

**A study on Training and Development in Ready-Made Garments Sectors in
Bangladesh**

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Letter of Transmittal

February 27, 2021

Mrs. Khadiza Rahman Tanchi

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Subject: Submission of Research Report

Honorable ma'am,

Assalamulaikum. I am delighted to submit a research report on 'Training and Development in Ready-Made Garments sector in Bangladesh' successfully as a requirement of our BBA program. I have completed the research in due time as per your guidance. I have also achieved topic-related knowledge, enhanced my research skill and developed my working capabilities by being consistent with this research.

I am grateful to you for you have shared your valuable time to guide me through this research for a long period of time. I am obliged to answer every query you have regarding this study. I hope this research report would fulfill your expectation.

Sincerely Yours,



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Approval Certificate

This is to certify that Shams Md Tasnim, ID- 163-11-5256, BBA (HRM), is a regular student of Business Administration Department, Faculty of Business and Entrepreneurship, Daffodil International University. He has successfully completed his Thesis paper- “A Study on Training & Development in Ready-Made Garment Sector in Bangladesh” under my supervision. I am hopeful that his Thesis paper would fulfill partial requirements of the BBA Program. I also declare that his Thesis paper has been prepared for academic purposes only. It may not be used in actual scenario of RMG sector in Bangladesh.

I have gone through his paper and found it well written. I wish him every success in future.



Khadiza Rahman Tanchi, PhD

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My heartiest gratitude belongs to Mrs Khadiza Rahman Tanchi, PhD, Assistant Professor (HRM) & Associate Head (MBA Program), Department of Business & Administration, who supervised me during an extended period to complete this research paper. Her guidance, co-operation and assistance in the overall study was cherished and appreciated.

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Finally yet importantly I want to give my cordial greetings to everyone inside or outside Daffodil International University who assisted me throughout the research for this long period of time.

Abstract

The development process of financial condition in Bangladesh has attached constructively on the development of Ready Made Garments sector. The RMG sector is going through a continuous alteration since the 90's with the impact of globalization and modification of Human Resource Management department in industries. The first purpose of this research paper is to study the present condition of training and development programs organized by management for their employees. The second purpose is to identify the problems that workers are facing regarding their training and development in particular industry in accomplishing their duties. Current research paper is illustrative type, which is based on primary data assembled through a questionnaire filled by garment workers. This paper came up with some proposals to generate dynamic training and development strategies and to enhance the endurance of training and development programs assisted by Human Resource Management by overcoming the existing challenges in this competitive modern era. The conclusions of this study recommend that training and development is inescapable and unpreventable in any sector.

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Chapter 1: Introduction

1.1 Introduction

With the passage of time, our world is encouraging more competitive and challenging profiles to cope up with the dynamic atmosphere. To possess such efficiency, professionals of private and public industry sectors have none other thoughts than to arrange proper training sessions for employees. Training programs focus on day to day development of employee skills, enhancing their urge to gain competitive advantage for the industries they work in. On the other hand, it reshapes employees' behavior, etiquette, professionalism and expertise all together as a vast employee performance. Training and Development is the part and parcel of industrial initiative activities. In Bangladesh, such arrangement is available in most of the vital and basic segments in job market such as Banking sector, Private and Public companies, Multinational companies, Business Industries and many more. Generally, Training and Development programs are evaluated, merged, analyzed, prepared and then finally launched by Human Resource experts. Though, it is also handled by different sectors relevant to management. The procedure could be both systematically or non-systematic in a way which properly guides employees to enhance their abilities and efficiency. Moreover, success rate in Training sessions depends mostly on the relationship between Employee and Management. Jumping to another concept, a balanced ratio is maintained between Employee Development and Employee Performance to properly utilize the goal of Training and Development programs. One of the rising segments of Bangladesh is Ready Made Garments sector, lifting our export ratio at the peak with holding 84.21% of total exports in 2018-19 (EPB Data) and maintaining beneficial relationship with The US as the most valuable buyer of the products made in different Garment industries on a day to day basis. Adequate importance of Training and Development has become the biggest concern nowadays to enhance the potential of employees, as this sector could contribute a lot more to this country in near future.

1.2 Background of the Study

Training and development programs gradually increase workers' efficiency and performance. Without such initiative, employees might lack expertise skills which would result in lagging behind in the race of gaining competitive advantage over other industries. The background of

this research strictly focuses on the lacking of different garment workers. To work efficiently in the workplace, workers need to have proper understanding about basic skills similar to this sector. Also, majority of workers Lack behavioral, social and professional skills which remain a vital obstacle. Training and Development programs work for the improvement of such skills. Inadequate source of motivation and enthusiasm is another reason why workers nowadays suffer from workplace monotony. Training programs generate motivation and excitement by developing understanding between the Trainer and new employees. Due to no previous experience of working as a team, workers seem to compete with each other and find trouble while working together. Besides, Managerial and Leadership skills too have importance for the betterment of company. Trainers not only train employees to improve basic skills but also focuses on merit-wise additional skill development. Most of the workers fail to understand the true vision and mission of the company. Thus, it is observed most workers having frustration and suffering from monotony. Training introduces them to think in a different way which is related to the missions and visions of the company. Lastly, Inability of workers to think outside the box and failing to cope up with the dynamic situation is a very common obstacle for them to stay upright in the competition. Training and development programs work through almost every criteria and help them to outstrip their limitations.

1.3 Rationale of the study

Ready Made Garments is one of the rising segments of Industrial Revolution in Bangladesh in the recent years. Majority of the employees are low literate and poor women in this sector, accompanied by low literate men living in run-down neighborhoods of downtowns and other parts of different cities. Thus, training and development has become a must in this sector. In contribution to overall exports of the country, RMG is holding the majority portion standing at 84.21% of exports in the years 2018-2019 (Government Export Promotion Bureau Data). Rock (2001) inscribed that in association with Daewoo (a South Korean company), Bangladesh started exporting garments product in 1976. Desh Garment was the first joint venture garment factory in Bangladesh. Currently, the number of active Garments factories in Bangladesh is approximately 4,621. The United States of America is holding the first spot among the country's RMG export destination. Thus, manifesting towards the crucial importance of Employee Training and Employee Development in this sector as well as it offering the golden opportunities for our

country ahead, the present study is decided to be on “Training and Development of Employees” in RMG sector of Bangladesh.

