growth ends with the evaluation of the training. Here, supervisory managers or training officials will employ observation and interview techniques to evaluate the training. Through observation and interview, it is possible to evaluate whether there has been a positive, negative, or zero change in behavior, attitude, or confidence. Similar to this, other metrics, such as key performance indicators (KPI) and knowledge, skill, and ability (KSA) changes, are assessed using both numerical and non-numeric ways to determine the impact of training. Many practitioners think that as time passes and the evaluation using this technique continues, it gets harder and takes longer.

Impact of Training on Employee Performance

Since we have discovered that training contributes to improved performance. Employee output has unquestionably increased as a result of this performance improvement. Training has a substantial

impact on productivity in addition to staff performance. The term "output" refers to the output or product of a job accomplished. Certain areas of human growth, including knowledge, skill, and ability (KSA), become a topic of conversation following training. The premise of this study is that training will enhance employees' general knowledge as well as their capacity to work and perform at a higher level, in addition to their job-specific skills. The key performance indicator is a crucial benchmark for evaluating how well individuals are performing for firms. Therefore, whether or not training enhances KPIs becomes a matter of worry.

Training: Increasing Productivity & Work Efficiency

When compared to other companies, an organization's human resources are highly productive and operate effectively. Experts in the field frequently suggest training courses to promote or raise production. Training initiatives are far more traditional than other relevant attempts to boost worker output and efficiency.

Organizations can encourage employees to take part in training programs to boost employee productivity through training and development. Employees that are well-educated, knowledgeable about their jobs, and well-trained will have a direct and beneficial impact on the productivity of the firm as a whole.

The following will cover how training and development can raise productivity and job efficiency:

- For both new and experienced personnel, training can serve as an inspiration and motivator. Because the organization will train them and make plans for them in the future, they will have a sense of belonging. Employee training throughout their job orientation program can boost initial work efficiency and bring about long-term production. New-hire orientation will provide them with a thorough understanding of the organization's activities, including what to expect from their employment and the expected level of performance. Orientation training will boost their level of confidence and job satisfaction, which will effectively raise their work output.

- Employees will benefit from training by reviving their accumulated knowledge and abilities. If the organization determines that the previously acquired skills and knowledge of the personnel need to be updated or no longer satisfy the norms of the market. The potential for employees to learn new skills and hone their current ones can then be found through training. Their new outlook and sense of purpose at work will result from receiving such training possibilities.
- Facilitation of training and development programs will significantly boost employees' confidence levels. High levels of confidence can lead to high levels of productivity at work, as was previously discussed. Conducting training can boost employees' confidence in their work if they feel that they are becoming less effective after working for a business for a long time. Their confidence will increase as a result of maintaining existing abilities and gaining new ones through training programs, which will increase their productivity at work.
- To thrive in today's economy, which is changing quickly, it is also vital to have modern new skills and expertise. Organizations frequently experience technological and operational changes, which provide fresh issues daily. Such novel difficulties call for novel abilities and knowledge. Professional development and training programs can be a quick and effective solution to help employees acquire these new skills to handle ambiguous problems without affecting productivity.

Training Relationship with Promotion & Compensation

Promotion and pay training have a certain kind of interaction. Training typically serves as a requirement for promotion and reward. Promotion and pay training have a certain kind of interaction. Training typically serves as a requirement for promotion and reward. Training is necessary to prepare an employee for their particular tasks and obligations. Before beginning a new role, this type of training enables individuals to comprehend the difficulties and novel work requirements of the position. Employers search through employee profiles when a promotion opportunity arises to discover the most suitable candidate. Employees who have completed

training and obtained certifications or specialized skills are always at the top of the list in this situation. Employee profiles are examined before any pay or salary increases to determine the appropriate percentage of growth. Employees with additional training and certificates are given more weight than others on this list.

Employee Training Helps to Achieve Organizational Goals

Employee skill, knowledge, and competency development through training helps them accomplish their current tasks. The main goal of training is to improve the value of the workforce while assisting the business in achieving its goals. Workers can improve their performance, increase productivity, and become better leaders through training by learning new skills and honing those they already possess. Since a company is the culmination of the individual accomplishments of each employee, organizations should make every effort to guarantee that employee performs at their peak levels. There are several benefits to participating in training and development programs. They support organizational culture, increase employee productivity, improve effectiveness, and reduce employee turnover. By pursuing a career in human resources, you can discover more about the benefits of training and development initiatives for both individuals and companies. ***(Link between Training Programs and Organizational Goals, 2020.)***

Here is a closer view of how employee training can help to achieve these positive outcomes and achieve the organizational goal:

1. Increases engagement and motivation
2. A more robust workforce
3. Compatibility with organizational objectives
4. Improved performance of the workforce
5. Increase knowledge exchange
6. helps one gain a competitive edge

7. Enhances business procedures
8. Strengthens the brand
9. Encourages innovation in work

Reasons for Training and Development Modified According to Business Strategy, Corporate Strategy

For training and development to be effective and meet organizational goals, the company's strategy and the strategy for training and development must be aligned. Before starting any kind of training program, one must understand what competencies are required to execute the company's strategy. If you don't, the provided training and development can become outdated as you implement your strategy. Understand how to connect training material to particular business tactics. On the other hand, as corporate strategy is a much more fluid concept now than it was 20 years ago, strategic training and development must be in line with the corporate-level strategy. It is crucial for the creation of a strategic screening team that not only acknowledges the importance of training and development but also possesses the ability to identify and adapt to changing training requirements as the strategy evolves. Just as just-in-time inventory emerged from the necessity to strategically manage inventory, just-in-time learning solutions must be created to handle the organization's training and development requirements. *(Training and Development Strategy, 2010.)*

Chapter 4: Overview of the Company

4.1 History of Monno Fabrics Limited

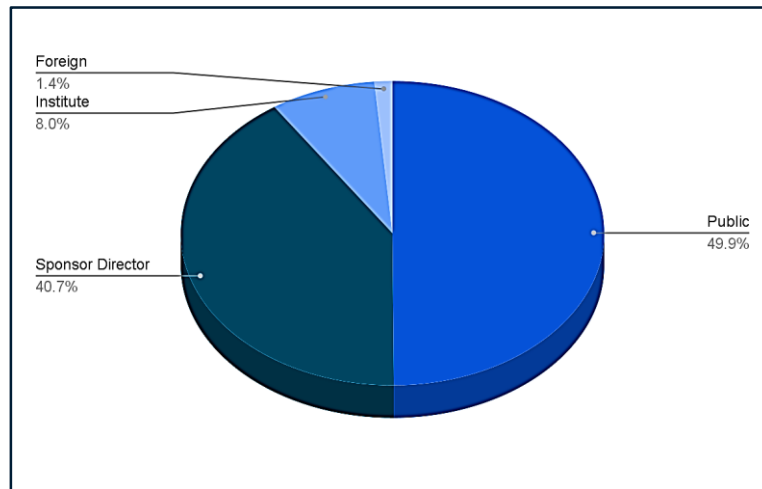
Founded in 1984, Monno Ceramic is the oldest porcelain and bone china dinner set manufacturer and exporter in Bangladesh with the aim of producing world-class quality porcelain wares. 1997 saw the establishment of Monno Fabric, a unit in the textiles industry aimed at diversifying the operations. This has come to be due to the founder's vision of Bangladesh transforming into a ready-made garment haven. The factory is opened in the founder's hometown, Manikganj. Today, Monno Fabrics has grown to be one of the largest integrated fabric manufacturing plants in Bangladesh. Their textile business verticals include spinning, weaving, knitting, yarn dyeing, printing finishing, and cotton garment washing.

4.2 Corporate Profile

Logo	
Industry	Textile
Founded	1997
Founder	Harunar Rashid Khan Monno
Address	Monno City, Gilondo Manikganj, Dhaka, 1800 Bangladesh
Phone	(880) 2 223385208-11
Website	http://www.monno-group.com

4.3 The Shareholding pattern

Monno Fabrics is considered among the foremost-integrated fabric-manufacturing units in Bangladesh. The two largest shareholders in the shareholding pattern are public (49.9%) and sponsor director (40.7%). The institute holds the distribution of the remaining 8.0% shares, while foreign holds the rest. **(Monno Fabrics Shareholding Pattern)**

