How Training and Skills Development Improve Employee's Performance, Moral, and Motivation.

A Study Performed in Nippon Garments Industries Ltd.
(A Abedin Group of Industries)

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Abstract: Ready Made Garments (RMG) became a huge sector in Bangladesh. This sector is contributing tremendously to our economy. Nippon Garments Ltd. (NGL) is in RMG sector which is a sister concern of Abedin Group of Industries. NGL try to follow all the rules and regulations of labor laws by labor ministry of the government of Bangladesh. They maintain all compliances properly so that it won't be harmful to the employees and environment. Training and development are one of the crucial components of Human Resource Management (HRM), besides all of the things like recruitment, selection, and, compensation. Training and development help an organization to motivate the employees in the work place and increase skills, productivity, and confidence for effective performance. To become successful and run an organization efficiently, it is very important to maintain good HR practices. When an organization has strong HR practices, and everyone in the company follow all the rules and regulations properly then the organization can create a healthy working environment which makes everyone happy. To follow all the rules and policies for growth, an organization should train the employees as per their training needs. HR always help to find the better ways to motivate employees through training and other facilities because if employees are not happy in their workplace, then they become less productive and quit the company. As a result, turnover is going to go up. Nippon Garments Ltd. is a project of Abedin Group of Industries, and it started its operation in 1984, and during the time NGL have faced so many ups and downs, but till now it has been successful in keeping its brand reputation. NGL also established competitive work environment and proved to become the number one RMG factory in Bangladesh. It is 100% export oriented garments factory. They input their best efforts to create a remarkable reputation in the RMG sector. They have both foreign and local customers, and their main customers are from Europe. They always try to give the best quality products to their customers, and for this, they are very much conscious about the raw materials used to make their end product. They import their basic fabric from China, Pakistan, Hong Kong, and India. Regarding of innovation, they are always up to date about the fashion trends and styles. Their main products are the jacket, pant, jogging & track-suit, trouser, and more. They build up a strong relationship with the workers and employees and they also take necessary actions to maintain the strong relationship.

Key Words: Training, Skills Development, Employee's Performance, Moral, Motivation, recruitment, selection, compensation.

Introduction: In today's world without HR practice no RMG organization can perform effectively and efficiently. So as Nippon is a garments factory they also have their own standards of HR practice. As an RMG factory, they have to work with human capital so they have to practice a strong HR and they have to maintain workers monitor and evaluate their needs and satisfaction. If an organization is not able to look after its labor force then they cannot keep the production running, maintain the quality of the product and which in turn would affect the profit margin. To maintain and manage all the system they have Chairman, Managing Director, General Manager, Additional Manager, and Compensation Manager. Their recruitment and selection process are to find out the recruitment specification that needed, prepare the job description and place the advertisement. HR department collects all the CVs from the candidates and shortlist as per company requirement, arrange face to face interview then short-list the candidates, cross-check candidates background and references and hire the right candidate for three months probationary period (if he/she fulfill all the requirements). To achieve their mission and vision, Nippon Garments have some special set of strategical objectives that they follow, and those objectives are given below:

- To expand globally to do international business.

- Increasing production capacity and total quality management of their products.

- Increasing Brand Value both nationally as well as globally.

- Contributing to the economic growth of our country and inflowing more foreign currency through higher export of RMG's.

- Creating a safe, healthy and good working environment for employees.

Observations:

- Employers and employees have a professional yet friendly bonding in the workplace.

- They are always working to develop their workplace and factory.

- They have child-care center in the workplace.

- Their employees work as per deadline because employees are very much dedicated and loyal to their work.

- Employers and employees are always connected and are in regular communication through online communication tools.

Statement of Problem:

"Training and Development can improve employee's skills, motivation and performance" so our observation was everything about HR practices and training and development. We have chosen this topic because we believe every organization should have strong training and development program to fulfill employee's needs. Training motivates employees and increases their performance level. We have observed and tried to find out what employees think about training and development and what extend they need training and development. The reason of this research is about training and development of Nippon Garments Industries Ltd. and to know how training and development help employees, overall performance. The main purpose of this research is to implement the theoretical knowledge to day to day practices.

Objectives of this Research:

Objectives of this research are to get an overall idea about Training and Development of NGL and how they practice HR in their organization. The objectives of the research are as follows:

- To know about training and development and overall HR practices of NGL and how it works to increase the performance level of all employees.

- To know what extent employees, work sincerely in this organizations, the level of use of machinery and technological equipment's, and also to know the relationship between employers and employees.

- To know work culture, working environment, working strategies, management system and HR practices in the organization.

Methodology:

For this research, we surveyed 420 employees within the the HR department and also in the factory. We have used interview techniques such as questionnaires and interviews and based on their opinion we have analyzed our overall results. We have used convenience sampling method as the availability of employees due to their work load was low. To know close to accurate results emerging from this survey through percentage, we have used Likert scaling method.

Source of Data Collection:

For this research, we have collected primary and secondary data.

Primary Data:

- The primary data was collected through survey and personnel interviews with the organization's employees.

Secondary Data:

- Secondary data was collected from different books, web-sites and various peer review journals.