1.4 Problem Statement

Majority of the garment workers are under-aged women. Due to younger age, employees suffer from lack of experience and move through complexity of workplace behavior and professionalism. Thus, organizations lack competitiveness and discipline. As low literate, non-experienced women have consumed the major part of employees, lack of physical strength and efficiency is noticeable among them. They cannot work efficiently during working hours which increases burden for company. As a result, company has to put the pressure back to workers through overtime and rough work schedule. Companies focus on getting manpower rather than focusing on the quality. So, they randomize experienced and non-experienced workers in recruitment to get more workers. It results in privation of basic skills. Workers also get agonized because of gender-biased training programs arranged by companies. Such programs give preference to male workers and put women workers on the neglected portion. Even in proper training arrangements employee participation has been decreased by time. The overall quality of employee performance does not meet with the company standard in recent days.

Problem lies between the company and management also. The infrastructure was never well-structured. Almost every company has been lacking a healthy management and employee relationship. Solvency rate of garments factories is decreasing day by day. It is the duty of management to maintain a balanced ratio between Employee Performance and Employee Development. Due to corruption in promoted sector, it is not properly evaluated. Organizations fail to undertake a proper method for employee promotion as majority lack the least skill required. They cannot bring out the potential of every worker which he has in himself. Suffering from workplace monotony, employee ego and conscience is violated very often nowadays which indicates towards management failure.

Though training and development programs have been adopted by some organizations, there is inadequate number of professional trainers. Also, measurement of training and development sessions is not appropriate for workers. Training programs required to be up to date and reviewed

as necessary by the trainer. But lack of professionalism among trainers fails to pursue the true objective of Training and Development programs. On the other hand, rate of adopting the Leadership and Managerial skills by employees has been falling day by day. As it is trainers who have clear thoughts about the effective use of tools and machinery, professionalism and additional employee skills, experience should be prioritized most while selecting one for the company.

1.5 Objective of the study

The main objective of this study is to analyze the overall training and development framework in RMG sector of Bangladesh. Apart from this central objective, other specific objectives are as follows:

- To give a brief idea of training and development process in RMG sector of Bangladesh
- To investigate the current status of training and development programs RMG sector of Bangladesh
- To investigate challenges faced by employees regarding their training and development.
- To recommend some workable suggestions for RMG sectors on the basis of the current scenario.

1.6 Methodology of the Study

Current research paper is of illustrative type and based upon primary data collection through a questionnaire filled by garment workers. Secondary Data includes journals, research papers, reference books and sources of internet. A random sampling of 60 respondents from ten different garment industries like Masco Industries Limited, Standard Group, DBL Group, BITOPI Group and others.

The current study focuses on analyzing the whole process of training and development in Ready Made Garments sector of Bangladesh to develop the efficacy of ongoing strategies and policies. It is a quantitative research which is laid out by survey strategy. Both primary and secondary data have been used to supervise the research. A well-structured questionnaire was drafted upon the groundwork of the main objective of the study through which the primary data was collected. The secondary data have been accumulated from websites, research works and published

journals about training and development in Ready Made Garment sector of Bangladesh, ideas and theories of renowned Human Resource Management experts and their suggested problems with possible solutions. The target population of the present study encloses random male and female garment workers from different garment factories in Bangladesh. A sample of 60(n=60) random male and female garment workers from ten different Garment factories in Bangladesh is selected. Sample size is 60 with 92% completion rate and 98% incidence rate. Simple Random Sampling method was used as the sampling technique in this research for selecting garment factories and their workers. The outlook of workers has been collected by a well-structured questionnaire regarding the factors that alter both their workplace performance and career development throughout the training and development programs. The questionnaire has been constituted of 5 points Likert Scale questions (where 1 point indicates highly dissatisfaction and 5 point indicates highly satisfaction) along with some dichotomous and multiple choice questions.

Including some Frequency Distributions and Factor Analysis, Microsoft Excel and SPSS 16.0 have been used to examine the collected data.

The research paper contains six major chapters, beginning with introduction, chapter two covers literature review, chapter three outlines the research methodology, chapter four represents the interpretation and analysis of collected data, chapter five depicts the findings and lastly chapter six concludes the study.

1.7 Scope of the Study

The study will cover basic areas-

1. The concept of Training and Development in general and in RMG sector
2. Overall method to successfully arrange and launch Training sessions in RMG factories
3. Basic procedure of Garment-based training and development program
4. Analysis of training need among employees
5. Identify the obstacles RMG sector is currently facing in arranging Training sessions for workers
6. Sought out possible ways to overcome the boundaries

Chapter 2: Literature Review

2.1 Concept of Training

Training is preferred to be a specific method rather than a simple one. It should be implied on employees as a bridge between knowledge gaps. Training is a process of improving the basics of new employees as well as attaching additional skills with the previous ones and upgrading them in a day to day work based method.

Employee Training seeks a change in employees' skills, knowledge, attitudes, or behavior which is increasingly required to assist the work force in using modern techniques, tools, strategies and materials in their performing jobs. (Bartel, 1994; Crow, 2002).

According to Cosh, et al, (1998) a firm's expansion, developing its potentials and enhancing its profitability can all be achieved by the implementation of training.

Edwin B Flippo said, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

Dale S Beach defined, "Training is usually considered as the organized procedure by which people gain knowledge and increase skill for a definite purpose"

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".

Mohanty (2011) developed a research about the importance of training on the dynamic business world. Human Resource development has introduced new opportunities to this sector which are to be faced by employees with more efficient and effective skills. Such potential requires a proper training program from the management level of industries. It enriches employee skills as well as making an 'all out' effort behind the success of organizations.

Rao (1982) studied that Training should not be ended only with instructions but also to be analyzed in an easier way to learn for the employees and apply it with dynamic aspect of global

business atmosphere. The existing belief and behavior of employees contradict with the outcomes of training. Thus, importance of a proper training method is utmost necessary in his view point.

Daudelin and Douglas described training as not an individual, sustainable method itself but require additional support from management as well as employees to remain sustainable. The new skills learnt by employees are to be practiced under observation. Besides, it is necessary to count several psychological factors to boost employee productivity, motivation, effectiveness and efficiency.

2.2 Concept of Development

Employee development (ED) is a joint initiative of the employee as well as the employer; goes a long way in training to upgrade the existing skills and knowledge of an individual for performing job activities. (www.managementstudyguide.com/employeedevelopment.htm)

Also, “Employee training and their development (Evans & Foster, 2000) enable human capital (Vemić, 2007) to unleash employees” dexterity and it helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions (Gareth, George and Hill, 2000).”

Employee development, including the continuing generation and exchange of knowledge and experience, is concluded to be the key driver of value growth in any kind of organization (Mayo, 2000).

Adamolekun’s (1983) views about Employee Development are, employee development (ED) involves training, education and career development of staff members.

The concept of Employee Development by Greenberg & Baron (2003) was described as “The set of processes that arouse, direct, and maintain human behavior towards attaining some goal.”