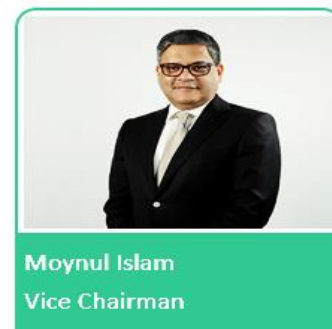


4.4 Vision, Mission, Values, Objectives, and Corporate Focus

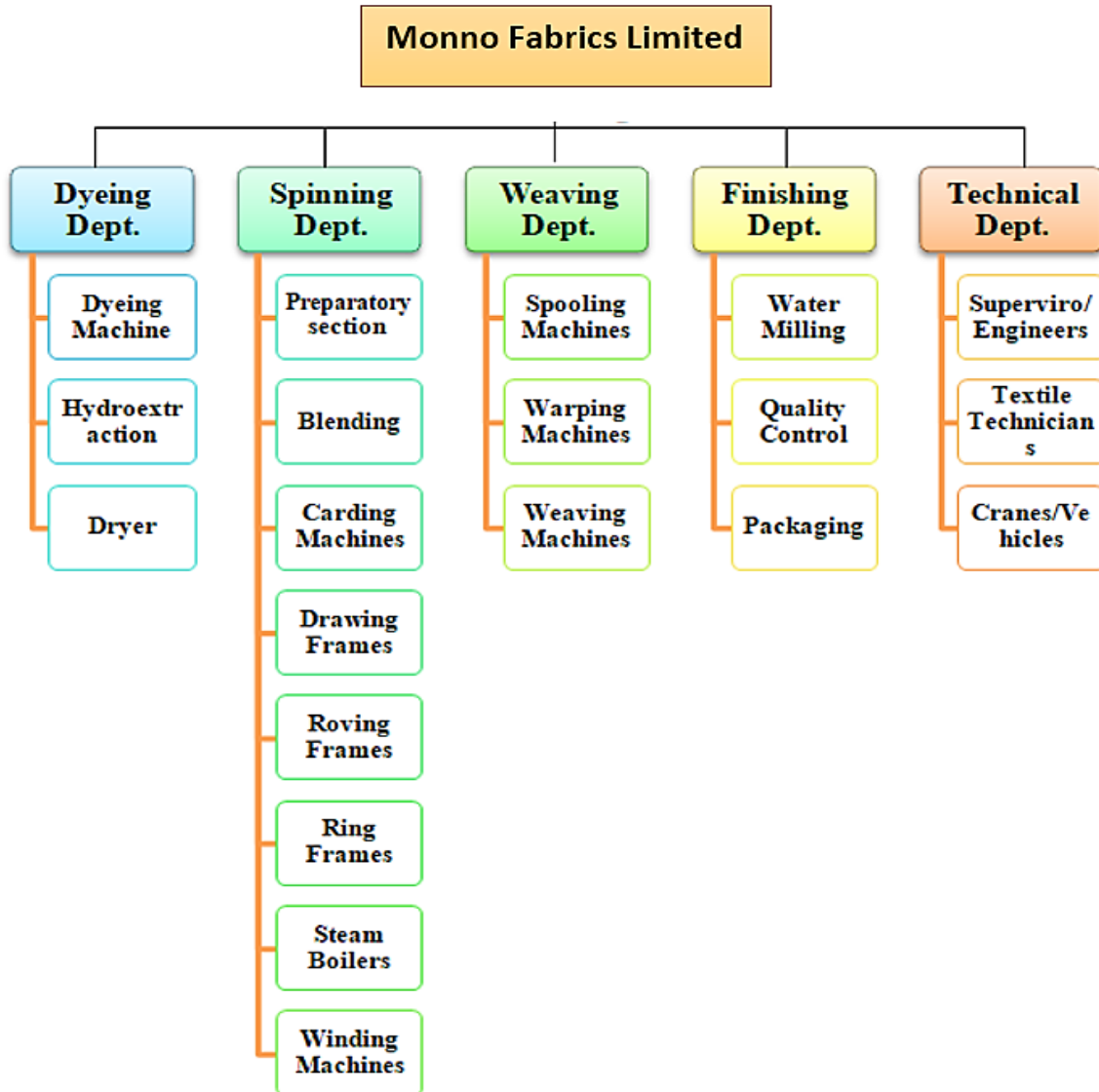
- ★ **Vision:** In our opinion, the purpose of business extends to the interests of shareholders as well as every other party involved, the community, and the country as a whole.
- ★ **Mission:** The aim of our company is to offer customers the highest quality products, maintaining high ethical behavior in business at all times.
- ★ **Values:** More so, we turn to one another about us in order to come up with something of a code of values, practices, and beliefs. To continue expanding, there should be a level of buy-in and clarity for our groups.

- ★ **Objectives:** Our goals are to run with integrity and ethically, ensuring that all the activities comply lawfully and socially towards the core purpose in business operations with a quantitative/qualitative target.
- ★ **Corporate Focus:** In our vision, in our mission, and in the aims that we have focused on enhancing the value addition process of our products so as to be able to practice the production of more advanced products in readiness for the cutthroat world market.

4.5 Board of Directors of Monno Fabrics Limited



4.6 Organizational Structure of Monno Fabrics Limited



4.7 Products and Services

Monno Fabrics Limited (MONNOFABR) is one of the largest textile manufacturers in Bangladesh with the following core operations:

- **Spinning:** 38,4700 spindles, 576 rotors producing single and double twist yarns from 7 Ne to 120 Ne in plain and blended cotton. Rated annual capacity is 13.64 million metric tons.
- **Weaving:** 176 looms, including Tsudakoma Airjet, Somet, and Sumit Rapiers. Weaving a range of fabrics, including poplins, checks, striped, twills, and dorby's, with weights from 100 to 250 gsm. Rated annual capacity is 12 M. Mtr.
- **Knitting:** 50,000 kg per month in circular knits. Applicable machine diameters 30"–60" and gauges 14-24.
- **Design studio and lab:** MONNOFABR has its own design studio and lab to create any color or print.
- **Dyeing, Printing, and Finishing:** 800000-meter production capacity per month. Complete plant providing full services. In-house laboratory and design studio allows colour or print matching services. Furthermore, we have a finishing unit that is capable of producing any type of finishing fabric, inclusive of easy-care, wrinkle-free, water repellant, peach finish, wax coated, paper touch, and many others.
- **Annual capacity:** MONNOFABR, so rated, has an annual capacity of 13.64 million metric tons in establishing spinning and 12 million meters in weaving.

4.8 The Workplace Environment of Monno Fabrics Limited

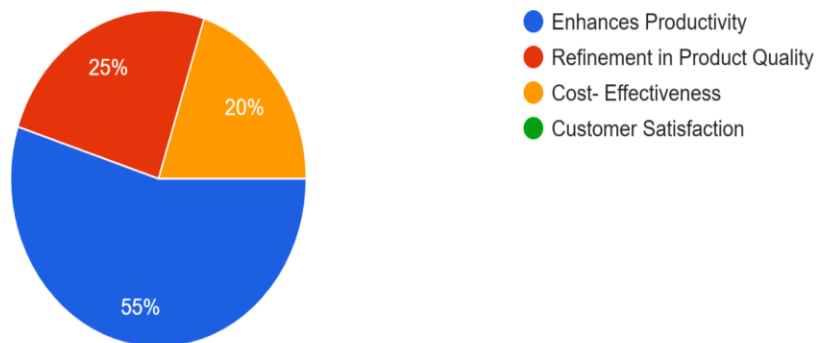
Due to its ability to bring people together inside an organization, organizational culture is seen as a crucial element of commercial corporations. Their organization's culture and principles have worked in their favor as a source of competitive advantage, playing a big role in building the bond between the organization and its employees and, by extension, between those employees and their

clients. Due to its values and culture, they also urge clients and staff to join and remain with them. Additionally, Monno Fabrics Limited has been able to increase organizational performance through improving the performance of individual contributors and identifying talent to either occupy higher-level positions within the company or place them in the best position possible to maximize their potential. Their culture promotes focusing on a single goal, which fosters friendly relationships at work.

Chapter 5: Analysis

It is not feasible to survey Bangladesh's whole textile manufacturing sector due to time constraints. Therefore, this survey report only presents selected results from employees of Monno Fabrics Ltd. Interviews, questionnaires, and direct customer contact are all types of survey methods for this report. The information will be used to assess each training element. All data collection processes followed the guidelines established by Monno Fabrics Ltd. for conducting surveys. Major research organizations accept the methodology for sampling, survey design, and reporting.

1. Benefits of training program for the employees in your organization

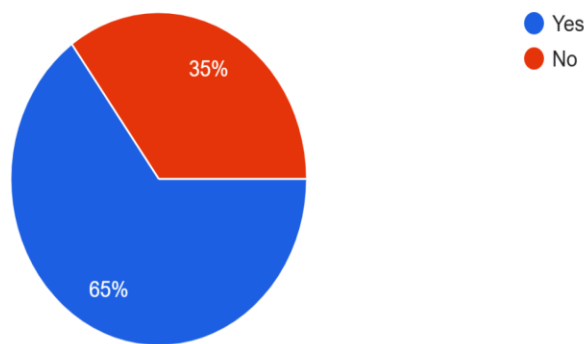


Graph Description: The above graph shows that enhancing productivity (55% of respondents) is the most important benefit of a training program at Monno Fabrics Limited for the employees. Then refinement in product quality and then cost-effectiveness.