Literature Review:

Training is one of the most extending methods to improve the productivity of individuals and to achieve the organizational goals (Ekaterini & Constantinos-Vasilios, 2009). Rohan & Madhumita (2012) also supported the statement that training helps employees become more capable of quick decision making, teamwork, problem-solving and interpersonal relationship. It also has the beneficial impact on the organizations' level of growth, as well as impacting on employees' performance.

"Training affects employee's behavior and their working skills which results in employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007)." According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (McGraw Hill; Personnel Management, 6th Edition, 1984). Employee Development depends on employee education, employee skills, training effectiveness, and employee quality of work life.

Isyaku (2000) "The process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively."

Training and development is the way to improve the present condition, and it also focuses to develop employee's future performance, their skills and knowledge and ability to learn more. Training focuses on the current situation of the individual or group level employees in the organization, to improve them, overall through performance appraisal and personal interviews methods, an organization can find out the training needs of employees. Development focuses on future development to the individual employees and to the individual parts and skills to develop. Training and development are very much important for any organization because of training organization can find out the potentiality of employees for the organization and their potential skills that would be helpful for them in the future. By these employees get the opportunity to improve their knowledge and skills that give the confidence to face any kind of challenges and tackle any kind of problems. They become more flexible with their work and working environment. By training and development organization can also remove the difficulties employees face during their performance period so training and development help them to keep in the track to reach organizational goals.

Training is not only beneficial for an organization regarding employee's productivity but also beneficial in various ways such as building and maintaining capabilities, both on the individual and organizational level, and thus participates in the process of organizational change (Valle etal., 2000). "Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take a better decision on time and in a more productive manner (David, 2006)".

They think that people can learn quickly in a practical way rather than complying with bookish knowledge. "On the job training, reduces cost and saves time (Flynn et al., 1995; Kaynak, 2003; Heras, 2006)". If an organization gives their employees on the job training it would be better for both, organization and employees. There have been many reasons that explain the necessity of training in any organization. From practical learning, employees obtain new knowledge, skills by observing other members work and working style.

Basically, to get the accurate outcome with the motivated and skilled employees, training and development are really very important for any organization. **It is** not only for quality of work

life or career development, is it also necessary to run an organization under the system and to achieve the goals and fulfill the missions.

**Objectives of Training and Development:**

Training and Development is needed to evaluate the performance of employees and for their development of skills and motivational level to increase productivity. Training and Development is done to achieve some objectives and there are:

- To improve employees, performance level and increase productivity.
- To maintain their satisfactory level in the workplace.
- To motivate them to their work and make them more responsible.
- To develop the management, maintain the organizational goal.
- To give an opportunity for increasing the level of skills and knowledge.
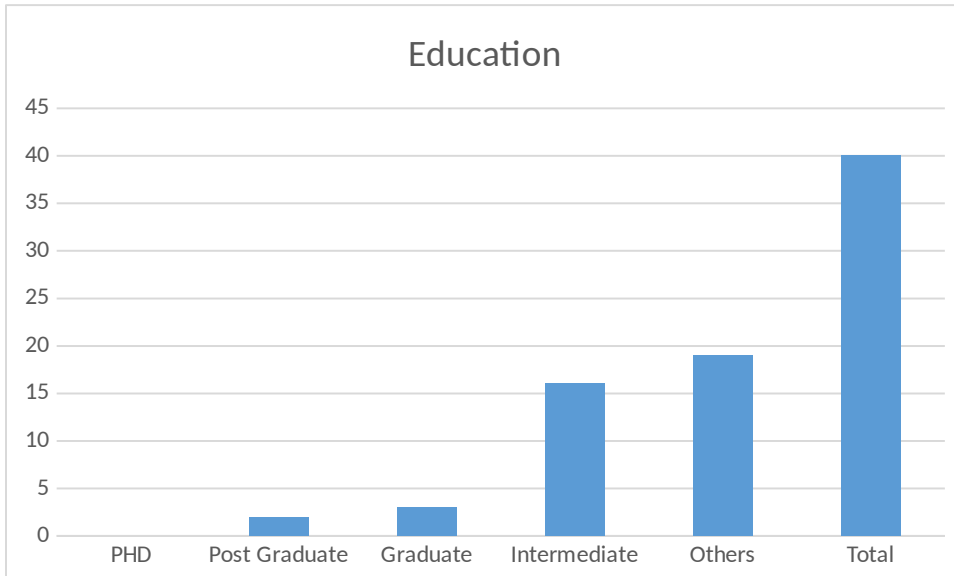
Analysis of Survey
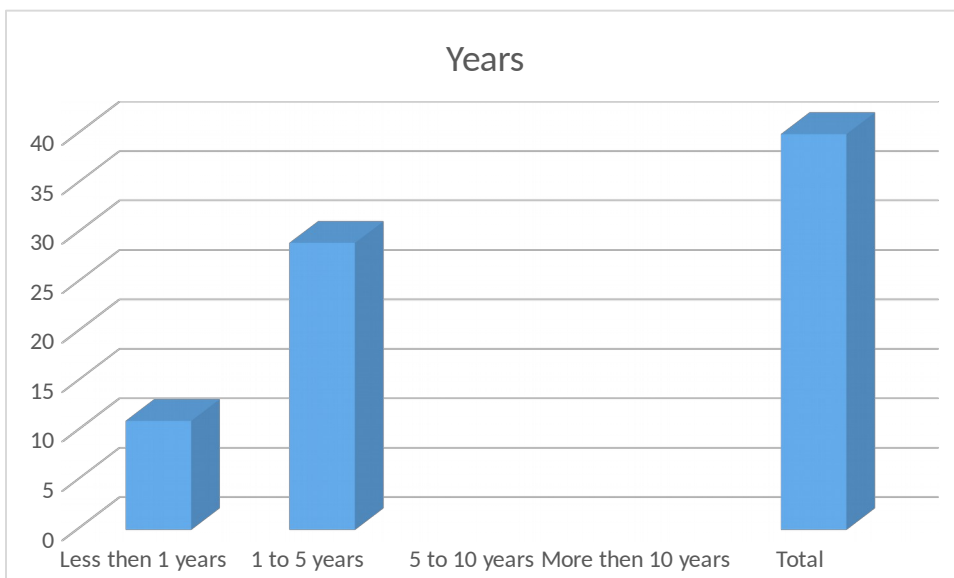
Respondent's Profile:

Question 1: Respondents by gender.
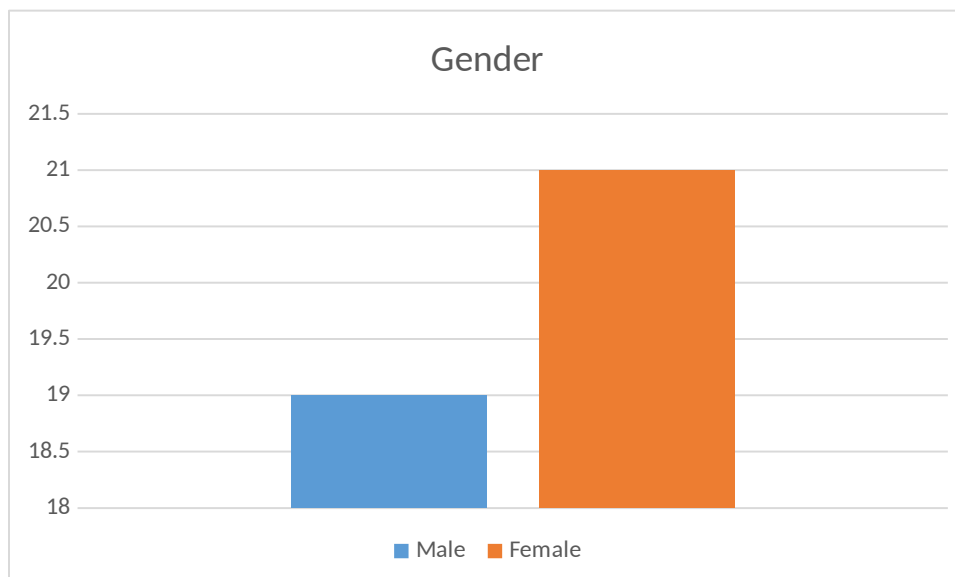
Question 2: Respondents by age.

Age
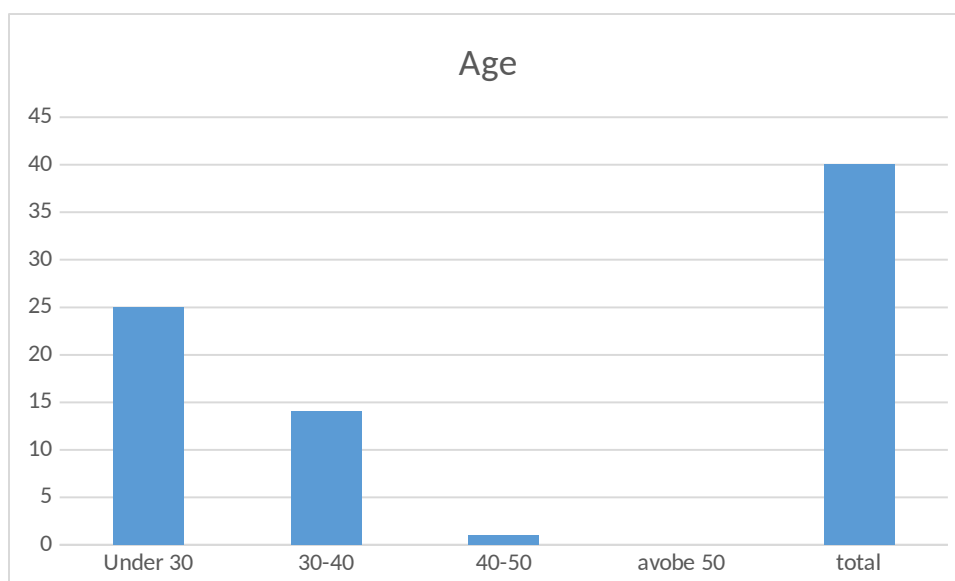
Question 3: Respondents by educational level.

Education

Question 4: Respondents by year of service.