2.3 Training vs Development

Training and Development are depended to each other but also indicate towards different individual meanings. Anthony (1999) studied the difference between Training and Development process- Training as a short term performance oriented method and Development as a long term

career, as well as organization oriented method to broaden the perspective of skills by adding additional ones to employees with a view to prepare them for holding any upcoming future responsibilities.

2.4 Training Need Assessment

Success of training and development programs depends on assessment of organizational training needs. Across the past twenty years, need assessment has been emphasized more due to expensive process of creating introduction, particularly when training is misused (Rossett, 1999). Training need assessment is determining the range of problem and analyzing the fact whether training can be a solution to it; in other words, needs assessment is performed through the comparison of analyzing employee performance and instructional analysis which refers to training effectivity (Beier, Margaret & Teachout, Mark & Cox, Cody, 2020, Training and Development of an Aging Workforce).

2.5 Evaluation of Training and Development

Evaluation of training methods will ensure whether trainees are able to implement their learnings from training program into their day to day work life (Gopal, 2009, Nagar, Topno, 2012). There are different types of training evaluation models. Kirkpatrick's four levels of Training Evaluation model refers to measuring four possible outcomes which should be a result of an effective program; Warr, Bird and Rackham's Content, Input, Reaction and Outcome (CIRO) Model which indicates the impact of training over the organization on the basis of overall result; Anthony Hamlin's five levels of Training Evaluation model emphasizes on the employee feedback about training and development program's effectivity; Jack Phillip's Return On Investment (ROI) Model transforms the caliber of training and development programs in monetary value; Lastly Content, Input, Process and Production (CIPP) Evaluation Model focuses on providing a timid response of decision-making and functional improvement information (Topno, 2012).

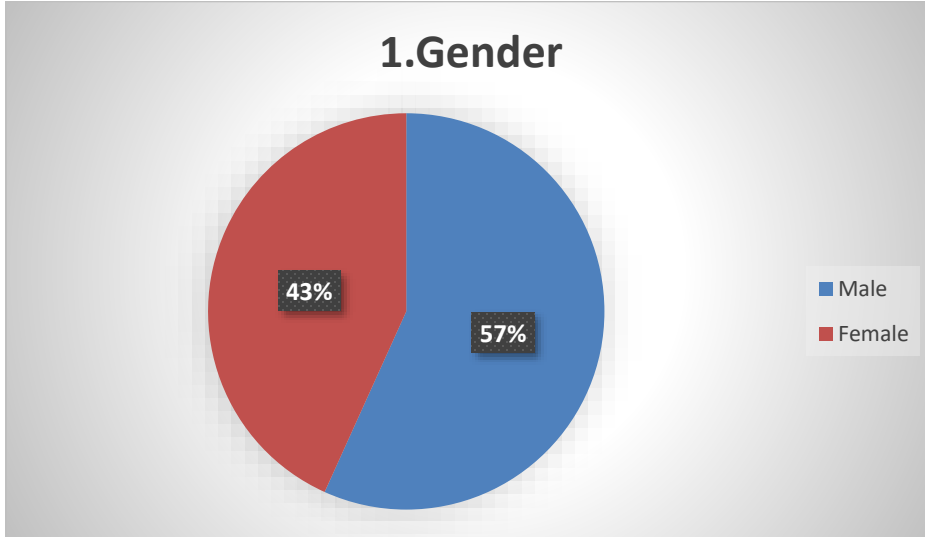
2.6 Recent Scenario of Ready Made Garment Sector in Bangladesh

There are multiple linchpins to which the development of Ready Made Garment sector in Bangladesh is assigned. Protecting the domestic garments and textile factories of developed countries in a temporary manner was the plan of GATT (General Agreement on Tariff and Trade). This initiative was taken in 1974 by GATT. Though, developing countries were benefitted in a well-ordered manner through this initiative to reach the competitive foreign market (Aggarwal and Aggarwal, 1985; Dheerasinghe, 2009). Import quota of Bangladesh was relatively less restrictive than Taiwan, Hong-Kong, South Korea and Singapore which helped the country to make an approach to foreign market with Ready Made Garment products (Bhattacharya and Rahman, 2000; Chowdhury and Ullah, 2010). The key to the development of Ready Made Garment sector of Bangladesh is the huge amount of unskilled and amateurish labor force consisting of uneducated male and female workers (Feldman, S. 2009). Through gradual development, RMG products of Bangladesh are now getting duty free access in most of the developed countries as well as maintaining PTA (Preferential Trade Agreement) with Malaysia, China, India and Korea (BGMEA, 2019). Since the establishment of RMG industry, Bangladeshi government came up with different policies to fulfill its requirements. In addition, two unique policies among those were 'The Bonded Warehouse' and 'Letter of Credit' which helped the RMG industry to enlarge its export boundaries over the competitive foreign market (Yunus and Yamagata, 2014, p. 96).

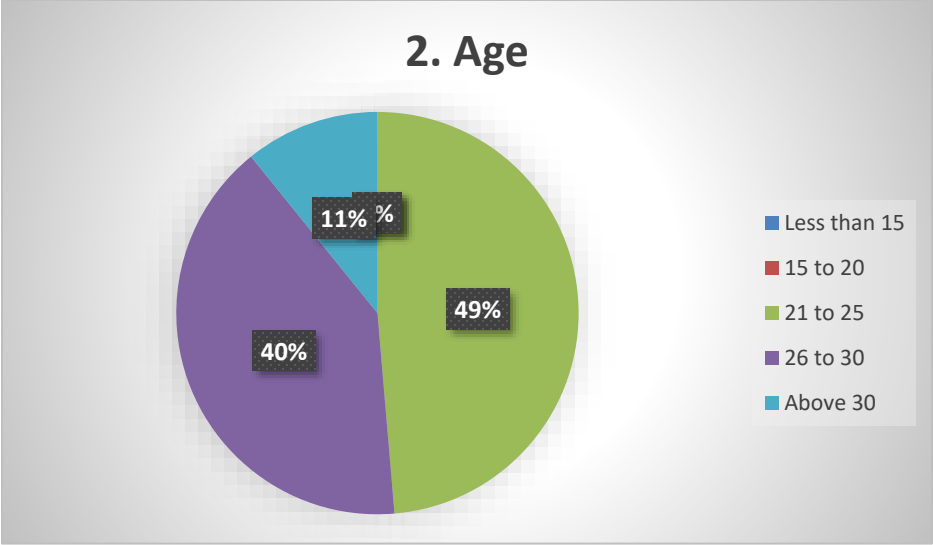
The women have been contributing so much in the economy of Bangladesh through RMG sector over the past decade. They are numbered as majority in the current RMG workforce, improving their recognition in this sector. The women are participating also in decision-making criteria of RMG sector in an appreciating manner. Though, they have a little income which is insufficient to expand their social value and recognition. (Ali,2003)

Although there is a possible blockade in front of the expansion of RMG sector of Bangladesh if the Multi-Fiber Arrangement (MFA) quota is removed due to increase the competition of this sector in the global market (Mahmud, 2003).

