Sonargaon University (SU) Dhaka, Bangladesh

Thesis Paper on

Training & Development Practices in Bangladesh:

A Case Study on Graphic Aid Ltd.

Submitted by:

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ID: EMBA2102023035

Program: *Executive Master of Business Administration (EMBA)*

Major: Human Resource Management (HRM)

Semester: Summer-2022

Submitted

to:

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Sonargaon University (SU) Dhaka, Bangladesh

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Date of Submission
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Letter of Transmittal

05-Sep-2022

To,
Md. Rasel
Hawlader
Lecturer
Department of Business
Administration Sonargaon
University, Dhaka.

Subject: Submission of Thesis Paper on "Training & Development Practices in Bangladesh"
A Case Study on Graphic Aid Ltd**.**
Dear Sir,
With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the thesis paper, which is a mandatory requirement to completion of the EMBA program. This is a great pleasure for me to submit the thesis paper on, "Training & Development Practices in Graphic Aid Ltd**".** Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution Graphic Aid Ltd**.** in Bangladesh**.**

This report is all about to synchronize my theoretical learning from EMBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this thesis paper. I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.
I humble request you to accept this report for your kind evaluation. Kind regards,
Very truly yours,

Salma Khatun Jothe
ID: EMBA2102023035
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Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as "Training & Development Practices in Graphic Aid ltd." has been prepared by Salma khatun, ID: EMBA2102023035, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Executive Master of Business Administration (EMBA).

.....

Md. Rasel Hawlader
Lecturer
Department of Business Administration
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Student's Declaration

This is Salma khatun, a student of Executive Master of Business Administration, **ID: EMBA2102023035** from Sonargaon University (SU) would like to solemnly declaration here that this report on Training & Development Practices in Bangladesh: A Case Study on Graphic Aid Ltd**".** Has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

Salma Khatun Jothe
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I would like to thank Almighty Allah who made me able to complete this Thesis Paper by utilizing my skills and knowledge.

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I am responsible for errors and mistakes presented in the report and a positive and constructive criticism will always be greeted warmth.

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Abstract

Business Process Outsourcing is an emerging industry in Bangladesh. The Scope is very high and currently, very few well - established companies are operating in this market so it's the current time to give extra focus on this sector. All those information is collected from the Human resource department, interview & survey from the questionnaire, previous study, and company website. For this study main objective is to see what type of training & development programs Graphic Aid provide to its employees, what are the reason for those training & development programs. Try to focus on the influence on employee performance for that training & development programs. Also give a close look at the influence on employees' skills, which type of skills needs to perform their current job responsibilities, how much help those skills for future development for an employee. Also, give attention to employee's opinions and recommendations regarding those training & development programs. For the collection of data, both primary and secondary source is used. The Number of the respondent is 13, where 5 interviews are taken over the phone and 8 persons give feedback through email to fill up questionnaires. This is qualitative research. The analysis is based on an interview, survey questionnaires and literature review to evaluate the research objectives. Various angles are focused during the research analysis to get better findings. By analyzing all the data and information, it's showed that Graphic Aid gives necessary training & development programs to its customer service agent. As a customer service agent, this company provides all types of personal skills & organizational skills training which need to perform job task properly. Analyses on the questionnaires find that through training & development employees improve their skills. They have enough skills to perform current job responsibilities which they improve during training & development programs. Most of the respondent thinks skills they get through training programs will be used in other fields in the job sector though some employees think that those skills are only usable in customer service related. Respondent also gives some suggestions like add some training programs, the whole training program can be divided into the part by part which makes it more interesting and effective. As well as they focus on specialized skills instructor for training & development programs. This study will be helpful for future research in related industries as well as Graphic Aid. Although there are some limitations in this study which happen because of the limited scope of the study, limitation of knowledge sharing and other interviews related issue.

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Chapter – 01

Introduction

This is a case study based research on Graphic Aid. Where the main objective of the study to explore the training & development of Graphic Aid and explore the training & development programs and its influence on employee performance. As well as try to figure out that through those training & development programs what are the influence and improvement on personal skills of employees, skills need to perform current job responsibilities, training needs for future development and lastly give focus on their suggestion. This study consists of a literature review where details about training & development discussed, theories on training & development and various authors' publications are noted with their study result. After that company overview designed with necessary information and details of Graphic Aid, their services and training programs. Then research methodology shows the process of how this study being conducted, After that with interview and survey questionnaire analysis & findings, part makes a clear idea on the objectives.

This research, the aim is to focus on the relationship between training & development and employee performance. It means training & development influences employee performance but the fact is identifying the influence whether it's positive or negative as well as its increase employee performance or not? Also try to find out which type of skills improve from training & development programs, what respondents think about their point of view. As training is necessary for employees because it increases the skills, capability, efficiency of an employee which makes him/her motivated to perform the task as well as helps to enhance expertise. With the help of previous studies, data, authors' discussion and make an open-ended questionnaire for interview and survey and respondent feedback this research will end up with a supporting of research objectives.

1.2 Background & Motivation of the Study

Business Process Outsourcing (BPO) is one of the few buzzwords that have attracted the spotlight in today's ICT-driven world. In a plain and simple sense, the contacting of another individual or company, either domestically or internationally, to handle non-primary business activities and functions can be termed as outsourcing or Business Process Outsourcing.