Most employees agree with the fact that Monno Fabrics enhances productivity through the training program for the employees. division. Through training, you may raise the productivity, which will reduce the per-unit manufacturing cost by effectively utilising all the resources and reducing waste. Lower per-unit cost means an increase in profit level. The way it reduces product costs and

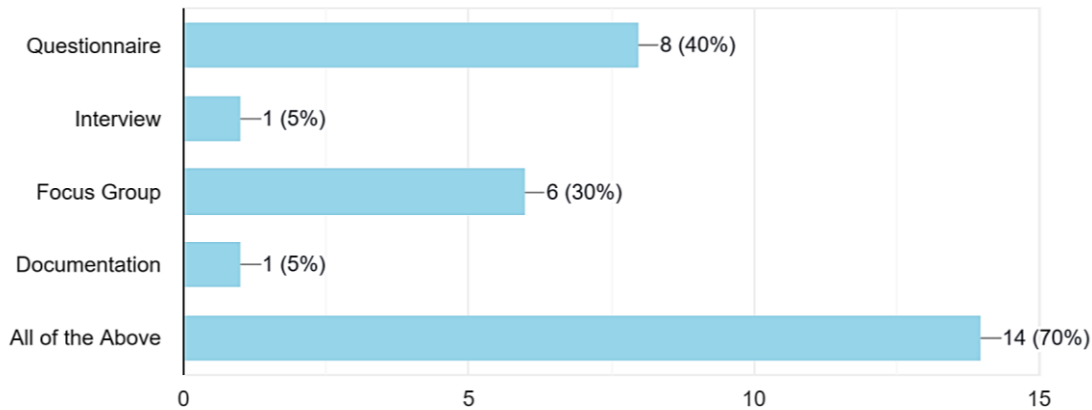
enhances quality ultimately leads to customer satisfaction. High-quality products increase value, establish brand names, and build a good reputation for clothing manufacturers, which in turn leads to customer satisfaction and increased sales and loyalty. So enhancing productivity is the most important benefit of Monno Fabrics due to their employee training.

2. Does your organization conduct TNA (Training Needs Assessment) before arranging a training program?



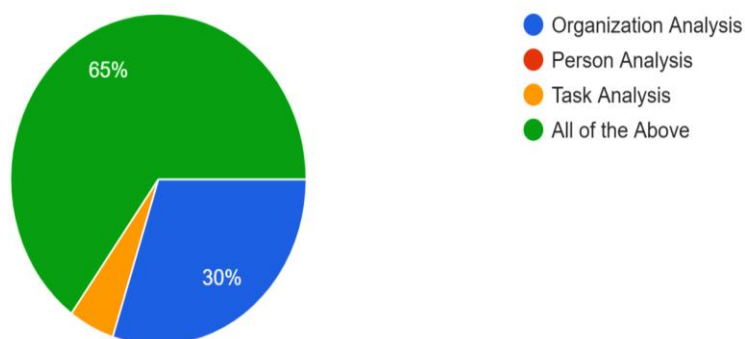
Graph Description: The above graph shows that 65% of respondents said that Monno Fabrics conducts training needs assessment before designing the training program. On the other hand, 35% of respondents said that they do not do any kind of training needs assessment before designing the training program. So, as the majority of the respondents agreed, that's why we can say Monno Fabrics conducts TNA before designing the training. TNA mainly helps to identify the gap between employee training and the need for training. In a nutshell, it understands which abilities, comprehension, and behaviors to grow through training and development to get better performance. If TNA doesn't conduct the training plan before the training program, then the training design might be wrong, and if the training design is wrong, then the whole investment in the training will be wasted, and the training will not be effective for the employees. and if the training is not effective for the employees, the overall organization can't achieve its goal or profitability.

**3. Which method does the organization use for TNA (Training Needs Assessment)?
(Multiple can be selected)**



Graph Description: The above graph shows that most of the respondents said that Moono Fabrics uses a combination of all of the above methods (70% of respondents), which means all four methods: questionnaire, interview, focus group, and documentation. But within these four, then they use the questionnaire method (40%) most and then the focus group method (30%).

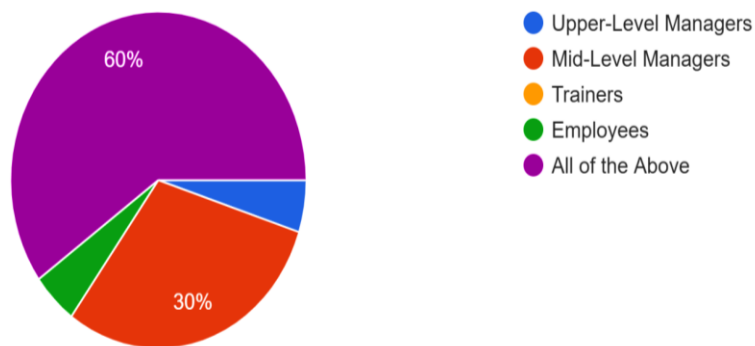
4. How does your organization conduct TNA (Training Needs Assessment)?



Graph Description: According to the majority of respondents (65% of respondents), Monno Fabrics conducts training needs assessments using all three analyses, including organizational, person, and task analyses.

Determine how your current organizational structure is assisting the achievement of business objectives with the aid of organizational analysis. Furthermore, as you proceed, it will assist you in determining whether your organizational structure, operational procedures, and personnel policy are appropriate. An important step in determining who inside an organization needs training and what kind of training, person analysis focuses on identifying training needs. Individuals that don't fulfill the required performance standards or objectives are found through a person analysis. Task analysis identifies how users carry out activities and suggests design considerations for a system, product, or service to assist users in accomplishing their intended objectives. So TNA was carried out in Monno Fabrics Limited overall based on these three analyses.

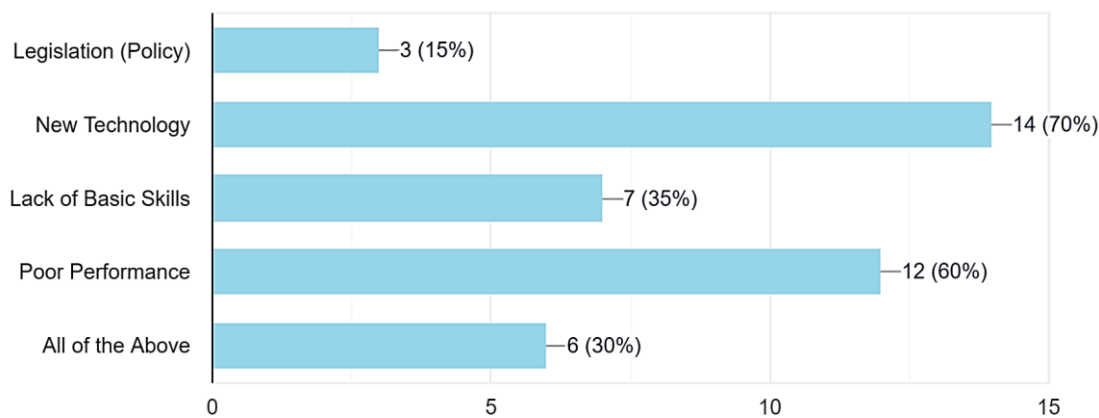
5. Who participates in needs assessment in your organization?



Graph Description: The abovementioned graph demonstrates that the majority of respondents (60%) agreed that all of the aforementioned at Monno Fabrics Limited meant that upper-level managers, mid-level managers, trainers, and employees took part in the need assessment.

The needs assessment will involve all parties involved in training. In the case of TNA, upper-level managers, mid-level managers, trainers, and employees are all participants as various parties carry out various types of assessments. Their areas of evaluation are different and not comparable.

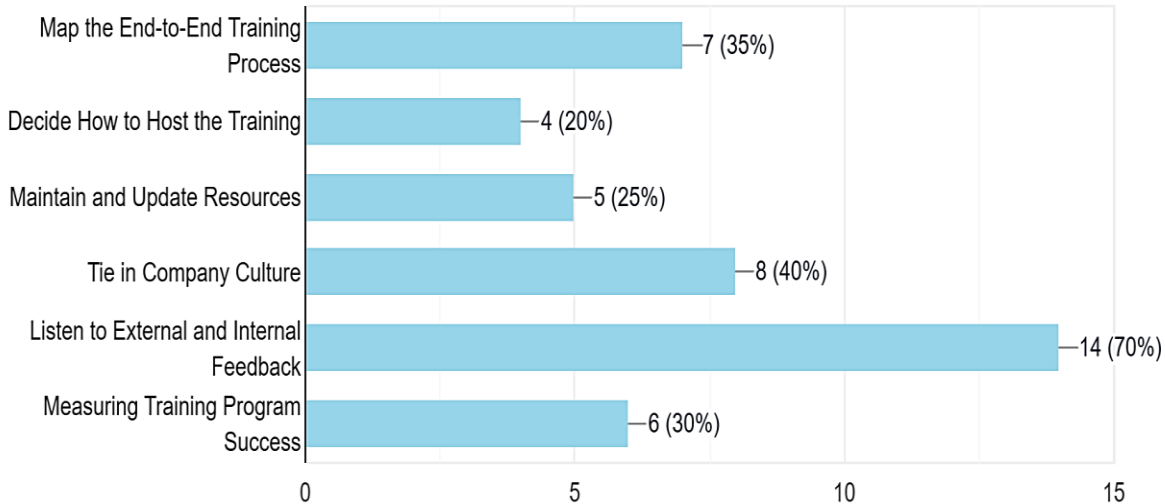
6. What are the pressure points in your organization that give you a signal that you need to conduct training? (Multiple can be selected)



Graph Description: According to the majority of respondents (70%) in the graph above, conducting training at Moono Fabrics Limited is under pressure because of "new technology." Other pressure points in Moono Fabrics include poor performance, which was identified by 60% of the respondents, then lack of basic skills, which was identified by 35% of the respondents, and then legislation (policy), which was identified by 15% of the respondents, and lack of basic skills.

So, Moono Fabrics Limited arranges training based on the introduction of new technology, which will teach the employees how to deal with them and increase the company's productivity.