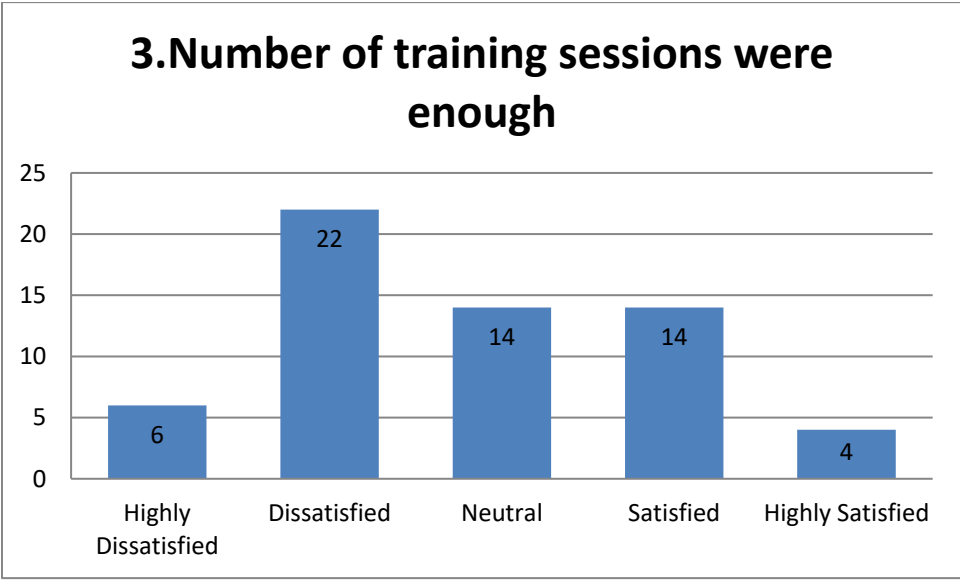
Chapter 3: Data Analysis, Interpretation and Findings



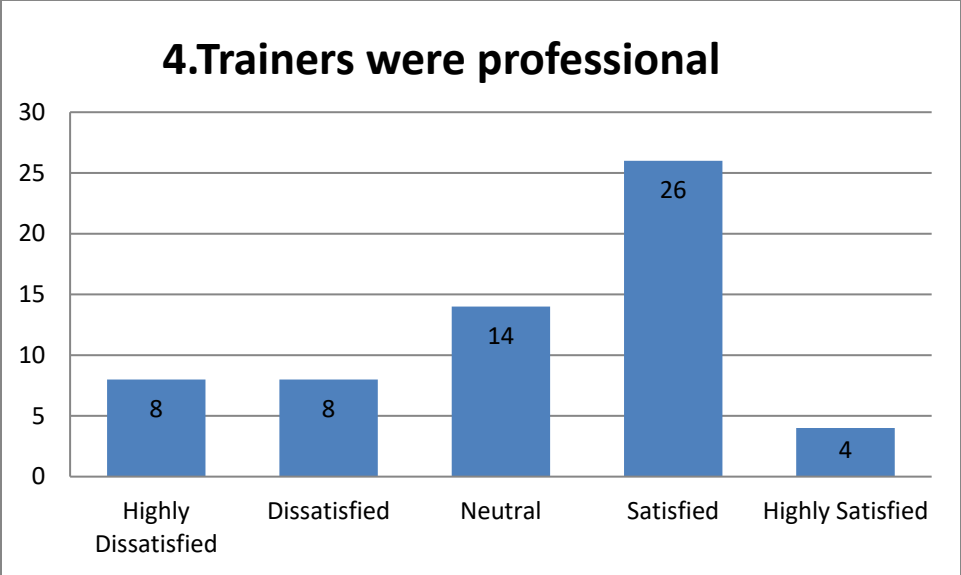
As per the responses of workers from ten different garment factories, the percentage of numbers of male workers is slightly higher than the percentage of numbers of female workers. We can see the percentage for male workers is 57% and on the other hand, percentage for female workers is 43%.



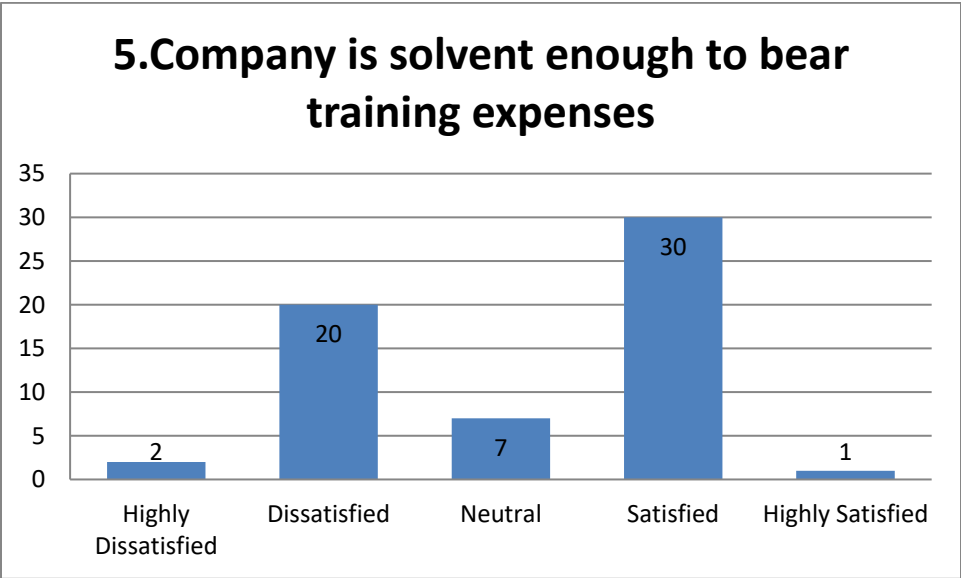
Almost half (49%) of the workers are aged 21 to 25. The rest of the half is split into 40% to 26-30 years old and 11% to above 30 years old garment workers.



In response to sufficiency of numbers of training sessions arranged, 28 out of 60 workers were dissatisfied, among them, 6 workers were highly dissatisfied. The numbers of satisfied and unbiased workers are equal to 14. Remaining 4 workers were highly satisfied with the training sessions arranged for them.