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role. Now a day's training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. Employee performance depends on various factors. But the most important factor in employee performance is training. Training is important to enhance the capabilities of employees. Training and development are inter-related to growth and success.

Training and development help to increase aptitudes, ideas, behavior, and frame of mind and obtaining a great amount of knowledge and learning skills to develop the working capacity of the employee. A properly trained employee becomes more informed about the procedures for various tasks. The worker confidence is also boosted by training and development. It helps the worker carry out the duties in a better way and even find new ideas to incorporate in the daily execution of duty. Workers can perform at a faster rate and with efficiency thus increasing the overall productivity of the company. They also gain new tactics of overcoming challenges when they face them. Technology is changing at a fast pace. The workers must learn new techniques to make use of advanced technology. So to improve the organizational performance and employee performance, training is given to the employee of the organization.

This shows that employee performance is important for the performance of the organization and the end of the training & and development is beneficial for the employee to improve their performance as well as future career development. My research question is how training & development affect employee performance? So try to show the impact between them by analyzing information & data I collect through various sources like the interview, questionnaire survey, article, books, hr

department. Many authors tell about employee performance, firm performance and training & development and showed a link between them, which type of training Graphic Aid. Provides to their employees, how those training programs help to improve their performance and so on. In my overall research starting from the literature review, I try to focus on those personal and organizational skills influences by getting training, current use of them as well as future career development through training.

1.3 Research Objectives

Now a day's company faces lots of problems like low productivity of an employee, an employee becomes demotivated and decreases in employee performance which occurs at a decrease in firm performance. In the BPO sector companies are mainly customer-oriented. So they need extra focus in there call center representative. For lack of training & development call center representative's performance not up to the mark which also affects the firm's performance. Training & development can solve a variety of manpower problems that militate against optimum productivity. Included are operating problems having a manpower component? These problems can emerge within any groups: except non-except, line and staff, unskilled, skilled, paraprofessional, professional and lower, middle and upper management. For this study my research objectives are-

1. **Explore the training & development programs of Graphic Aid.**
2. **Explore the training & development programs and their influence on employee performance.**

There are some other objectives in this study. Those are trying to capture that through training & development programs employees' skills improved, which type of skills need to perform current job responsibilities, skill needs for future development and opinion and suggestion from employees which influence more on employee performance. The present study seeks to fill the purpose of the study therefore, it is to establish the relationship between training and development and come up with a solution whether it increases employee performance also how important those skills for them.

1.4 Scope of the Study

In light of the above background, the research aims are to examine the influence of training & development on employee performance in Graphic Aid. It will help to establish how training has related to the performance of customer care agents and what improvements can be done to help equip the agents further as well-motivated them to work better for better performance. The study will help the customer service agents come up with a suggestion of what they would like to be incorporated in the training and development programs to improve their performance. Other objectives are to examine the personal skills improved for training & development, skills need for current and future career development. Lastly to identify the weak areas of employee required training to be given to overcome the problems.

1.5 Contribution

This study is trying to focus on the influence of training & development on employee performance. From the discussion with the respondent, try to figure out which skills are necessary for performing their current job responsibilities as well as which skills they improved through those training facilities they get. Like its focus on specific customer service agents so the findings of the study can be used for further study, also Graphic Aid. Can use this for their purpose. Their employees can understand the importance of training & developments for both personal skills development as well as future career development which maybe enhance their capability and expertise.

Chapter: 2

Literature Review

This chapter examines previous literature related to the influence of training and development on employee performance among Graphic Aid. It reviews past studies that help the researcher to understand and identify the problem being studied more appropriately**.** Training for employment is very important. In this chapter detail of training & development explained. Some theories add to make it more reliable. Lastly, note on related studies from various researchers with their detailed results. Training and development is an important activity that increases the performance of the employee in an organization and is a building block that enhances the growth and success of an organization.

2.1 Definition of Concept

Training may be a program that helps employees learn specific knowledge or skills to boost performance in their current roles. Development is more expansive and focuses on employee growth and future performance, instead of an on the spot job role. Development may be defined because of the nature and direction of change happening among personnel though educational and training processes. The relative amount of training and development changes with the character of the task and therefore the responsibility within the organizational settings. Training and development are very vital in any company or organization that aims at progressing. Training simply refers to the method of acquiring the essential skills required for a definite job. It targets specific goals, for example understanding a process and operating a definite machine or system. Development, on the opposite side, emphasis broader skills, which are applicable in a very big selection of situations. This includes deciding, thinking creatively and managing people.

Abiodun (1999) submitted that: Training could be a systematic development of the knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. It can occur in an exceedingly number of how, on the duty or off the job; within the organization or outside the organization. **Adeniyi (1995)** observed that staff training and development could be a work activity that may make a significant contribution to the general effectiveness and profitability of a corporation. He, therefore, provides a scientific approach to training which encases the most elements

of training. **Nadler & Nadler (1991, as cited in Kumpikaite** & **Sakalas**, **2011**) identified Training and Development because of the components of the human resource development (HRD) model. In step with **Michel Armstrong**, "Training is a systematic development of the knowledge, skills, and attitudes required by a person to perform adequately a given task or job".