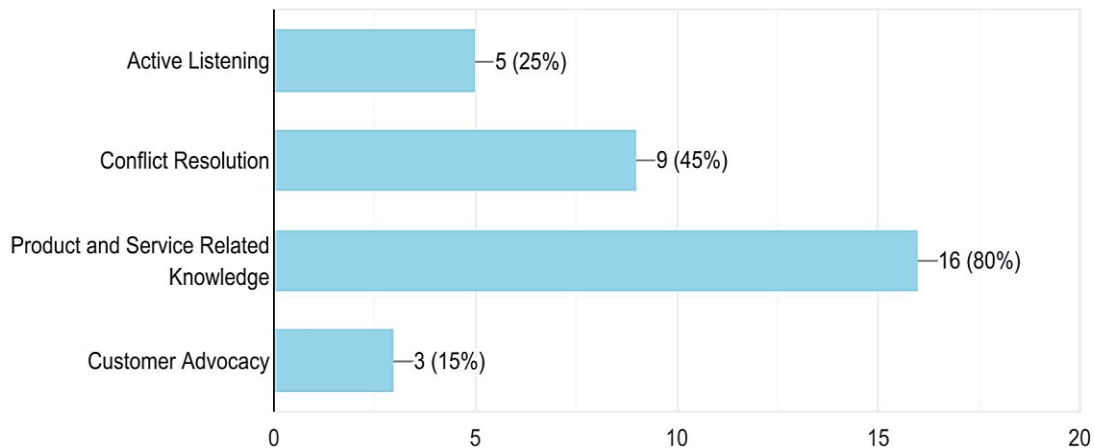
**7. In your organization, how do you create a training program for the employees?
(Multiple can be selected)**



Graph Description: The above graph shows that the majority of respondents (70%) said that a training program for the employees was created in Monno Fabrics Limited based on "Listen to external and internal feedback." On the other hand, 40% agreed with tie in company culture, and 35% agreed with "map the end-to-end training process."

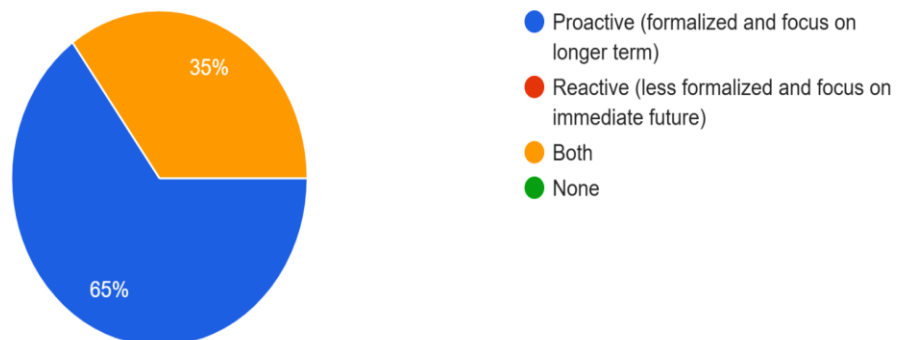
Because no training program is flawless, be ready to incorporate agent input and make adjustments. Internal feedback, such as that from employees, is the feedback that comes from within the company. External feedback is the feedback received from sources outside the company, like partners or suppliers. So Monno Fabrics Limited created a training program for their employees based on external and internal feedback.

**8. Through training and development, which skills can your organization cover?
(Multiple can be selected)**



Graph Description: The above graph shows that most of the respondents said that Monno Fabrics Limited can achieve product- and service-related knowledge through their training and development program (80% of respondents). Then they can achieve skills like conflict resolution (45% of respondents), active listing (25% of respondents), and customer advocacy (15% of respondents).

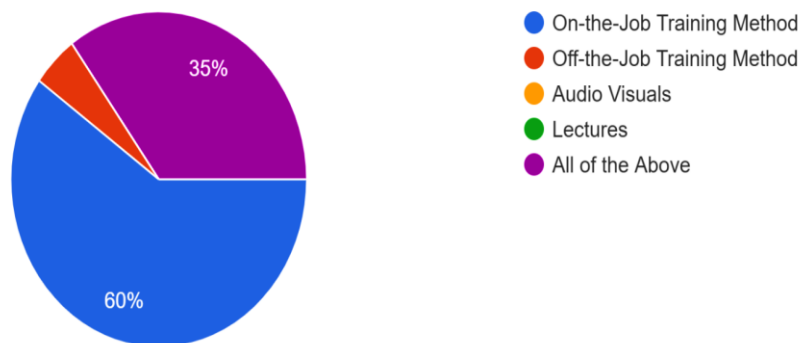
9. In the organization, the training strategy is-



Graph Description: According to the aforementioned graph, 65% of respondents indicated that Monno Fabrics Limited's training strategy is proactive. On the other hand, the remaining respondents (35 percent of respondents) claimed that Monno Fabrics Limited's training strategy is both proactive and reactive.

Proactive training strategies are formalized and focus on the long term, whereas reactive training strategies are less formalized and focus on the immediate future. The textile industry is constantly changing due to external factors, such as new technologies, legislation, and environmental issues. Proactive training helps textile companies keep up with these changes and stay competitive. That's why Monno Fabrics Limited ensures a proactive strategy for their employees training so that they can focus on the formalized and longer term.

10. In your organization, what kind of training method do you prefer?

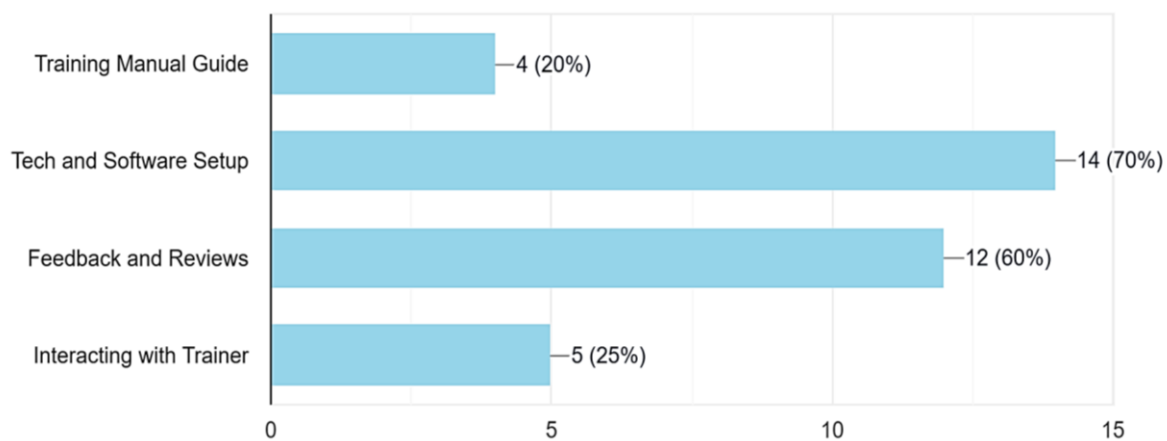


Graph Description: The above graph shows that most of the methods are on-the-job training methods (80% of respondents). On the other hand, the next position is all of the mentioned methods together (35% of respondents) and then off-the-job training (5% of respondents). That means the maximum training method is the on-the-job training method for employee training in Monno Fabrics Limited.

In a genuine or nearly real working environment, on-the-job training (OJT) is a practical method for gaining new competencies and skills needed for a job. Through on-the-job training, employees

can gain experience working in situations that are remarkably similar to those they might encounter frequently. For training purposes, employees will have access to the same tools and equipment they use on the job. This enables employees to train for their jobs while still learning them.

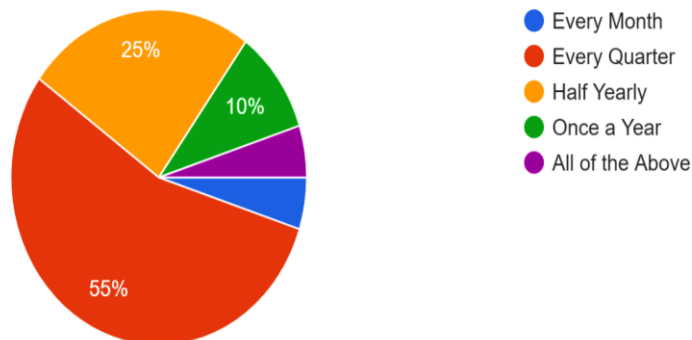
11. What type of training materials do you prefer in your organization? (Multiple can be selected)



Graph Description: The above graph shows that Monno Fabrics Limited mostly prefers "Tech and Software Setup" training materials (70% of respondents). On the other hand, the next position is "feedback and reviews" (60%), then "interacting with Trainer (25%), and after that, training manual guide (20%).

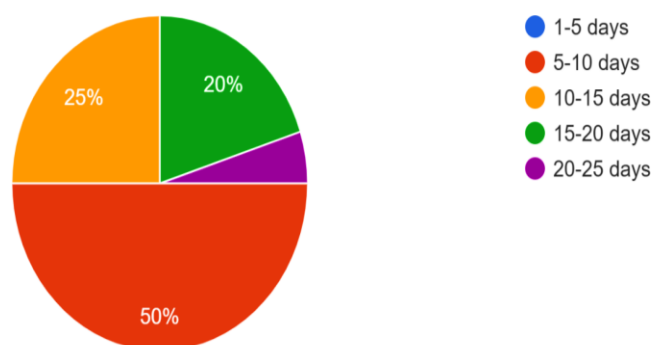
So Monno Fabrics Limited prefers "teach and software setup" training material to train their employees.