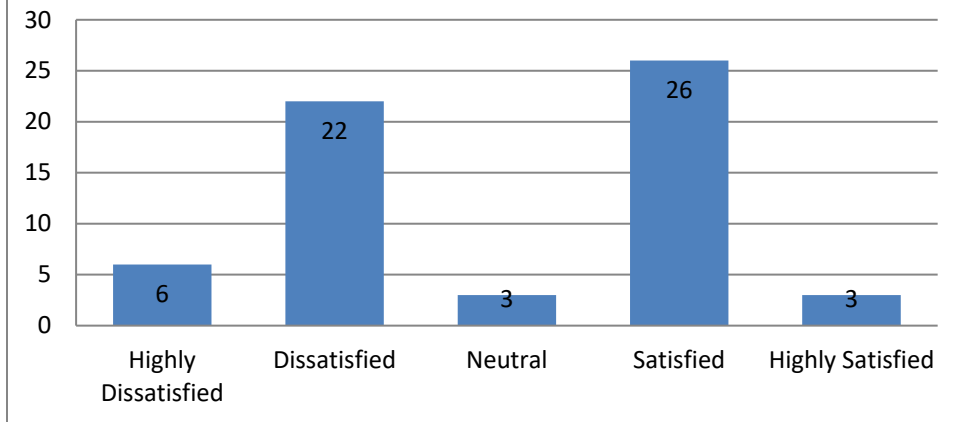


30 out of 60 workers responded in satisfactory level to the professionalism of trainers, whereas 4 of them were highly satisfied. The number of highly dissatisfied and dissatisfied workers about this matter is equal to 8. Remaining 14 workers find this matter unobjectionable.



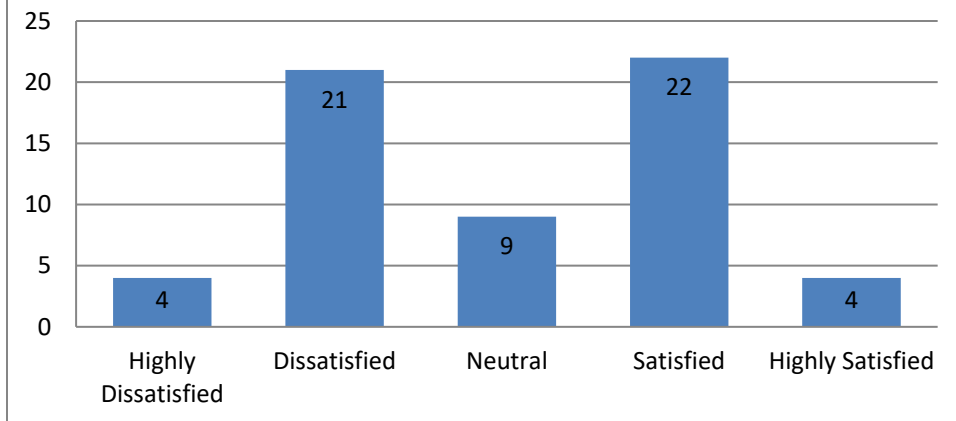
In response to solvency of factories, the number of satisfied workers is higher than number of dissatisfied workers which is 30 to 20. There are 7 unbiased, 2 highly dissatisfied and 1 highly satisfied worker remaining in response to this question.

6. Training programs were helpful for both male and female workers



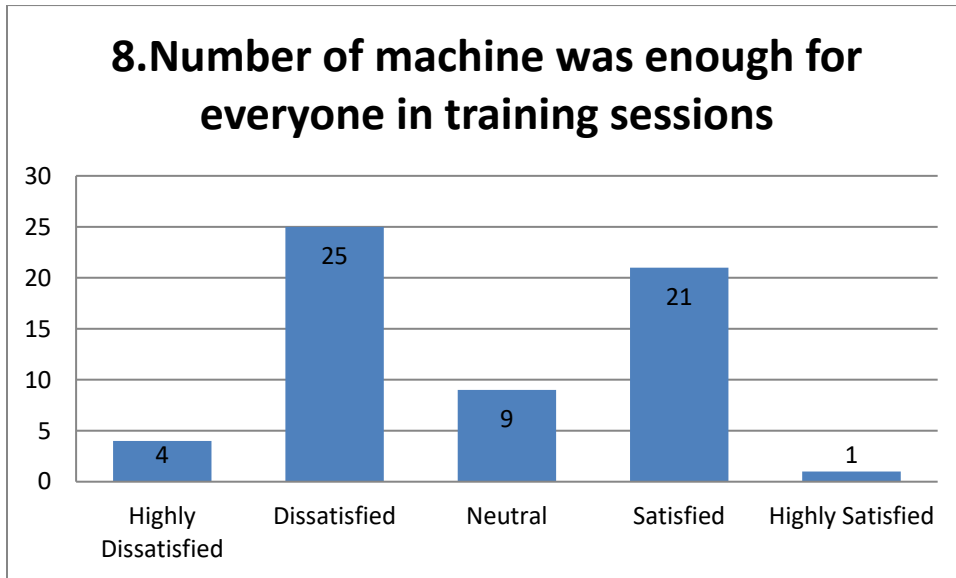
In response to the 6th question, 26 out of 60 respondents were satisfied and 3 were highly satisfied. From the remaining workers, 22 were dissatisfied with the output of training programs and 6 were highly dissatisfied in this matter. The remaining 3 chose to remain unbiased.

7. Training sessions do not violate employee conscience and ego



In response to violation of conscience and ego of employees, 21 out of 60 workers agreed and were dissatisfied about it. In addition, 4 workers were highly dissatisfied. Number of neutral

workers was 9. Remaining 26 workers were satisfied with the terms and behavior in training sessions, 4 of them were found highly satisfied.