This activity is both focused upon, and evaluated against, the duty that a private currently holds; training refers to bridging the gap between the present performance and therefore the standard desired performance (**Garavan, 1997**). This activity focuses upon the activities that the organization employing the individual, or that the individual is a component of, may partake within the future, and is sort of impossible to judge. **Antonacopoulou (2000)**, defined development because of the capacity and capability building on an employee and thus as of whole organization, to fulfill the quality performance level. Consistent with the **Edwin B Flippo**, "Training is that the act of skyrocketing knowledge and skills of an employee for doing a selected job." Training is an organized way during which organizations provide development and enhance the quality of the latest and existing employees. Training is viewed as a scientific approach of learning and development that improve individual, group and organization. **(Khawaja & Nadeem (2013).** Thus it**'s** the series of activities embarked upon by an organization that results in knowledge or skills acquisition for growing purposes. Development is a combination of employee education, employee skills, training effectiveness, and employee work quality. Development can undergo understudy, job enrichment or enlargement, self- assessment.

2.2 Theories of Training & Development

Noe, (2001) says that organizations that embrace training and development practices can retain their customers, suppliers, employees, shareholders and other stakeholders within the end of the day as they're deemed more trustworthy and better custodians of the interests of the assorted stakeholders. Myles (2002), states that an organization that seeks to train and develop its employees well and reward them for his or her performance has its employees successively are motivated and thus are more likely to have interaction in their work hence improving their performance and loyalty to their company. Various studies are conducted to unveil the fruits of providing training to the staff within the style of improved organizational productivity. **Hung (2010)**

suggests that training and development are with none doubt meant to grant a lift up to a performance at work. This can be the explanation many renowned companies make considerable investments in training and developing the workforce i.e. during a report by National Economic and Development Office it**s** been mentioned that the speed of training in high performing companies is 8.9 days/employee/annually as compared to 2.8 days/employee annually of these companies whose performance is low (**Garner, 2012**).

Chen, Holton, & Bates (2005, as cited in Hung, 2010) in their paper give a reference that a study conducted by Common Wealth, key business and industrial magazine, revealed that out of 1000 Taiwan companies 47.8% considered training & development to be the highest most business priority. His sample size was 1000 which done through a group of questionnaires. In his research, he found a positive relationship between training & development and employee performance. This can be how emerging businesses and economies understand the importance of training & development for progress and growth. Employee training and development **are** crucial for each organization's success because it makes sure that the skills, abilities and knowledge levels of the worker are being.

In step with **Blain (2009)**, research shows that 44% of employees receive job-related technical skills training and 33% receive information technology (IT) skills training. 18% of employees have undertaken sales related training within the past year, while 25% have undertaken personal development skills training, 21% management skills training and 15% leadership skills development. So, providing the training and development opportunities is one in all the metrics that quantify an organization's growth and success.

2.3 Training & Development and Employee Performance

Employee performance is often checked out in terms of outcomes. Normally Trained employees to perform well as compared to untrained employees. **Kenney et al. (1992)** stated that an employee's performance is measured against the performance standards set by the organization. Employee performance involves all aspects which directly or indirectly affect and relate to the work of the workers. Performance means both behavior and results. Behavior emanates from the performer and transforms performance from abstraction to action. **Chris (2010),** asserted that employee performance depends on many factors like job satisfaction, knowledge and

management but there**'s** a relationship between training and performance indicating that employee performance is vital for the performance of the organization within which training & and development is useful for the worker to boost training performance.

Nassazi, (2013) researched the effect of training on employee performance. His study is limited to those companies that provide telecommunications services in Uganda in 2013. In choosing the telecommunication companies to study, purposive sampling was used. The Sample size was 120 and Simple random sampling was applied. The Primary source of data employed in his study is the questionnaire. A structured questionnaire comprising of 18 questions is designed and set for information collection. In this study, validity was taken into consideration. In this study, he showed that 72.5% of employee participation in training. In his study, he showed that 86.7% of employee believes that they have an impact on training methods to increase skills. 80% of respondents think training quality is good & very good. Also, 86.7% think training is effective for them. 92.5% respondent believes training has a positive impact to increase their performance.

Otoo and Eric, (2012) did an inquiry on the impact of training and development over employee performance on Accra Polytechnic in 2012. The aim of this investigation to understand that the training and development give control to employee performance at Accra Polytechnic, the sample data has collected is 50 of the senior employee. The purposive (also called judgmental or subjective) sampling technique was utilized in his study. He interviewed for the research also as respondents were supplemented with a group of a questionnaire. The info was therefore first put in topical and chronological order so it had been presented during a descriptive manner. Secondly, data were classified, themes and theory to permit the utilization of quantitative methods to be accustomed to analysis a number of the info collected. One amongst his variable impact of training on work performance showed that 60% thinks it excellent, 12% think well than before and 28% think excellent. 82% believe relevant to training content to achieving personal needs, goals, and self-development. Contribution of training and development to effectiveness and efficiency at A-Poly goals 100% agrees on it. It means they believe training & development contains a positive relationship with employee performance.

According to Ramya, (2016), Most of the previous studies provide evidence that there's a powerfully positive relationship between human resource management practices and organizational performance. His concept was effective training and development programs geared toward improving the employees' performance. The research was conducted in 2016 and the data source was both primary and secondary through a group of a questionnaire. The sample size was 22. He measures employee performance = employee competency x training and development. In his research, he showed that 90.91% believe that training will bridge the gap between job requirements & the present competence of an employee. 100% employee thinks that the training will reduce the speed of accidents or mistakes. 100% respondent believes that training will increase the performance of employees and that they think the training will make them capable of meeting any situation and challenges.