Years

Question 5: Are you satisfied with your work environment?
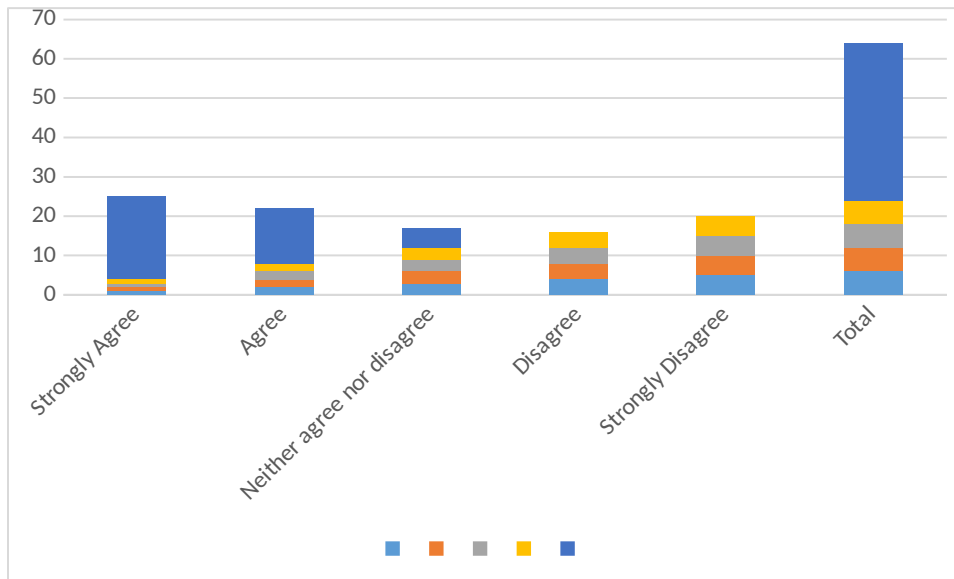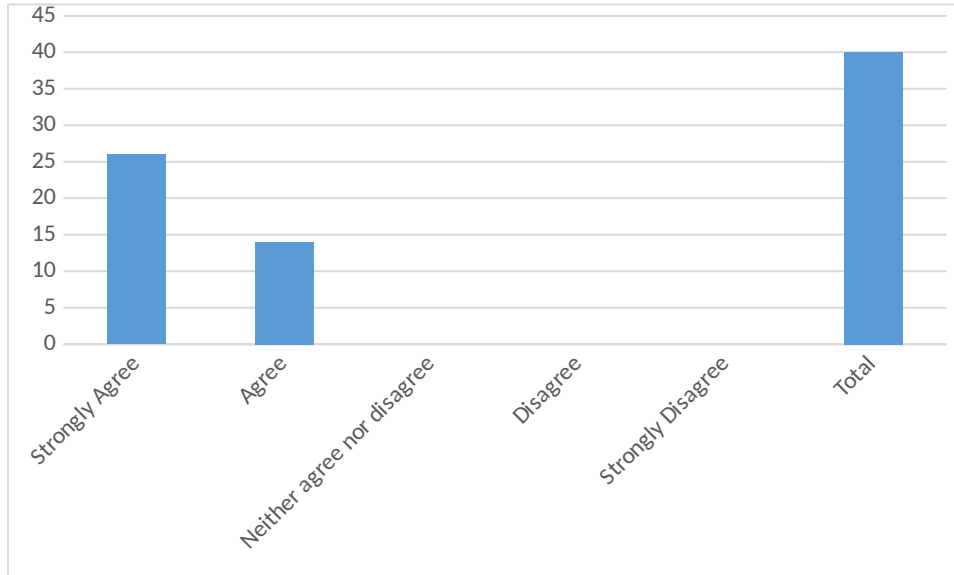
Analysis: In the above chart we can see that majority of employees are strongly agree with the statement. Here 53% employees strongly agree, with that the environment of NGL is satisfactory, 35% employees normally agree and 13% of them are neutral about environment issues.