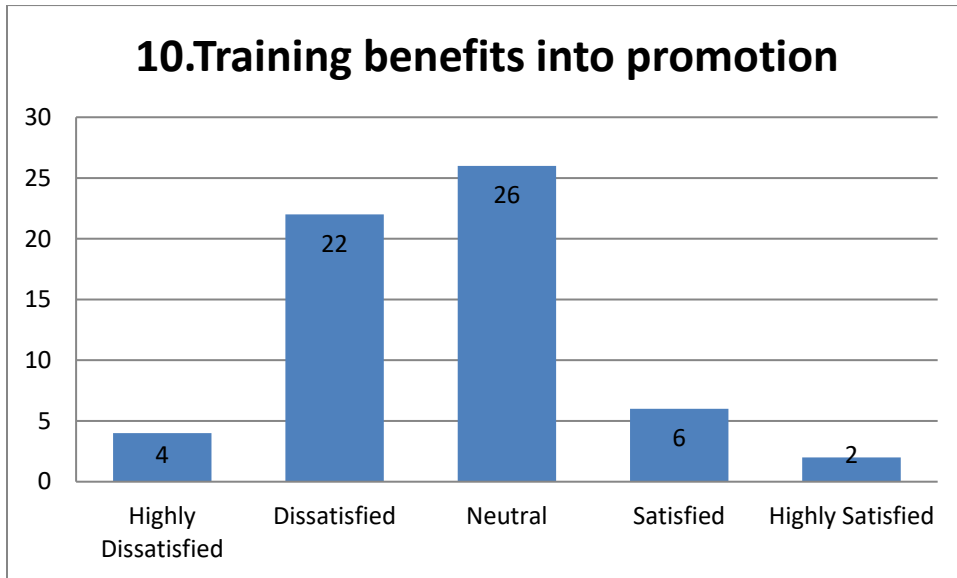


In response to sufficiency of machines provided in training sessions, 25 out 60 respondents were dissatisfied and 4 were highly dissatisfied. 9 respondents chose to reply neutrally. Remaining 22 were satisfied with 1 being highly satisfied.

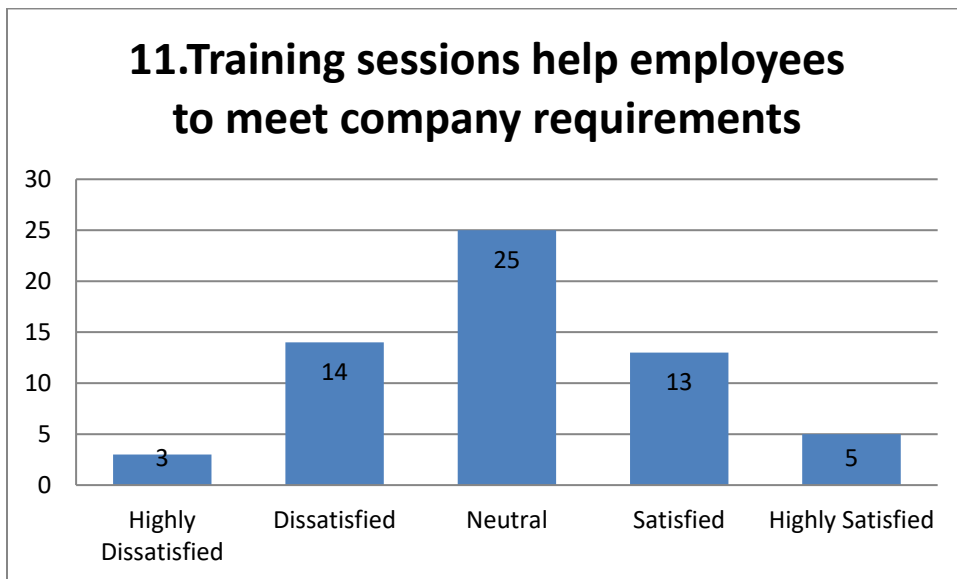


In response to proper participation of employees in training sessions, majority, numbered in 27 were dissatisfied and do not think employees spontaneously attend training sessions. In addition,

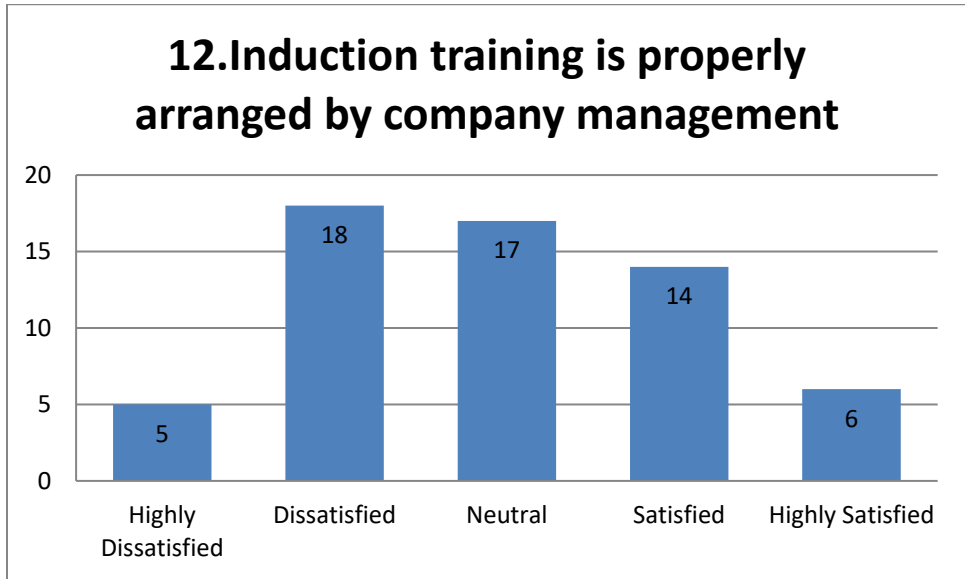
2 were highly dissatisfied. There are 4 neutral respondents. Remaining 27 are satisfied with the participation among which 4 are highly satisfied.



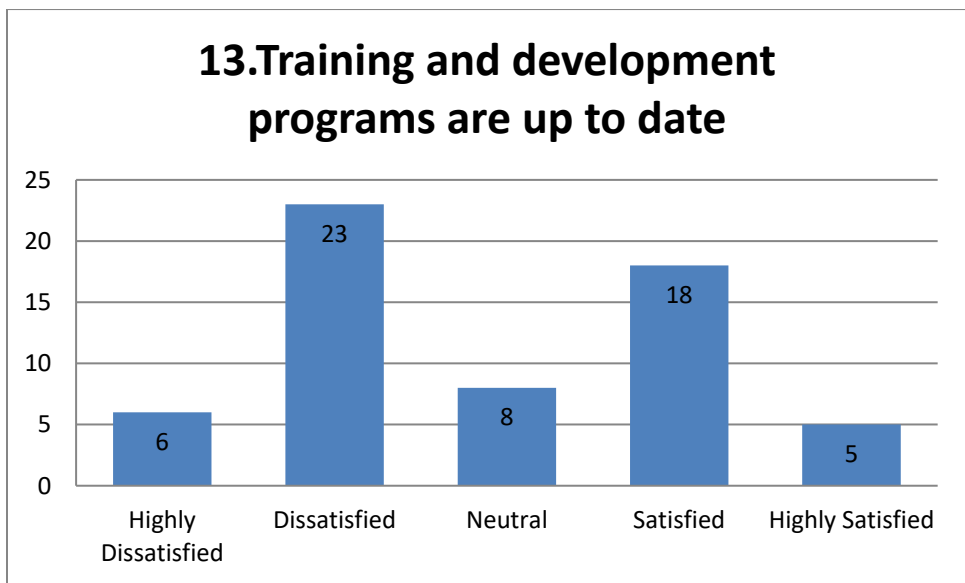
Majority of the respondents numbered in 26 remained neutral in replying to promotional benefits of training sessions. 22 were dissatisfied and 4 were highly dissatisfied with promotional activities regarding training programs. Remaining 8 were happy with 2 of them being highly satisfied.