According to **Falola et.al, (2014)** Training and development is an indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with accepting that it will earn them a competitive edge. It was in 2014 the research done in some banks of Lagos and data source was a set of questionnaires. A Likert scale was used and the sample size was 250. He measures skewness and kurtosis for testing his data. His analysis data through SPSS as finding mean, std. deviation, std. error. Finally, his results show that a strong relationship exists between training and development, employees' performance.

Benedicta and Appiah (2010) mentioned a positive relationship between training and employee performance. Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies, and behavior. He had done his research in 2010 at HFC Bank (Ghana) where the sample size was 30 through a set of questionnaires. 3 questionnaires were set were 1 for employee administrated 2nd for training & development program-related and 3rd to finance manager about company performance, profit from 2004-2008. Both quantitative and qualitative data were collected. The qualitative data from secondary sources were analyzed using content analysis and logical analysis techniques. Quantitative data analysis was done using Microsoft office excel 2007. 100% of the respondent thinks training programs by the bank was to help improve employee performance. 82%

respondent believes there is a positive effect of training on employee performance as well as enhance their skills, knowledge.

Swart et al., (2005), mentioned in his study that bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborates on the concept by stating that training facilitates the organization in recognizing the areas where the workers are underperforming in terms of knowledge, skills, and attitudes. He researched in the year 2005 where the sample size was 285. He used the interview and questionnaire for getting feedback from the respondent. By analyzing his study he finds a positive relationship between training & development and employee performance.

Afshan Sultana(2012) In the paper " Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan" observe that most organizations meet their needs for training in an ad-hoc and haphazard way while others set about identifying their training needs, then intelligently designing training activities and finally assessing the results of training. In that research, she observed that training has an impact on different variables like salary, job involvement, and Employee Performance. Organizational performance ultimately depends upon employee performance and training is a tool to improve employee performance. For this research, the telecommunication sector has been chosen in the region of Rawalpindi / Islamabad, Attock, Hassan Abdal, and Taxila. Simple random sampling has been applied. The sample size was 400 and the data has been collected through questionnaires having close-ended questions. Questionnaires were formed by using 5 points Likert scale. She testing standard deviation, mean, deviation, reliability, hypothesis, Pearson correlation, regression analysis. By regression analysis effect of training on employee performance shown that if training is increased by 1%, this will increase performance by 58.2%. This relationship is positive and significant. So the study concludes that if organizations invest in the right type of employee training, it can enhance employee performance as well as competencies and skills.

Tzafrir (2005) also asserted strongly that, training is an important element in producing human capital. Investing in training programs can make employees feel

indebted to the company. Training is necessary for the employees to perform a particular job because most jobs require specific skills and knowledge by which the job is much easier to perform as it is for the benefit of the employee. He had researched in the year 2000. The sample size was 275 companies through a set of questionnaires. His respondent was vice president, hr manager, and senior manager level, employee. The measurement of the variable was in four sets. 1st intended to access hr characteristics and practices. 2nd was related to organization infrastructure data, 3rd was comprised of organizational and employee performance indicators and last was trust in their employee. He checked the accuracy, analysis correlation between the control variable and dependent variables. Then he checked intercorrelations among the research variables then use advanced statistical tools to explore the research model. By analyzing the overall study he finds a positive relationship between training and employee performance.

Laing (2009) training is defined as an indicator to enhance superior skills, knowledge, capabilities, and outlook of the employees that result in the effective performance of the workers. Moreover, he adds one more thing, that is, training extends the production of the organization. He researched in 2009 on employees of Ghana Ports and Harbors Authority. The aim of the study was, therefore, to verify whether there was in existence any established training and development scheme and their impact on worker performance and productivity in GPHA. The sample size was 80, made up of engineers, office clerks, account clerks, computer operators, secretaries, drivers, security officers, and machine operators. The convenience sampling selection method was used through a set of questionnaires as well as the interview. Quantitative data analysis was done by the use of Microsoft word 2003- integrated package on a personal computer and the SPSS software. 68.75% of respondents participated in training at GPHA. About 69.10% don't know why they selected for training. 74.55% don't know the objective of training. All respondents (100%) indicated that they are not aware of the existence of any career progression development program. 74.55% respondent thinks that they become motivated through training program but 96.25% said they have no opportunity for personal development. 77.50% of respondents said that they had no effect of training on employee performance. 81.25% respondent thinks that they had no impact on higher skills through training. The findings are that many of the respondents do not feel motivated by the training offered, and indeed

many have even never participated in training and development activities. It was also established that the respondents do not feel the training has offered the opportunity to identify potentials for further development. Also, an overwhelming majority of respondents do believe training has had no impact on their performance and further indicted that training indeed had had no impact on their job skills. All the facts go to support the hypothesis that training and development activities have largely failed to positively impact on individual effectiveness and efficiency in the performance of their jobs.

Nunvi (2006), training programs are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs. According to **Guest (1997)** training and development program is one of the vital human resource management practices that affect the value of the workforce's knowledge, capability and skill positively. Ultimately, the effects are higher on employees' job performance and creating super companies.