12. How often are training programs conducted in your organization?



Graph Description: From the above graph, it is seen that most of the respondents said that the training program is conducted in Monno Fabrics Limited every quarter (55% of respondents), then half yearly (25% of respondents), and then once a year (10% of respondents). But the monthly training enrollment rate is very low at Monno Fabrics Limited.

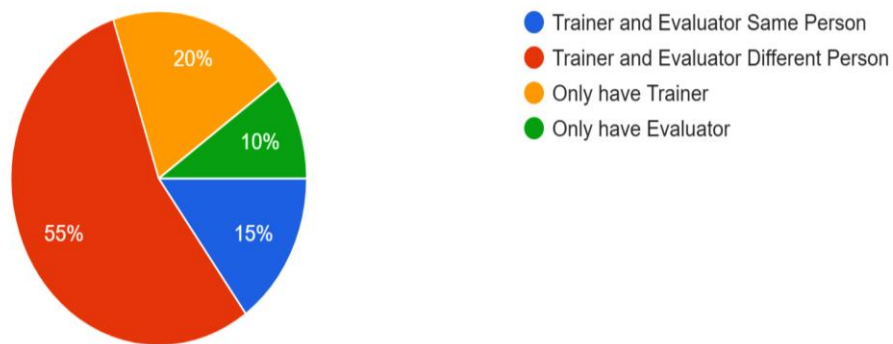
13. How much time did it take to finish the training program?



Graph Description: The above graph shows that most of the respondents said that at Monno Fabrics Limited, the training process is 5-10 days long (50% of respondents), then 10-15 days (25% of respondents), and then 15-20 days (20% of respondents). But 20–25 days is rarely

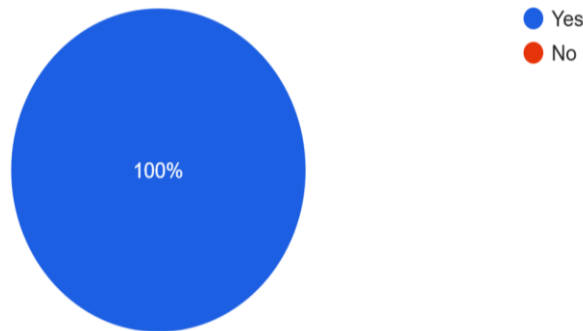
conducted in Monno Fabrics Limited. So we can say that the training is provided for a medium duration at Monno Fabrics Limited.

14. In your organization, do you have any Trainer (the person who gives training) and Evaluator (the person who will assess the trainees' performance) for the training?



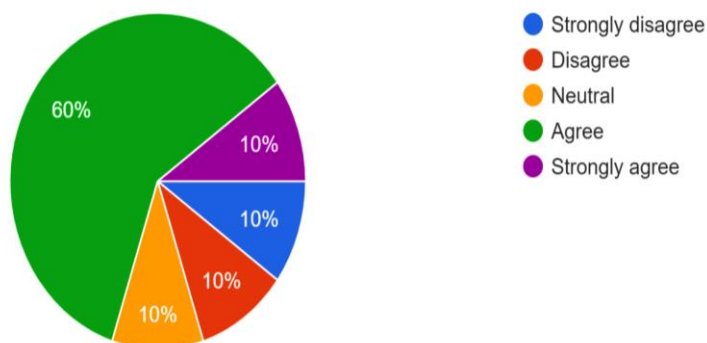
Graph Description: The above graph shows that most of the respondents said that in Monno Fabrics Limited, the trainer (the person who gives training) and evaluator (the person who will assess the trainees' performance) are different people (55% of respondents), then only having a trainer (20%), then trainer and evaluator are the same person, which was agreed by 15% of respondents. But only having an evaluator is a very rare case in Monno Fabrics Limited. So we can say that in Monno Fabrics they have both a trainer and evaluator, and the trainer and evaluator are different people.

15. Does your organization conduct any pilot (trial) test before delivering the training?



Graph Description: According to the graph above, every employee at Monn Fabrics Limited agreed that a pilot test (trial) is conducted before the training is given. Before conducting your research plan, you can evaluate your research strategy with a small sample size of test participants using a pilot test.

16. Training and development have changed employees' knowledge, skills, and abilities.

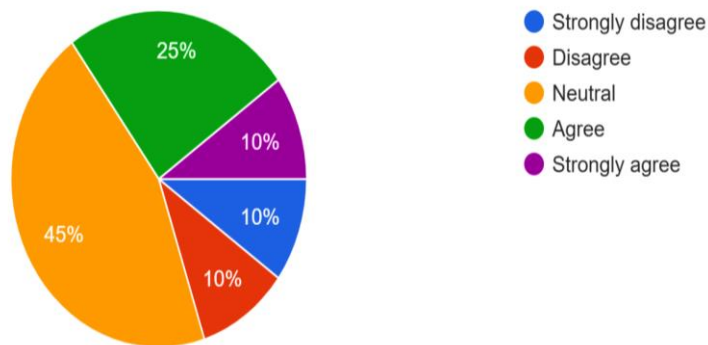


Graph Description: The above graph shows that most of the respondents agreed with that (60% of respondents) training and development change employees' knowledge, skills, and abilities. On the other hand, 10% of respondents strongly agreed, then 10% are neutral, 10% of respondents

disagreed, and the rest of the 10% strongly disagreed with the statement. So we can say that based on the survey, Monno Fabrics Limited's training and development have changed employees' knowledge, skills, and abilities.

The primary goal of training is to bring about a favorable transformation. It amounts to an improvement in that person's knowledge or abilities when applied to them. Your employees will have the chance to increase their performance by expanding their knowledge, skills, and abilities after their shortcomings are turned into strengths. As a result, efficient training and development programs can assist employees in changing their capabilities and acquiring the skills required for their existing positions, as well as changing their knowledge, skills, and abilities.

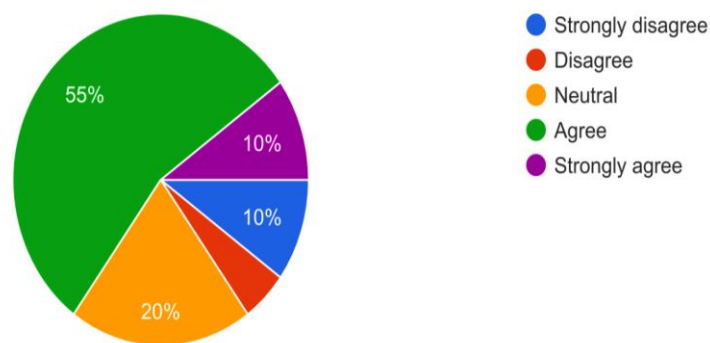
17. The training and development program has increased the motivation level and job satisfaction among employees.



Graph Description: From the above graph, we can easily see that most of the employees in Monno Fabrics Limited are neutral (45% of respondents) about the statement that the training program increased the motivation level and job satisfaction among employees; 25% of employees agree with that statement; 10% of employees strongly agreed with this; and 10% of the respondents disagree with the statement, and the rest of the 10% respondents strongly disagreed with the statement. Which means that in Monno Fabrics Limited, the training program cannot increase the motivation level and job satisfaction among employees.

Employees might benefit from training if they want to understand how their work relates to the structure, goals, and objectives of their organization. When employees see the value of their work, they frequently become more motivated. Additionally, motivated workers produce better work, which automatically contributes to greater job satisfaction. Therefore, the Monno Fabrics Limited training program has not raised employee motivation levels and job satisfaction.

18. Training programs help to increase the productivity of employees.

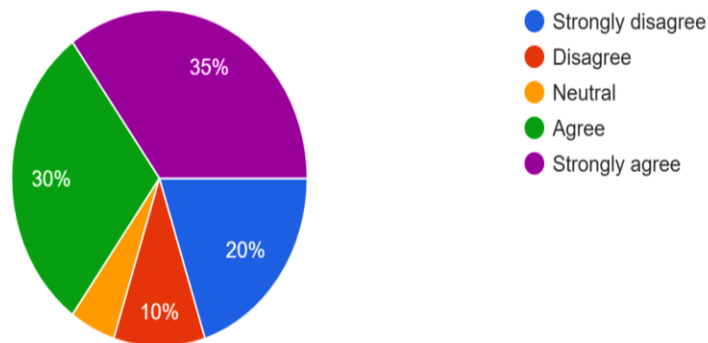


Graph Description: The above graph shows that 55% of respondents agreed that Monno Fabric's training program helps to increase the productivity of the employees; 20% of respondents are neutral about that, 10% of respondents strongly agreed with the statement, and the rest of the 10% respondents strongly disagree with this, and very few respondents disagree with the statement.

Your employees' productivity is increased via training. Employees perform better and produce more when they are confidently informed about what is expected of them and given the necessary training programs to complete their tasks. Through Monno Fabrics Limited's customer service training program, employees can enhance their current knowledge, skills, and abilities while also learning more about their line of work, goods, and services. Employee productivity will ultimately rise if they are very knowledgeable about what they do and how they do it and have a clear understanding of their knowledge, skills, and talents. As a result of training programs, they have improved their KSAs, which makes them glad to work more. Additionally, they may provide better

products and better customer service, which will encourage more use of their services. And as a result, Monno Fabrics Limited's training program has grown employee productivity.