Question 6: Do you think training program is helpful for personal growth?
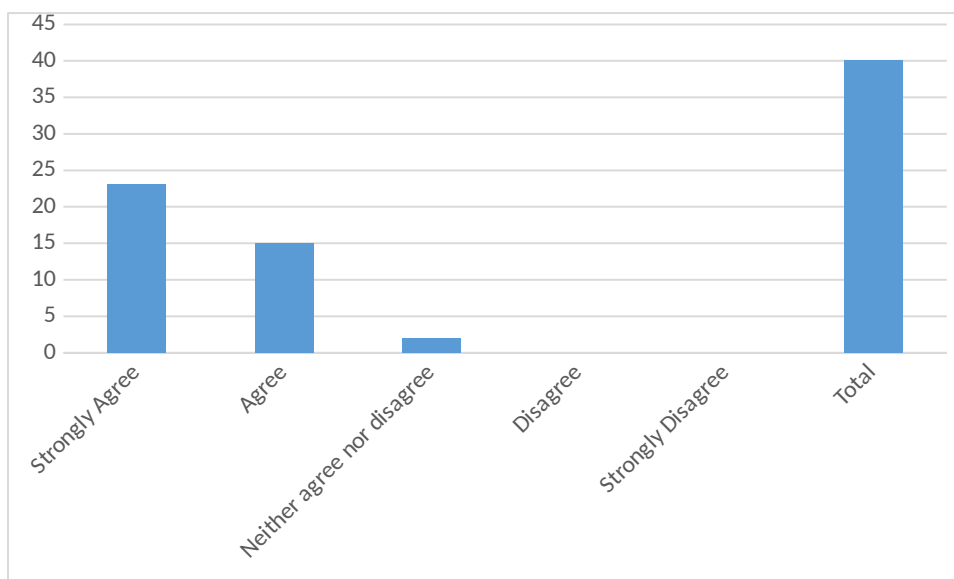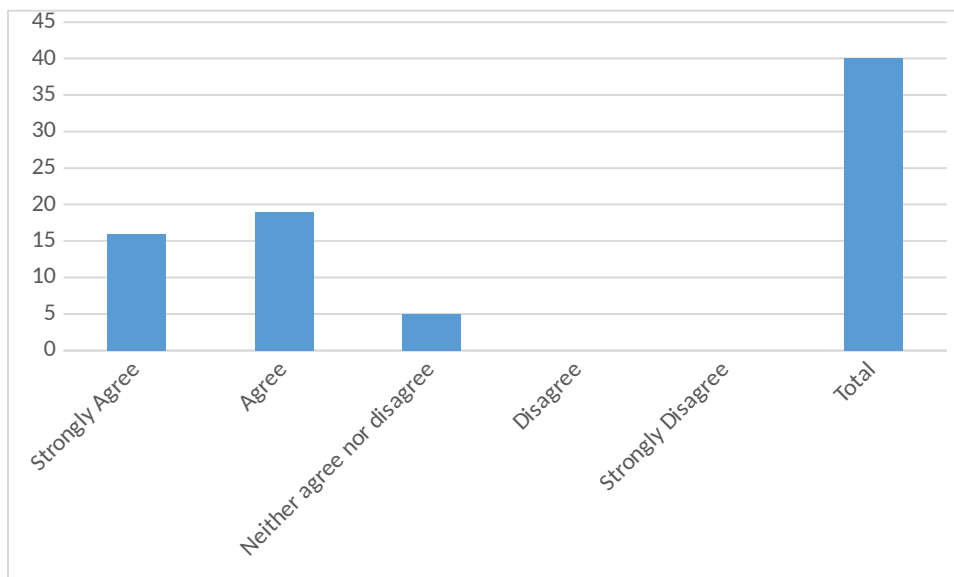

Analysis: In the above chart we can see that 58% employees strongly agree with the statement and 5% of them are neutral about this topic.

Question 7: Does your supervisor help to make you understand the work and encourage to apply the knowledge to your work?
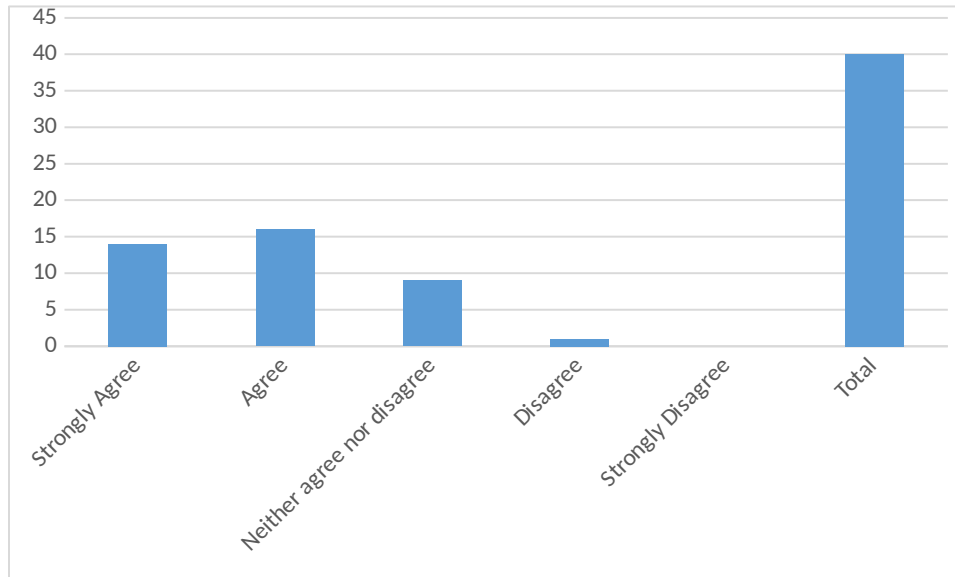

Analysis: In the above chart we can see that 65% employees strongly agree with the statement.