Muhibat and Tiamiyu (2016) carried out a study based on the effect of training and staff development on the organizational performance of Islamic financial institutions in Nigeria. Studies showed that organizations that have experienced employees and well-trained employees can meet their targets and at the same time achieve their visions and mission statements. It was also proven that training improves employee's performance on one hand and has a positive effect on the financial and non-financial performance of organizations on the other hand.

Training is an important means to improve the employee's performance which increases employee productivity which ultimately affects the organization's performance and effectiveness **(Singh and Mohanty, 2012).** They conducted the study in the year 2012. The sample includes firms from various sectors with a minimum of 1000 employees for the last financial year. In this study, the industries from various sectors like Automobile, Agricultural, Service (Insurance), Financial Services (Credit Banks) and Luxury Items FMCGs (Branded Wall Paints) were chosen. The data was collected from two different sources primary and secondary. Primary data was collected by distributing a set of questionnaires for training. Secondary data about the Net Sales & Number of employees of various organizations/companies were collected from Capitoline plus Database. It employs powerful analytic tools with extensive financial and performance parameters on

different company profiles (directors more than 10-years, financials - P&L, Balance sheet, Cash flow, consolidated financial data, Segment data, forex data, R&D data, Ratios. The basic industries like Automobile and Agricultural (which is having a developed and mature market, and whose consumption pattern shows the vibrancy in the economy) have a high degree of relationship between training and employee performance. In the case of service industry like insurance companies, employees consist of both direct and indirect employees like agents. Though training practices in this sector were found to be very organized and constructive due to its diverse employees the effect was low.

2.4 Summary of Training & Development with Employee Performance

By analyzing the overall literature it is found that many authors proved a relationship with training & development and employee performance. Those keynotes are given in a table for the help of further analysis. Those are given below-

Table: 2.1 (Summary of various studies & their findings)

Author	Sample Year	Sample Size	Method	Finding
Degraft-Otoo, Eric(2012)	2012	50	Survey (Interview)	Positive
Rayma (2016)	2016	22	Interview & Questionnaires	Positive
H.O. Falola, A.O. Osibanjo and S.I. Ojo. (2014)	2014	250	Questionnaires	Positive
Benedicta Appiah (2010)	2010	30	Questionnaires	Positive
J. Swart, C. Mann, S. Brown and A. Price (2005)	2005	285	Interview & Questionnaires	Positive
Afshan Sultana (2012)	2012	400	Questionnaires	Positive
Rohan Singh & Madhumita Mohanty (2012)	2012	1000	Questionnaires	Positive

Shay S. Tzafrir. (2005)	2000	275	Questionnaires	Positive
Irene Ferguson Laing (2005)	2009	100	Interview & Questionnaires	Negative
Aidah Nassazi (2013)	2013	120	Questionnaires	Positive
H. C. Chen, E. F. Holton, and R. Bates. (2005)	2005	1000	Questionnaires	Positive

2.5 Conclusion

In this chapter, it's clear from the previous studies that training & development influence on employee performance as many research results are noted and work as evidence on this statement. Training plays a very significant role in an organization as it enables an organization to remain relevant in the changing business world. Training facilitates the existing workforce to learn new skill sets and remain relevant in the organization and acquire to improve the level of understanding that helps an organization grow. It is imperative for the effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem-solving skills.

Chapter: 3

Company Overview

This chapter provides the information regarding Graphic Aid. Details, what they do? How they are doing this, their organizational structure, services they provide, training and development program exist in their organization with specific responsibilities through the different departments.

3.1 Company Details

Graphic Aid. Provides professional onshore and offshore call center outsourcing solutions. It is a concern of IPE Group, managed by a group of young professionals with a range of experience in the field of BPO and ICT with specific emphasis on Contact Centers. GRAPHIC AID Infosys provides the best customer experience for its customers and achieves the business objectives in the most cost-effective and quality-driven fashion. Graphic Aid. Started their business on July 1st, 2013 headquartered in Bonani Dhaka and operation center is situated in Uttara, Dhaka to implement the best service to the customer and their tag line is "Realize Excellence". The Graphic Aid Infosys Limited Currently Serving with Customer support through their call center of different telecom industries of Bangladesh.

They are providing call center support to the customers of Robi Axiata Bangladesh Limited, Telenor Bangladesh (Grameenphone), Telenor Malaysia (Digi), Telenor Myanmar, Orascom telecom Bangladesh (Banglalink), Samsung, Uber, Food Panda, Uber eats, Marico Bangladesh Limited (Parasut oil promotion campaign through outbound) and will provide upcoming Bangladeshi government project. It offers business process outsourcing services, including contact center management, telemarketing, customer lifecycle management, E-customer, IT help desk outsourcing, IT infrastructure management, and remote monitoring and notification services. The company also provides IP contact center, voice logger enterprise security, conferencing, and IP telephony and gateway solutions. Besides, it offers data communications, networks, managed IT, and Web services. Graphic Aid. Serves customers in telecommunication, BFSI, government, and retail sector in Bangladesh.

Integrity – GRAPHIC AID acts ethically, honestly, and with accountability in all dealings. The company maintain honesty in every relationship, be it with their customers, employees, contact center partners, and suppliers.