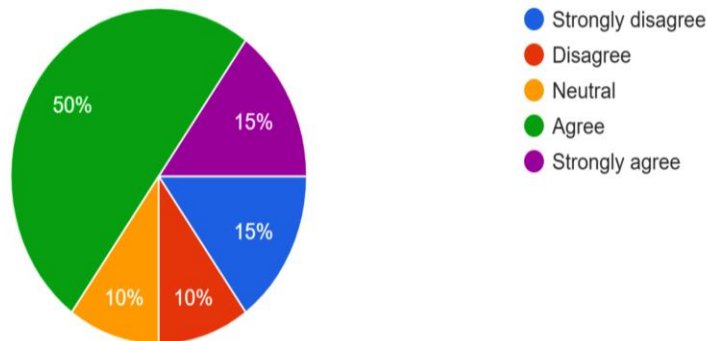
19. Employees in the organization have been enabled to make better decisions since enrolling in the training program.



Graph Description: The above graph shows that 35% of respondents strongly agree that employees in Monno Fabrics Limited have been enabled to make better decisions since enrolling in the training program, and 30% of respondents agree, 20% of respondents strongly disagree, 10% of respondents disagree, and very few respondents are neutral about the statement.

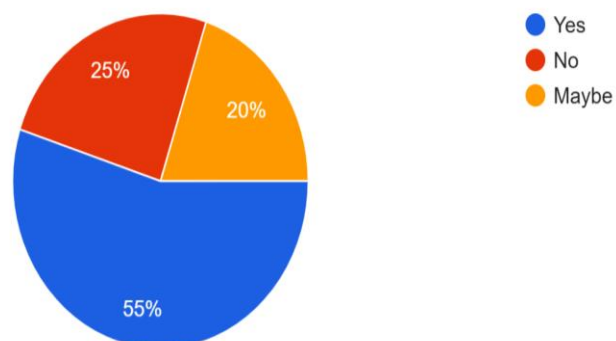
Employees at Monno Fabrics are skilled. Through training, they can recognize their prior errors and take steps to correct them for future success. Additionally, it will assist them in making the right decision for their customers and their difficulties. Before training, they may have made some poor decisions, but after training, they will know what is right and wrong and make decisions based on this knowledge. In Monno Fabrics Limited, this means that after enrolling in the training program, employees have been able to make better decisions.

20. The training program helped to increase the productivity of both quality and quantity.



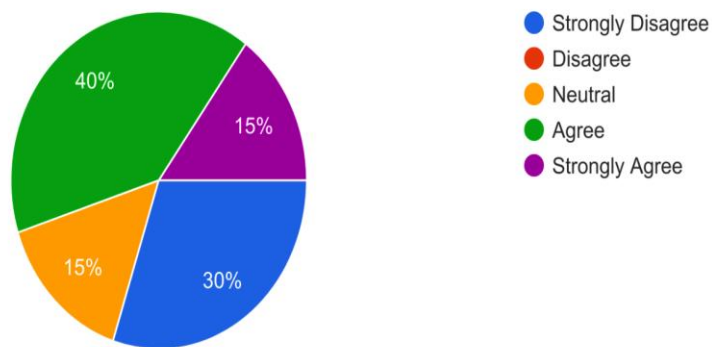
Graph Description: According to the graph above, 50% of employees agreed with that the training program helped to increase the productivity of both quality and quantity in Monno Fabrics Limited, whereas 15% of the employees strongly agreed with the statement, 15% of the employees strongly disagreed with that, 10% of the employees disagree, and the rest of the 10% employees are neutral about the statement.

21. Does your organization maintain any records of employees' performance before training and after training?



Graph Description: According to the graph above, 55% of employees indicated that Monno Fabrics Limited keeps a record of their performance both before and after training, while 25% of employees are not sure about that, and 20% of the employees said that Monno Fabrics Limited doesn't keep any records at all. Therefore, based on what the significant majority of employees claimed, we may conclude that Monno Fabrics keeps records of employees' performance both before and after training. Keeping track of everything is a smart move for Monno Fabrics Limited because it allows them to monitor production and performance.

22. Less errors have been recorded since employees took part in the training and development program.

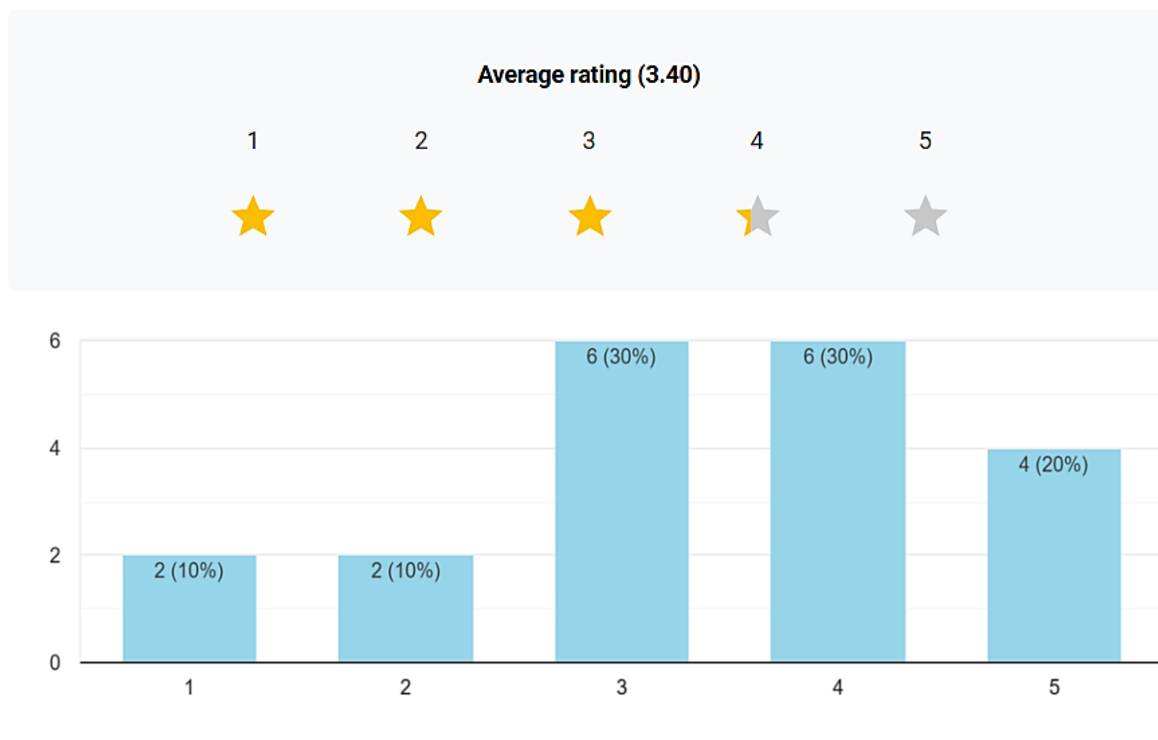


Graph Description: The above graph shows that 40% of respondents agree with that in Monno Fabrics, less errors have been recorded since employees took part in the training program, 30% of respondents strongly disagree with that, 15% strongly agree with that, and the rest of the 15% are neutral about the statement. So we can say that at Monno Fabrics Limited, fewer errors have been recorded since they took part in the training program, as shown in the graph.

Every profession and employment role has its own set of requirements and problems. Employees who are underqualified for a position are more likely to make mistakes and errors. Workplace training improves employee competence and reduces the possibility that they may commit errors while carrying out their job. It improves the efficiency and skills of your personnel. Significantly

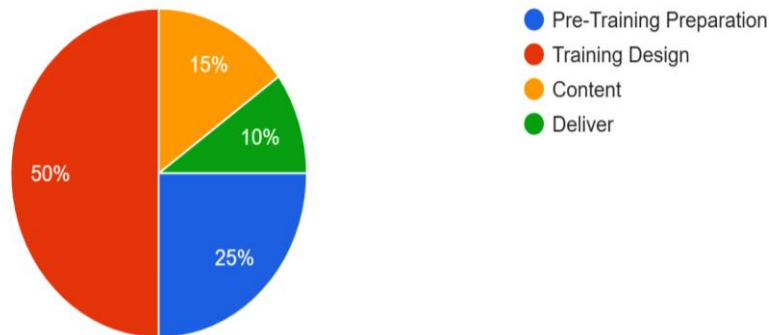
fewer errors have been noted at Moono Fabrics Limited since the employees began enrolling in the training program.

23. How will you rate the overall training and development practice in your organization? (Where 1= Very Unsatisfied and 5= Very Satisfied)



Graph Description: From the above graph, we can easily see that employees at Monno Fabrics Limited mostly rated 3 and 4 (30% of the respondents in each number) the overall training and development practice in their organization, the 20% of the employees rated 5, after that 10% of the employees rated 2, and the rest of the 10% employees rated 1 the overall training and development practice in their organization. That means the Average rating is 3.40 of the employees of Monno Fabrics Limited regarding the overall training and development practice in their organization

24. Which section do you feel is still some lacking?



Graph Description: The above graph shows that 50% of respondents said that there is still some lacking in training design at Monno Fabrics Limited; 25% of employees said lacking is in the pre-training preparation; 15% of the employees said content; and the rest of the employees said lacking is in the delivery process. So we can say that there is still some lacking in the training design, as the majority agreed with that.