Question 8: Does NGL have training the program and is their training well planned?
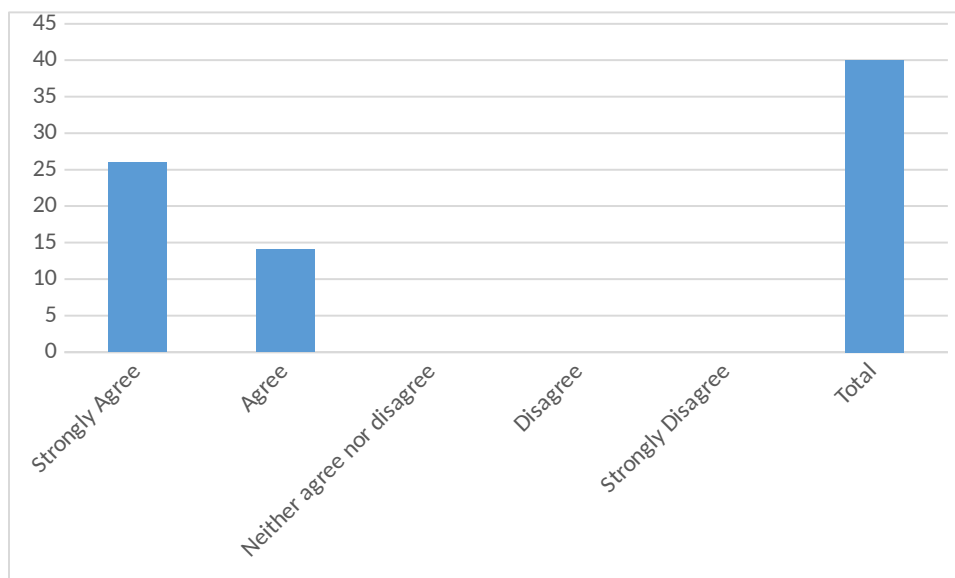

Analysis: In the above chart we can see that 40% employees are Strongly Agree with the statement 48% employees normally agree and 13% of them are neutral about this topic.

Question 9: Does NGL have an adequate resource that used in the training program and the training environment is satisfactory?
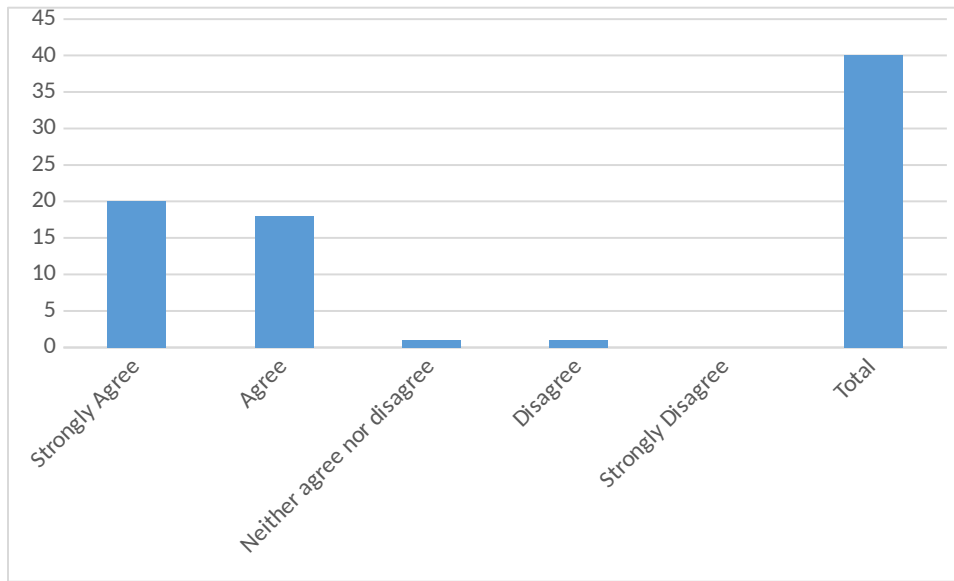

Analysis: In the above chart we can see that 35% employees are Strongly Agree with the statement, 23% of them are neutral about this topic and other 3% of them are disagree with the statement.

Question 10: Do you think you need the training to develop your skills and self-growth?
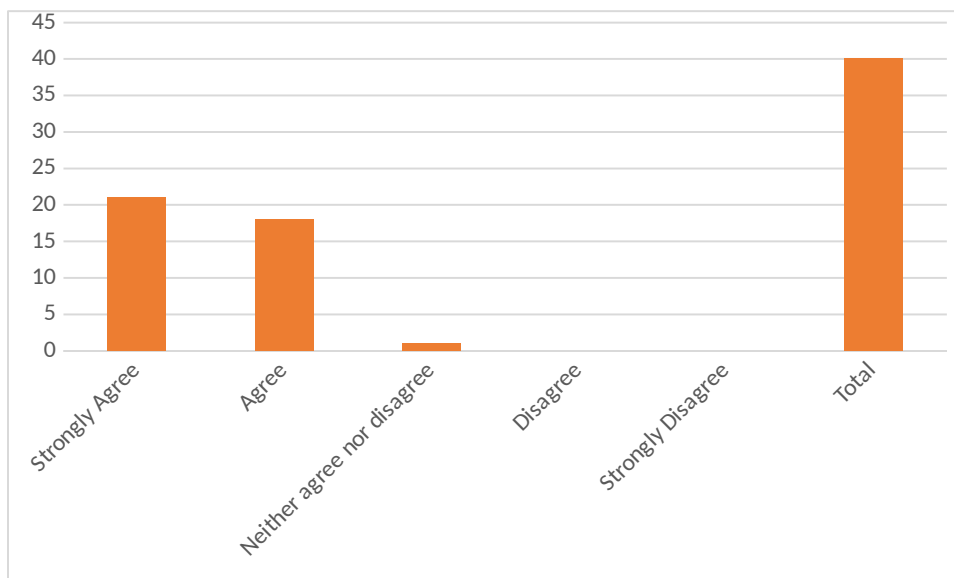

Analysis: In the above chart we can see that 65% employees are Strongly Agree with the statement, so most of the employees think that they need the training to develop their skills and self-growth.