Teamwork & Partnership – GRAPHIC AID encourages partnership with their team to work together to forge strong long-term relationships. They provide a positive atmosphere to learn and grown professionally. Communication and respect are the keystones of what makes who they are.

Customer Satisfaction–Meeting and exceeding customer expectations is our passion. Adding value, providing excellent service and innovative vendor partner solution is the core focus of Graphic Aid. Quality, efficiency, and increased return on investment are why Graphic Aid's clients continue to partner with them.

Vision- Vision of Graphic Aid Infosys limited is to become the leading Business process outsourcing provider in Bangladesh.

Mission- Graphic Aid's mission is to make their clients more efficient and more profitable while improving loyalty to their company brand

3.2 Services

Graphic Aid. Provides in general three types of service which include BPO services, solutions, and other services. Those services are provided by well trained and experienced customer service agents who are involved with the inbound- outbound call, telemarketing services, E-customer service, social media marketing, network service, data communication service and so on. Below give a table to understand the services Graphic Aid provides to its clients.

Table-3.1 Services of Graphic Aid (Source: https://www.Graphic Aidinfosys.com/services.php)

BPO Services	Solutions	Services
Contact Center Management (Inbound & Outbound)	IP Contact Center Solution	Data Communications Services
Telemarketing Services	Voice Logger Solution	Network Services
IVR Service	Enterprise Security Solutions	Managed IT Services
E-customer services	Conferencing Solution	Web Services
IT Help Desk Outsourcing	IP Telephony & Gateway	
Social Media Management		

3.3 Organizational Structure

GRAPHIC AID Infosys Limited follows a horizontal organization structure to maintain stability and transparency throughout all the staff and off2icials. Their top-level management is centralized but mid-level management is decentralized. That's why various departments are responsible to conduct various types of training & development programs for their employees.

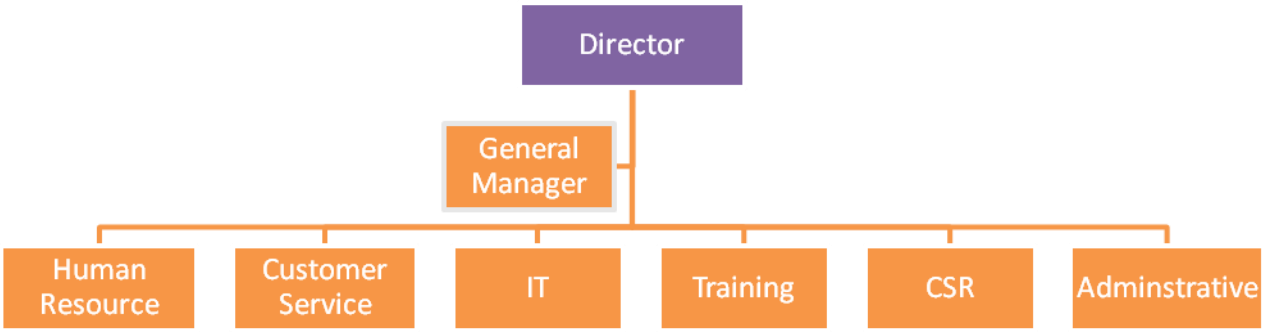


Figure-3.1 Organizational Structure (Source**:** https://www.Graphic Aidinfosys.com/) (Operations)

3.4 Training & Development Programs of Graphic Aid

Graphic Aid. Provides department wise various types of training programs both on the job and off the job based on employee training needs and responsibility. So in below give depth information about department wise training & development program details.

Table-3.2 Training Programs of Graphic Aid (Source: https://www.Graphic Aidinfosys.com/)

SL	Position/ Department	Responsibility	On the Job Training	Off the Job Training	Duration
01	**Human Recourses**	Roster basis duty set, Attendance, Leave, T&D, Compensation, Performance appraisal, New Hiring, KPI.	(Orientation, Internship, Job rotation)	(Powerpoint presentation, Workshop & Seminar)	**3 to 60 Days**
02	**Customer Services**	Operational unit (inbound & outbound calls, telemarketing, international roaming, SMS & email, complaint management, quality assurance.)	(Orientation, Internship, Job rotation, Job enrichment, Assignment)	(Workshop & Seminar, Role-playing, Behavioral training, Computer training)	**13 to 60 Days**
03	**I.T**	Monitor the overall network system as well as maintain computers, software, and other devices properly.	(Orientation, Job instruction, Coaching.)	(Special workshop on protecting network system against Hacking)	**7 to 10 Days**
04	**Training Team**	Train recruit as well as an existing employee for their development or specific issue.	(Job Rotation) (Mainly selected from HR Department.)	(Lectures, Case study, Experiential exercise.)	**3 to 10 Days**

05	**CSR Team**	Perform CSR activity of Graphic Aid.	(Assignment, Coaching)	(Various campaigns)	**3 to 7 Days**
06	**Administrative**	Control all departments & decide on service and products)	(Orientation, Job rotation, Enlargement, Assignments, Succession Planning)	(Case Study, Conference or Discussion)	**3 to 13 Days**

3.5 Training & Development Program of Customer Services Department:

Graphic Aid mainly provides customer services to its clients so their main workforce is dealing with customer's services related activities. That's why this department is the backbone of their success in the long run. So they give extra care and emphasis on the customer service department and trained their employees' various training and development programs and make capable to do the job properly.