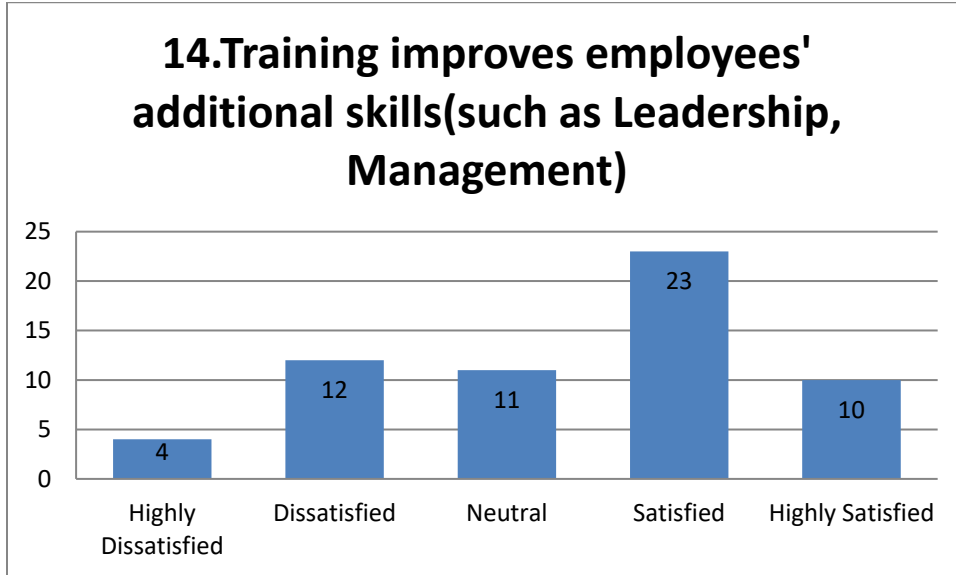
In response to question no 11, 25 out of 60 respondents chose to remain unbiased. 17 of the remaining responded with dissatisfaction with 3 being highly dissatisfied. Rest of the 18 found training sessions worthy to meet company requirements with 5 of them being highly satisfied.



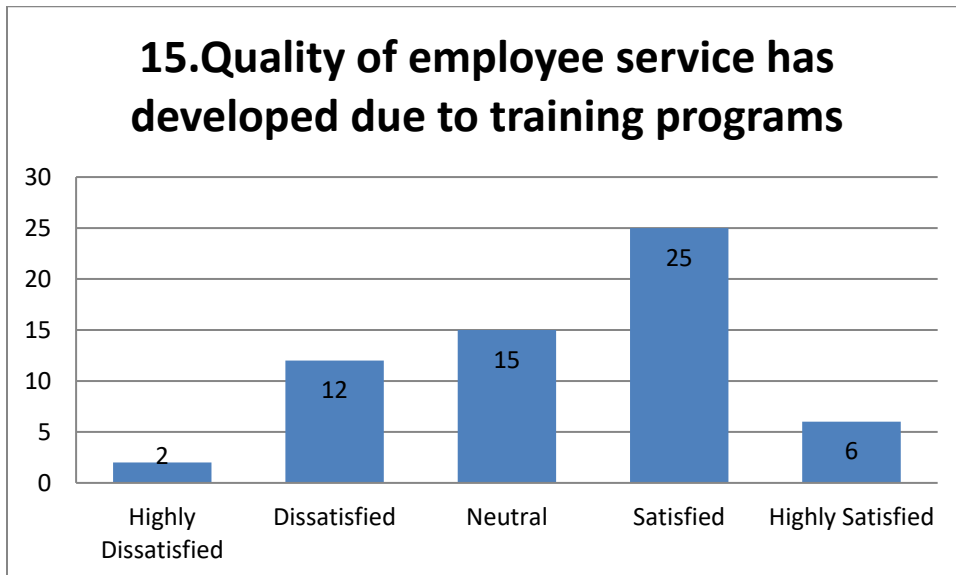
Responding to arrangement of induction training in garment factories, 18 out of 60 were dissatisfied, 5 were highly dissatisfied and 17 chose to be neutral. Remaining 20 workers were satisfied with 6 of them highly satisfied about it.



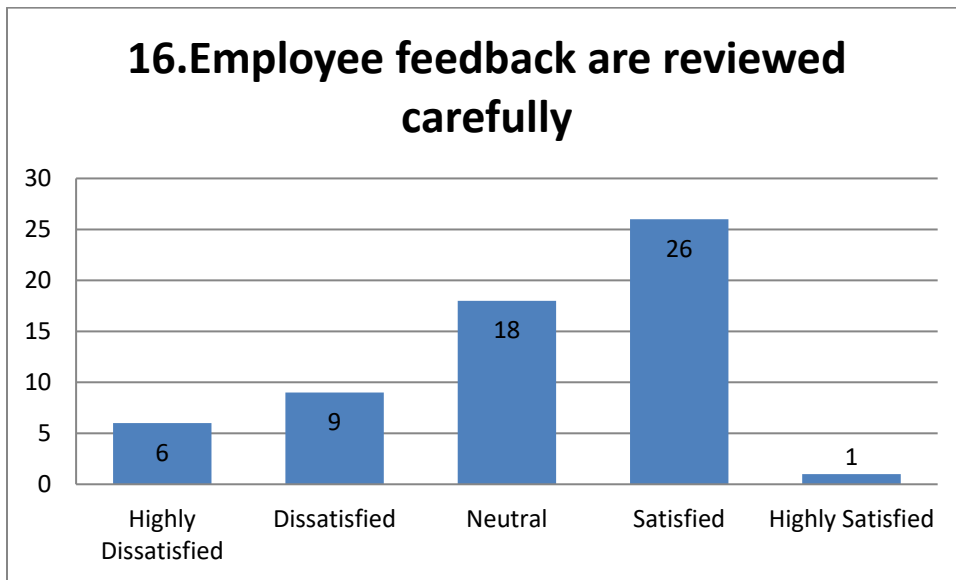
23 out of 60 workers think training and development programs are not up to date. 6 are highly dissatisfied about this matter. 18 are satisfied and 5 are highly satisfied with the renovation of training sessions. Remaining 8 were unbiased with this question.