Question 11: After getting training do you feel secure in your job?

Analysis: In the above chart we can see that 50% employees are Strongly Agree with the statement, 45% employees are normally agreeing 3% of them are neutral about this topic, and other 3% of them are disagree with the statement.

Question 12: Does training increase your motivation and productivity level?
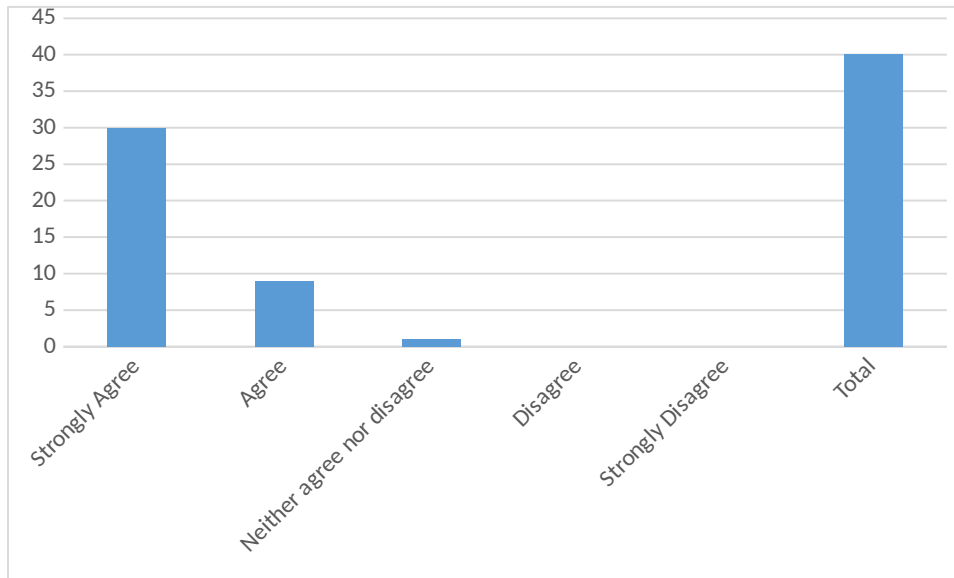

Analysis: In the above chart we can see that 53% employees are Strongly Agree with the statement; 45% employees are normally agreed 3% of them are neutral about this topic.

Question 13: Communication between Owners and workers is good in your organization?

Analysis: In the above chart we can see that 75% employees are Strongly Agree with the statement; 23% employees normally agree 3% of them are neutral about this topic.

Question14: Are you satisfied with your organization's management system?

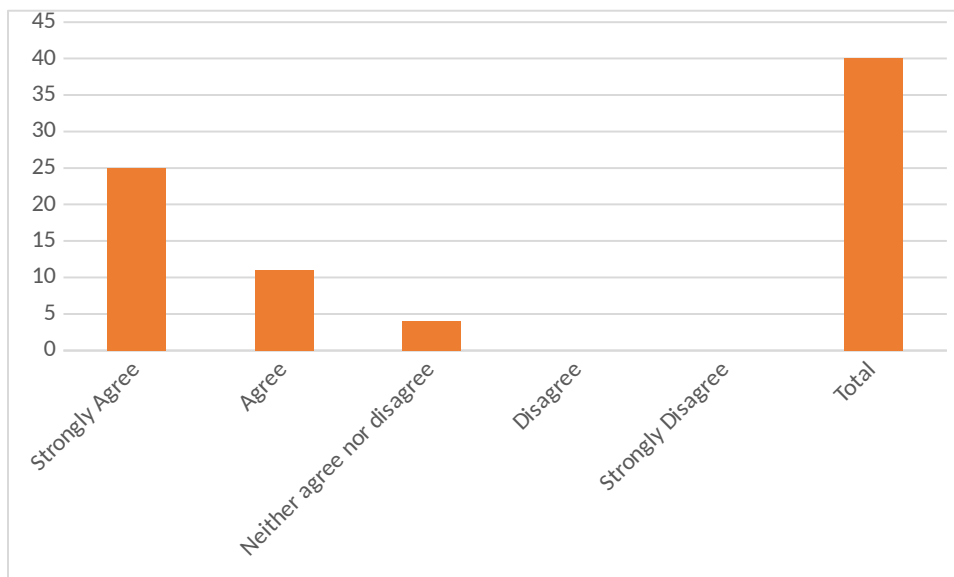**Analysis:** In the above chart we can see that 63% employees are Strongly Agree with the statement 28% employees normally agree 10% of them are neutral about this topic.
Findings:

- From the survey, we found that some employees are not motivated to do any training programs.