Table-3.3 Training of Customer Service (Source: https://www.Graphic Aidinfosys.com/, HR Department)

SL	Position	Responsibility	Training	Development	Duration
01	**Shift Manager**	Monitor & coordinate all customer service related activity and work as a linkage between team leader & administration.	Communication Skills, Improve Soft Skill, Managerial Grid, Disciplinary Producer, Work Culture, Time Management, Leadership.	Mentoring, Transfer, Promotion, Conference.	18 to 24 Days
		Control & Monitor agent roster basis duty hour, KPI,	Leadership & Team Building, Communication Skills, Micro-	Assist in Shift manager or	

02	**Team Leader**	performance appraisal, give instruction as well as maintain day to day activities.	planning, Enhancing performance at work, Controlling & conflict management.	other department managers, Transfer, Workshop.	12 to 18 Days
03	**Call Center Agent**	Process Operational unit activity (inbound & outbound call, telemarketing, international roaming, SMS & email, complaint management, quality assurance, Give both technical & conceptual support to customers regarding product, service and other related issues.)	Communication Skills, Computer Skills, Time management, Product & service knowledge, Voice test, Customer relationship management, Problem-solving accuracy, Business etiquettes.	Transfer, Job enlargement, Mentoring, Self-Development.	13 to 24 Days

3.6 Conclusion

In the Rapid growth time of the BPO industry, Graphic Aid always tries to begin ahead in the industry. They focus on their employee performance because they know if an employee performs well then firm performance will be increased. So they provide lots of training & development programs for their employee for greater output. For customer service oriented organization they focus on so many skills improves through various training & development programs.

Chapter: 4

Research Methodology

This chapter will present the research methodology to be used for data gathering as well as the relevant analytical tools that will be used for analyzing the survey results gathered during the study. Also, it spells out the techniques and methods of the source of data, data collection, processing, analysis, and the area in which the study is carried out.

4.1 Research Design

In this research data was collected once across a population through sampling. The questionnaires were **two** parts. The first part is basic information regarding the respondent and what type of training Graphic Aid provides also the respondent knows the objective of those training. 2nd part is consists of various open-ended question which helps to know training required for a customer service agent, responsibilities, personal and organizational skills improve through this training, job-related knowledge, skills, attitude and satisfaction of an agent. Also, include the perception of an agent about those training in his career development and future development. In the end, also asked about their opinion if there are any improvement opportunities in those training programs.

4.2 Source of Data Collection

For this research, I collected data from two ways. One is the primary source and another is a secondary source.

Primary sources data are collected through open-ended questionnaires from current and ex-employees of Graphic Aid. This will be done through phone interviews and email surveys. The time duration is approx 12-14 days. Email response comes within 2 days and over the phone interview, it takes approx 8-12 min. I first make a questionnaire and start to take an interview and collecting data. I pre-test that and after the analysis of that questionnaire I restructuring and modified those questionnaires.

Secondary sources data are collected from the website, published reports and online sources.

4.3 Sample Size and Data

The target population is the current and ex-employees of Graphic Aid. Because current employees can help to find out the skills they earn through training programs how much help to them and what is the influence of those training. On the other hand, ex-employees can disclose their previous training experience as well as how they use those skills in their running or future job. There is a huge number of employees at the Graphic Aid. I just take data from very few of them. I called 6 people on phone and between them 5 gives the interview and one person is busy so I can't take the interview from him. On the other hand, I send 18 emails. Between them, 8 fill up the questionnaires and send them back to me.

Table: 4.1 Total Numbers of Interviews

Attribute	Sample Size	Respond Rate	Respond Percentage (%)
Over Phone	06	05	83.3%
Through E-mail	18	08	44.4%
Total	24	13	54.16%

4.4 Data Analysis

This is **qualitative research** as the collected data is non-numerical and for analysis, the data respondent opinion & suggestion get the most priority. Through the interview, the respondent talks about lots of matters and issues. All those are included in summarizes version. **Four** major areas will focus: **(a)** Personal skills improve after getting training and it would be used further? **(b)** How to use those improved skills in current job responsibilities? **(c)** How those skills influence future career development? **(d)** Any recommendation from the respondent. Also Use frequency distribution, table & graph chart for showing a total scenario of training & development in Graphic Aid and skills improve through those programs.

4.5 Conclusion

The research methodology is consists of research design, source of data, sample size and details as well as the way those collected data is analyzed. Data was collected from an open-ended questionnaire from current and ex Graphic Aid employees. Also, there is a gap between the sample size and response rate. Data analysis is made through respondent opinion & suggestion as it is qualitative research.

Chapter: 5

Analysis & Findings

This chapter presents the analysis and discussion of the findings to the study. The data is presented in form of tables, graphs & charts. Where data could not be quantified, it is explained. The presentation of findings has been organized following the study objectives and literature review. All data thoroughly examined and analyzed the data gathered on the sampled respondents on the influence of training and development on employee's performance.