Effective training design in training programs benefits both organizations and employees. For organizations, well-executed training can lead to improved employee retention, increased sales, and greater profitability. Training also fosters stronger camaraderie among colleagues, contributing to a more cohesive work environment.

Chapter 6: Findings

Every organization has both good and bad aspects, and no organization is free from problems. After analyzing the training and development practices of Monno Fabrics Limited, I identified some major issues. These are mentioned below:

- The primary advantage of the training in Monno Fabrics Limited is the increase of productivity (55%). This is accomplished through effective utilization of resources and minimization of wastage which are aimed at lowering production costs and increasing profits. The cut down of the cost of production on a per unit level increases the profit margins which as a result aids the organization in realizing more profit. Increased productivity also helps in meeting deadlines thereby helping the organization to satisfy its clients needs in a better way.
- Training Needs Assessment (TNA) plays a fundamental role in training strategy at Monno Fabrics Limited. 65% of the respondents stated that there is a TNA conducted by Monno Fabrics prior to any training program development. Such ensures that any training addressed to the workforce is in its right place and above all that there is no wastage of resources due to unnecessary training.
- Monno Fabrics uses various methods, like questionnaires (40%), focus groups (30%), and a combination of other approaches, for a better picture of the training need.
- TNA at Monno Fabrics, the assessment includes the organizational analysis, the employee analysis, and the task analysis so that the training addresses specific performance gaps effectively.
- In the organization, training design is based on external and internal feedback (70%), which ensures continuous relevance and flexibility.
- The company prefers on-the-job training techniques (80%) and this is to enable employees gain experience through real or simulated work environments.

- The training materials are concerned with the technical and software setups (70%), highlighting the organization's emphasis on modern technological proficiency.
- The main way of training takes place quarterly (50%) and training durations vary between short, moderate and long (5-10 days training) - (50%). This training scheme, which is of medium duration, strikes a good part of effectiveness and maintenance of operations.
- Training has a positive effect on the knowledge, skills and abilities of employees, with 60% of respondents reporting improvement post-training.
- In view of the above, respondents also noted, to a certain extent, that the training programs helped in reducing errors by 40 %. This is because employees have become more competent and the practices adopted meet operational requirements.
- Employees' decision-making abilities have progressed among the employees (35% strongly or somewhat agree) which may mean that performance of jobs has improved as well as the level of confidence.
- Monno Fabrics keeps records of employee performance before and after training (55% of employee performance). Such an approach facilitates evaluation of training effectiveness and makes it possible to monitor the changes in employee performance.
- All training initiatives are subjected to a pilot phase in order to ascertain their quality and appropriateness prior to full roll-out
- The employees scored the overall training practices an average of 3.4 out of 5, demonstrating the moderate satisfaction with the practices, which can still be improved further.
- It can be observed that training systems have enhanced the quality as well as the quantity of productivity (50% agree).
- The company embraces a proactive training approach (65%), which is particularly important when there are fast changes in the industry to remain competitive.

Chapter 7: Recommendations

and Conclusion

7.1 Recommendation

It was difficult to recommend Monno Fabrics Limited since lack the necessary information and expertise. Based on internship-related experience, there was some problems in Monno Fabrics Limited's training and development practices. Based on that, provided some solutions below:

- In order to facilitate different training styles and increase their participation levels, use a combination of training methods including but not limited to: case studies, simulations, trainings, and video - based learning.
- Make or provide training modules appropriate for different departments, skills and job levels with the aim of making it more relevant and aligning it with both personal and organizational objectives.
- Widen the training context to cover important soft skills like; ability to lead, to work as part of a team, resolve disagreements and communicate. These skills will support the development of a creative and engaging working environment.
- Incorporate the use of e-learning platforms and hybrid models of training which consist of both physical presence and learning over the internet in order to enhance the adaptability and availability of training.
- Integrate game-based training, simulation and simulation orientated exercises as well as team-based activities for improved participation and interaction in training.
- Designate systems for acknowledgement and rewarding of employees who perform better in training programs. Provide concrete rewards such as certificates, promotions or cash awards.

- Encourage feedback and participation of employees in seeking the implementation of training programs to cater for their requirements and concerns.
- Stress on the fact that training is meant for improving the careers of the participants so that they appreciate the importance of taking part in such activities.
- Continuously assess and revise existing training programs so that they are in consonance with the latest developments within the relevant industries, changes in technology as well as the shifting focus of the organization.
- Create training modules that cater for new emerging areas such as sustainability practices, digitalization and global compliance.
- Improve existing facilities, including training rooms, digital and IT equipment and learning systems, to enhance the quality of training delivered.
- Allow employees the chance to practice applying the skills they have just learned but in a safe environment which encourages creativity and boosts self-esteem.
- As per the survey, as the employees think that there are still some in Monno Fabric's pre-training preparation, so Monno Fabrics must work on these gaps and improve their training and development practices.

7.2 Conclusion

Monno Fabrics Limited displays a sound training and development program with best practices in some areas like TNA on the job training. But motivation, satisfaction, training design need to be sharpened. From training effectiveness as recommended by the recommendations, Monno Fabrics can improve employee performance, motivation, and growth of the organization. Improving these aspects will assist the organization to remain ahead of its competitors in the textile industry and also help in realizing its long term strategic goals.

References

1. *Annual Report (MFL) - Monno Group*. (2024). <https://monno.rakplanet.com/annual-report-mfl-2/>
2. Baldwin. (2016). *Transfer of Training Model*. https://www.researchgate.net/profile/Kazi-Anamul-Hasan/publication/344646767_Contemporary_Practice_of_Employee_Training_and_Development_and_Its_Impact_on_Employee_Performance_in_Bangladesh/links/5f92956b299bf1b53e3d9328/Contemporary-Practice-of-Employee-Tr
3. Blanchard. (2017). *Training Needs Analysis (TNA) in the Organization* | Syeda Shotorupa Zafar. Academia.edu. Retrieved November 20, 2024, from https://www.academia.edu/30241722/Training_Needs_Analysis_TNA_in_the_Organization
4. *Concept of Training and Development*. (2019). Assignment Point. Retrieved November 20, 2024, from <https://assignmentpoint.com/concept-of-training-and-development/>
5. Haque, W. (2023). *Monno Fabrics Limited (MONNOFABR) Company Report, News, Stock Price & Profile*. AmarStock. Retrieved November 20, 2024, from <https://www.amarstock.com/stock/MONNOFABR>
6. Haque, W. (2024). *Monno Fabrics Limited (MONNOFABR) Company Report, News, Stock Price & Profile*. AmarStock. Retrieved November 11, 2024, from <https://www.amarstock.com/stock/MONNOFABR>
7. Hasan, K. A. (2019). *Figure: Training Design Framework Practiced in Bangladesh* (Raymond A. Noe). ResearchGate. Retrieved November 20, 2024, from https://www.researchgate.net/figure/Figure-Training-Design-Framework-Practiced-in-Bangladesh-Raymond-A-Noe_fig2_344646767

8. Khan, M. (2021). *Importance of Training Need Assessment*.
https://l.facebook.com/l.php?u=https%3A%2F%2Fwww.researchgate.net%2Fpublication%2F360968869_Training_Needs_Assessment_Trainees%27_Work_Passion_and_Training_Effectiveness_in_Government_Training_Institutes_of_Khyber_Pakhtunkhwa%3Ffbclid%3DIwAR2DxkcBVbLYsEz32
9. *Link between Training Programs and Organizational Goals*. (2020).
<https://www.managementstudyguide.com/linking-training-programs-with-organizational-goals.htm?fbclid=IwAR3hgUCknNOjJ-1K7KfDefGPJV58EnncktCdHCcKHu6zLwD-hcnJk4BOISg>
10. *Monno Fabrics – Monno Group*. (2024). Monno Group. Retrieved November 20, 2024, from <http://monno-group.com/our-businesses/monno-fabrics/>
11. *Off-the-job training methods*. (2021). Whatishumanresource.com. Retrieved November 20, 2024, from <https://www.whatishumanresource.com/off-the-job-methods>
12. *Off-the-job training methods*. (2022). Whatishumanresource.com. Retrieved November 20, 2024, from <https://www.whatishumanresource.com/off-the-job-methods>
13. *Training and Development- Meaning, Importance, Process & Example*. (2021, August 5). MBA Skool Team. <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/8685-training-and-development.html>
14. *Training and Development Strategy*. (n.d.). Retrieved 2010, from https://www.facebook.com/flx/warn/?u=https%3A%2F%2Fus.sagepub.com%2Fsites%2Fdefault%2Ffiles%2Fupm-assets%2F105512_book_item_105512.pdf%3Ffbclid%3DIwAR2E12NAwxZPeMXHMLMTvHA-acl6AFDFVtusJMWUK8CCf901hN7RAKXX46Y&h=AT2F91zObf9WPX1M_cxWNcQna1FuVtEFvdZ-KiLEjJAXvR

15. *Training Process Model.* (2018).
<https://www.facebook.com/handinhandworkshop/photos/training-development-process/1164766250398907/>
16. Walters, K. (2019, May 30). (PDF) *The Importance of Training and Development in Employee Performance and Evaluation*. ResearchGate. Retrieved November 20, 2024, from https://www.researchgate.net/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation

Appendix

Questionnaire

Dear Respondent,

I am Papon Mondol, a MBA student at Daffodil International University, and I conducted an analysis of “**An Evaluation of The Training and Development Practices of Monno Fabrics Limited.**” The questionnaire is designed to collect information about your organization's training and development practices. The information will be used only for academic purposes and maintained in strict secrecy. Therefore, your honest, authentic, and quick response is necessary for the quality and successful completion of the research.