- Some employees know about training program and development, but their total concept about it is not clear.

- From our survey and interviews, we found out that most of the employees agreed with the opinion or feedback that the line chief, floor in charge and manager, the supervisor gave them and they think that only higher authority can judge their performance.

- Some workers are demotivated to learn new things about new department because they think the supervisor might rotate them in the different department which the employees don't want.

- Most of the employees are satisfied with their work environment and their current facilities and position.

- The organization converts their overall system to software-based so that they get more control and their work is done in a systematic manner.

- Supervisors arrange the short meeting with the employees if there's anything new in the product line and also give guidelines to make them understand how to fulfill the target as per buyer's demand.

- In this organization, they arrange the short orientation and short training programs for the new employees and also give those instructions and training required to operate machines and overall work process.

Methods of training:

There are two types of methods of conducting a training program. They are: on the job training and off the job training. NGL follow on the job training most of the time, but they also give off the job training as per training requirement.

On the job training:

- **Observation of work:** Trainer gives guidelines to trainee by observing other employees work during the working period.

- **Job rotation:** In NGL they apply this method on individual employees to help them learn new things for better skill development.

- **Mentoring:** This is one on one training method where the manager gives direction to his subordinates for any difficulties in work and problem-solving. This training is only for managerial level people with managerial tasks.

- **Assignment Understudy:** In this method, supervisor provides direction, facilities, and opportunity to the subordinate employees so that they can learn under proper supervision. In this process, the supervisor monitors them and give them the assignment for learning quickly and more efficiently.

Off the job training:

There are few steps to be taken under this training, and those steps are mentioned below:

- **Step 1:** To give training for the very first time, head of HR department arrange the meeting with all the supervisor. After talking with them, the HR head talks with higher authority to take permissions regarding the findings of the assessment of training needs.

- **Step 2:** After taking permission they find out the employees training needs both individually and group wise.

- **Step 3:** They prepare the budget and design training program and duration of training. Next, they divide how many employees need the training program and again divide them by their needs of training.

- **Step 4:** After these steps HR head presents this to the higher authority to get approval.

- **Step 5:** After getting approval they implement the training program.

- **Step 6:** After giving training they evaluate the employee's performance and give them feedback and record all the data for future.

Recommendations:

Some of the following recommendations are given below:

- They need to make employees understand why training is important for them and the organization as well.
- They should arrange more training sessions and also need to develop HR practices to motivate employees.

- Higher authority can make a yearly based reward system for employees in different categories for those who do well in workplace regarding performing their responsibilities and training seriously.
- After giving training, it's necessary to evaluate the result and performance.
- NGL needs to make some health insurance policy for all employees.
- NGL should install some advanced machinery for their development and future growth.
- The organization should give some transportation facilities to the employees.

Conclusion:

NGL is doing very well as an RMG company and is trying to do better than their previous position. They try to keep every employee happy and try to give every possible facilities and compensation on time. During our research, we found they have a friendly working environment and a good bonding with each other. Training and development programs help employees to motivate, develop their skills and performance. This helps them to face any challenges with confidence, and they are more able to take a quick decision in times of higher stress level. Moreover, it helps to increase productivity and helps to achieve the goal and fulfill the order on time. On the other hand, when employees get motivated and satisfied with everything, the cases of employee turnover will reduce.

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APPENDIX

SURVEY QUESTIONEER

Effectiveness of Training and Development to Increase Employees Productivity Survey Questionnaire for Nippon Garments Industries Ltd (NGL).

This questionnaire is to collect information from the employees to find out the impact of training and development. I request you to fill the questionnaire given below. The information given by will be used for academic purpose.

1. Gender

   a) Male b) Female

2. Age

   a) Below 30 b) 30-40 c) 40-50 d) 50& above

3. Education level
   a) HSC b) Graduate c) Post Graduate d) Other

4. How long have you been employed in NGL?

   a) Less than 1years b) 1-5years c) 5-10years d) More than 10years

5. Are you satisfied with your work environment?

   a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
   d) Disagree   e) Strongly Disagree

6. Do you think training program is helpful for personal growth?

   a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
   d) Disagree   e) Strongly Disagree

7. Does your supervisor help to make you understand the work and encourage to apply the knowledge to your work?

   a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
   d) Disagree   e) Strongly Disagree

8. Is NGL have training program and is their training well planned?

   a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
   d) Disagree   e) Strongly Disagree

9. Is NGL have adequate resource that used in the training program and the training environment is satisfactory?

   a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree

d) Disagree   e) Strongly Disagree

10. Do you think you need training to develop your skills and self-growth?

a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
d) Disagree   e) Strongly Disagree

11. After getting training do you feel secured in your job?

a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
d) Disagree   e) Strongly Disagree

12. Does training increase your motivation and productivity level?

a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
d) Disagree   e) Strongly Disagree

13. Communication between Owners and workers is good in your organization?

a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
d) Disagree   e) Strongly Disagree

14. Are you satisfied with your organization's management system?

a) Strongly Agree   b) Agree   c) Neither Agree nor Disagree
d) Disagree   e) Strongly Disagree