23 out of 60 respondents think training programs helped them to achieve additional skills such as Management and leadership. In addition, 10 more were highly satisfied. 11 workers remained neutral in responding. Rest of the 16 didn't find training sessions worthy to improve such skills with 4 of them being highly dissatisfied about this matter.

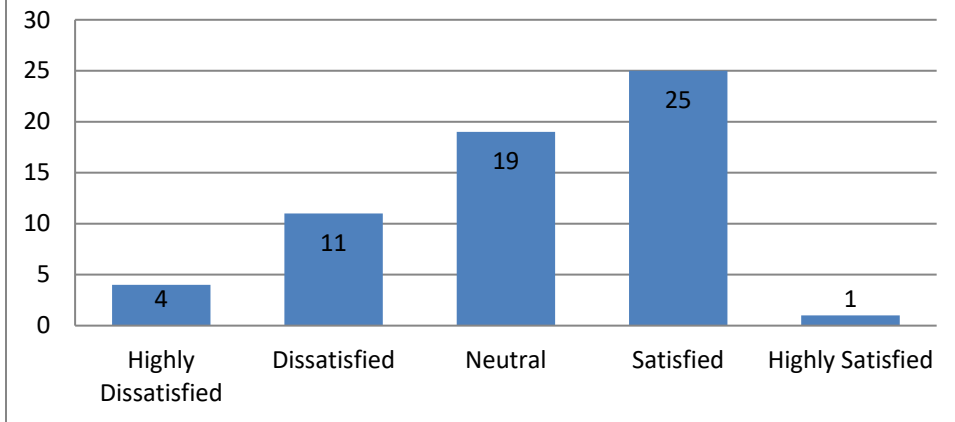


Responding to quality measurement of training programs, majority (25 out of 60 employees) were found satisfied over their factories. 6 employees were highly satisfied with the training performance. On the other hand, 14 employees were not satisfied with the efforts of training programs being delivered to them. Remaining 15 employees decided to be neutral about this matter.



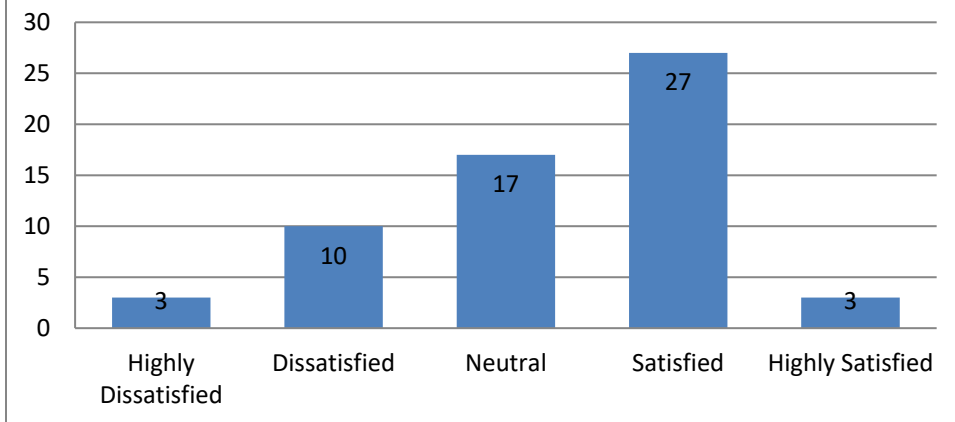
26 out of 60 employees think their feedback on training programs are reviewed carefully by training management with one being highly satisfied. 18 employees chose to remain unbiased and the remaining 15 employees were not satisfied with the evaluation techniques of training management.

17.Trainers are co-operative and friendly



Being asked about the co-operation of trainers, 26 out of 60 respondents replied they were satisfied with the efforts given by trainers during training and development programs. 15 employees were not satisfied with the behavior of trainers. Remaining 19 employees decided to be neutral about this matter.

18.Training sessions motivate employees



Half of the respondents think that training sessions motivates them towards career goals and remaining focused. Between the other half, 13 employees do not agree with this fact and 17 employees chose to be unbiased.

3.1 Findings

1. Majority of the employees are currently not satisfied with the numbers of training sessions arranged for them.
2. It is also found that, insufficient number of machineries is being provided to employees during training sessions.
3. It is found that induction training was not arranged rigorously which is considered as basic need for employees.
4. Majority of the employees are dissatisfied with the fact that training programs are not up to date.
5. A relatively good number employees found that they were not spontaneously attend training sessions.
6. It is also found that the training program do not brings any benefits to the promotion of their position.

Chapter 4: Recommendations & Conclusion

4.1 Recommendations

To lead a golden future in competitive foreign market, suggestions to the Management of our RMG sector would be following-

1. It is necessary for the training management and HR experts to set out training sessions as per employee demand.
2. Factories need to inspect possible employee number first and then set forth with the budget of machinery requirements.
3. Induction training is a basic and systematic training process. It needs to be disposed as per employee demand as employees are likely to be more comfortable with this type of training.
4. Training programs including training materials, methods and techniques should be updated and trendy.
5. Employee participation should be the main concern of training management of RMG factories. They need to convince employees without applying any kind of pressure which might hurt their conscience.
6. It would be highly motivated for the employees if the training program brings benefits to get promotion in their respective position.
7. To gain competitive advantage in the dynamic foreign market, RMG factories and employees who are working on this sector are needed to remain up to date with trending fashions, clothing style, pricing, advertising, branding, promoting, skills and many more related to this sector.
8. Some of the employees think that training sessions are not co-operating with their conscience and they are being pushed towards an egoistic approach. Trainers who are working with these employees need to have a more undemanding understanding to balance the needs of both sides.

9. Since the beginning, one of the biggest concerns for employees had been gender discrimination in workplace. Though it is getting under control with the progress of time, training management needs to keep an eye on this matter.
10. Lastly, before setting out with training and development programs for employees, factories need to analyze the work environment, employee demand, organization demand more efficiently and then set up a possible budget so that their supplies do not remain low comparing to employee demand in the end.

4.2 Conclusion

The importance of RMG sector towards the export-led economy of Bangladesh is well narrated in this research paper. For sustainability in economic development, RMG sector needs to be parented legitimately as well as the contributors of our country should prefer best possible choice supporting Bangladesh as the first priority. To ensure such an environment, training and development programs need to be executed efficiently and effectively favoring the RMG industry and the employees related to this sector. Regardless of some limitations of the study, it is expected that the findings and recommendations would benefit the RMG industry of our country in the long run.

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