Thank you.

General Guidelines:

There is no need to write your name. In all cases where answer options are available, please tick (✓) in the appropriate box.

Part I: Demographic Information

1. Length of engagement in the current organization (in years)

- | | |
|--------------------------------------|--------------------------------|
| ☐ Less than 5 | ☐ 11-15 |
| ☐ 6-10 | ☐ 16-20 |

2. Age (in years)

- | | |
|-----------------------------------|---------------------------------------|
| ☐ Under 25 | ☐ 35-44 |
| ☐ 25-34 | ☐ 45-54 |
| | ☐ 55 and above |

3. Gender

- | | |
|-------------------------------|---------------------------------|
| ☐ Male | ☐ Female |
|-------------------------------|---------------------------------|

4. Educational qualification

- ☐ BBA/BA/Honors
- ☐ MBA/Masters
- ☐ PhD
- ☐ Others (please state)

5. Department: _____

6. Job position: _____

Part II: Main Research Questions

7. Benefits of Training program for the employees in your organization.

- | | |
|--|--|
| ☐ Customer Satisfaction | ☐ Enhances Productivity |
| ☐ Refinement in Product Quality | ☐ Cost- Effectiveness |

8. Does your organization conduct TNA (Training Needs Assessment) before arranging a training program?

- | | |
|------------------------------|-----------------------------|
| ☐ Yes | ☐ No |
|------------------------------|-----------------------------|

9. Which method does the organization use for TNA (Training Needs Assessment)?
(Multiple can be selected)

- | | |
|---|--|
| ☐ Questionnaire | ☐ Interview |
| ☐ Focus Group | ☐ Documentation |
| ☐ All of the Above | |

10. How does your organization conduct TNA (Training Needs Assessment)?

- | | |
|--|---|
| ☐ Organization Analysis | ☐ Task Analysis |
| ☐ Person Analysis | ☐ All of the Above |

11. Who participates in needs assessment in your organization?

- ☐ Upper-Level Managers
- ☐ Mid-Level Managers
- ☐ Trainers
- ☐ Employees
- ☐ All of the Above

12. What are the pressure points in your organization that give you a signal that you need to conduct training? (Multiple can be selected)

- | | |
|---|---|
| ☐ Legislation (Policy) | ☐ New Technology |
| ☐ Lack of Basic Skills | ☐ All of the Above |
| ☐ Poor Performance | |

13. In your organization, how do you create a training program for the employees? (Multiple can be selected)

- ☐ Map the End-to-End Training Process
- ☐ Decide How to Host the Training
- ☐ Maintain and Update Resources
- ☐ Tie in Company Culture
- ☐ Listen to External and Internal Feedback
- ☐ Measuring Training Program Success

14. Through training and development, which skills can your organization cover? (Multiple can be selected)

- | | |
|--|--|
| ☐ Active Listening | ☐ Product and Service Related Knowledge |
| ☐ Conflict Resolution | ☐ Customer Advocacy |

15. In the organization, the training strategy is-

- ☐ Proactive (formalized and focus on longer term)
- ☐ Reactive (less formalized and focus on immediate future)
- ☐ Both
- ☐ None

16. In your organization, what kind of training method do you prefer?

- | | |
|--|---|
| ☐ On-the-Job Training Method | ☐ Lectures |
| ☐ Off-the-Job Training Method | ☐ All of the Above |
| ☐ Audio Visuals | |

17. What type of training materials do you prefer in your organization? (Multiple can be selected)

- ☐ Training Manual Guide
- ☐ Tech and Software Setup
- ☐ Feedback and Reviews
- ☐ Interacting with Trainer

18. How often are training programs conducted in your organization?

- | | | |
|--|--------------------------------------|---|
| ☐ Every Month | ☐ Half Yearly | ☐ All of the Above |
| ☐ Every Quarter | ☐ Once a Year | |

19. How much time did it take to finish the training program?

- | | | |
|------------------------------------|-------------------------------------|-------------------------------------|
| ☐ 1-5 days | ☐ 10-15 days | ☐ 20-25 days |
| ☐ 5-10 days | ☐ 15-20 days | |

20. In your organization, do you have any Trainer (the person who gives training) and Evaluator (the person who will assess the trainees' performance) for the training?

- | | |
|---|--|
| ☐ Trainer and Evaluator Same Person | ☐ Only have Trainer |
| ☐ Trainer and Evaluator Different Person | ☐ Only have Evaluator |

21. Does your organization conduct any pilot (trial) test before delivering the training?

- | | |
|------------------------------|-----------------------------|
| ☐ Yes | ☐ No |
|------------------------------|-----------------------------|

22. Training and development have changed employees' knowledge, skills, and abilities.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

23. The training and development program has increased the motivation level and job satisfaction among employees.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

24. Training programs help to increase the productivity of employees.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

25. Employees in the organization have been enabled to make better decisions since enrolling in the training program.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

26. Training program helped to increase the productivity of both quality and quantity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

27. Does your organization maintain any records of employees' performance before training and after training?

- ☐ Yes
- ☐ No

28. Less error have been recorded since employees took part in the training and development program.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Strongly disagree
- ☐ Disagree

29. How you will rate the overall training and development practice in your organization?
(Where 1= Very Unsatisfied and 5= Very Satisfied)



30. Which section do you feel is still some lacking?

- ☐ Pre-Training Preparation
- ☐ Training Design
- ☐ Content
- ☐ Deliver

Thank you for cooperation

Papon Mondol ID: 221-14-407

ORIGINALITY REPORT

20%	11%	2%	15%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Liberal Arts Bangladesh Student Paper	4%
2	dspace.daffodilvarsity.edu.bd:8080 Internet Source	3%
3	Submitted to Daffodil International University Student Paper	2%
4	monno-group.com Internet Source	1%
5	Submitted to University of West London Student Paper	1%
6	www.fibre2fashion.com Internet Source	1%
7	Submitted to Manipal University Student Paper	1%
8	Submitted to Regent Business School Student Paper	<1%
9	Submitted to Purdue University Student Paper	<1%

10	Submitted to Westcliff University Student Paper	<1 %
11	Submitted to NorthWest Samar State University Student Paper	<1 %
12	explorance.com Internet Source	<1 %
13	Submitted to University of Melbourne Student Paper	<1 %
14	Submitted to Chartered Institute of Personnel Management CIPM Student Paper	<1 %
15	Submitted to East West University Center for Research and Training Student Paper	<1 %
16	Submitted to Fachhochschule Salzburg GmbH Student Paper	<1 %
17	Submitted to Results Consortium Student Paper	<1 %
18	Submitted to North South University Student Paper	<1 %
19	Submitted to Institute of Management Technology Student Paper	<1 %
20	Submitted to Kaplan University Student Paper	

		<1 %
21	Submitted to Swinburne University of Technology Student Paper	<1 %
22	Submitted to TechKnowledge Student Paper	<1 %
23	Submitted to Baker College Student Paper	<1 %
24	Submitted to National Institute of Early Childhood Development Student Paper	<1 %
25	repository.out.ac.tz Internet Source	<1 %
26	Submitted to Midlands State University Student Paper	<1 %
27	Submitted to University of Gloucestershire Student Paper	<1 %
28	Submitted to Sunway Education Group Student Paper	<1 %
29	Submitted to De Montfort University Student Paper	<1 %
30	Submitted to Middle East College of Information Technology Student Paper	<1 %

31	Submitted to City University of Hong Kong Student Paper	<1 %
32	Submitted to West Thames College Student Paper	<1 %
33	www.researchgate.net Internet Source	<1 %
34	doku.pub Internet Source	<1 %
35	wseas.com Internet Source	<1 %
36	Submitted to Adtalem Global Education, Inc. Student Paper	<1 %
37	Submitted to Technological University Dublin Student Paper	<1 %
38	Submitted to Anglia Ruskin University Student Paper	<1 %
39	Submitted to Australian College of Kuwait Student Paper	<1 %
40	www.coursehero.com Internet Source	<1 %
41	www.whatishumanresource.com Internet Source	<1 %
42	careevaluations.org Internet Source	<1 %

43	Submitted to Middle East College Student Paper	<1 %
44	arkajainuniversity.ac.in Internet Source	<1 %
45	dspace.bracu.ac.bd Internet Source	<1 %
46	www.saulibrary.edu.bd Internet Source	<1 %
47	judelucian.blogspot.com Internet Source	<1 %
48	malindakonarakura019199.blogspot.com Internet Source	<1 %
49	www.vskills.in Internet Source	<1 %

Exclude quotes Off Exclude matches Off
 Exclude bibliography Off