5.1 Summary of Training Given by "Graphic Aid." & Their Objectives

Graphic Aid. Given some training to their customer service agent to improves their skills and better employee performance. Those training programs have some objectives, those are given below-

Table: 5.1 (Training Summary & Objectives)

Training	Objectives
IT Skills	It's mainly computer-related skills need for a customer service agent. It includes MS office package, typing speed, using software, data entry, etc. To be able to an expert on those skills Graphic Aid provides this training.
Communication skills	As a customer service agent, one needs to have strong communication skills because as there is such a way to exchange information, provide solution and others activity like SMS, email, verbal, non-verbal communication, speaking skills, listening, use of positive language, ability to read customer's mind and so on. So it's important for a customer service agent and that's why Graphic Aid provides this type of training.
Soft Skills	Soft skills are any skill or quality that can be classified as a personality trait or habit. Interpersonal skills are included here. Soft skills are not about the knowledge you possess but rather the behaviors you display in different situations. Some of the

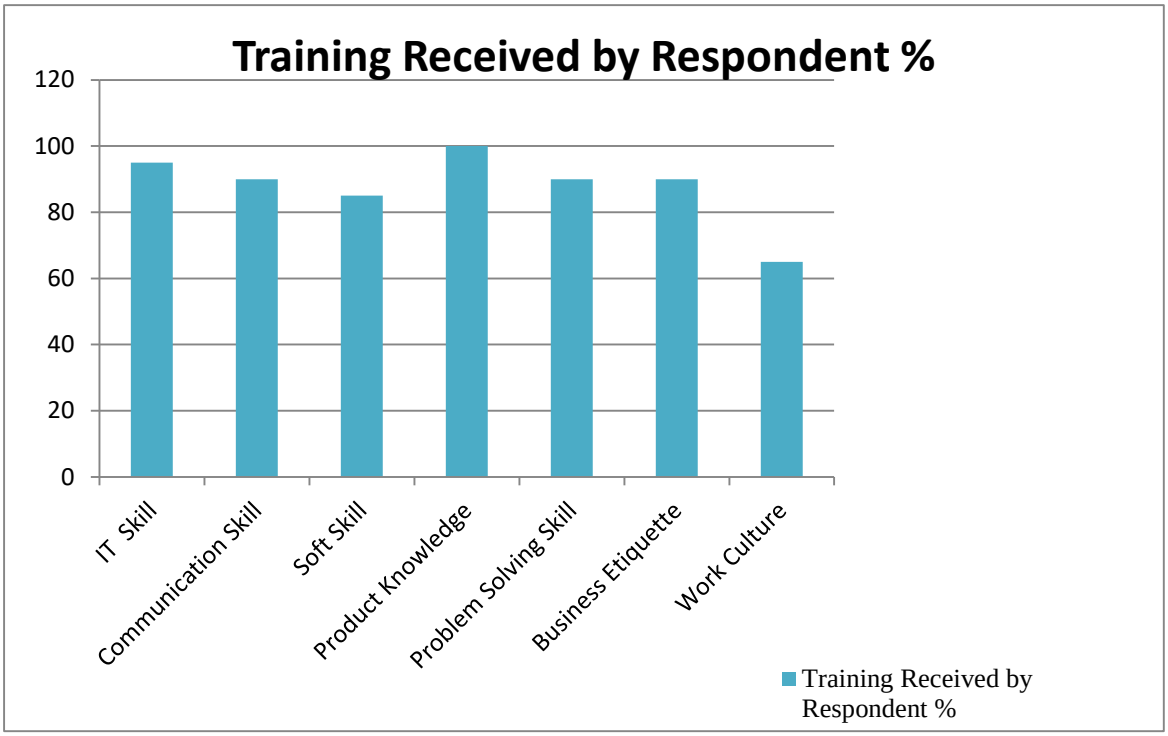
	soft skills are empathy, adaptability, Self-Control, patience, willingness to improve, ability to work under pressure, friendly, creativity, negotiation, positive attitude, etc. and for achieving that Graphic Aid provides this training to their agent.
Problem-solving Skills	A customer service agent must have problem-solving skills. Without this, he/she cannot provide better service to the customers. He/she have to analyze ability, resolving conflict ability. For that objective Graphic Aid provide this training.
Product/Service knowledge	A customer service agent must know product/ service-related knowledge very well. Because regarding this he/she provide information and solution to the customers. That's the objective of providing this training.
Time Management	To make a quick response, times a priority. So an agent must be aware of time management to provide fast service to the customer.
Quality Assurance	The maintenance of a desired level of quality in a service or product, especially utilizing attention to every stage of the process of delivery. It will be needed for a team leader or staff manager or upper-level manager to maintain the quality level.
Disciplinary Procedure	It is important to know the organization's rules and regulations, what to do or what not to do. Discipline makes things easier so that's why the Graphic Aid provides this training.
Leadership	It's a skill to achieve the organizational goal by motivating other employees as well as give the proper instruction. For a team leader, staff manager or administrative level, it is important so Graphic Aid provides this training.
Work Culture	An agent must know about the work culture of the organization, how to attend the meeting, how to deliver it,

	teamwork skills and so on. For that Graphic Aid gives an orientation to its employees to know details about their work culture.
Business Etiquette	It's a skill that let an agent know how to introduce with a customer starting with greetings and other types of formality. It's mandatory for smooth customer service and also satisfied the customer so Graphic Aid provides this training.
Complain management	Solving individual complaints and identify the opportunity of systematic improvement is need for day by day improvement for better customer service. That's why how to manage to complain is an important factor, as a result, Graphic Aid provides training on that.

5.2 Attributes and Their Responses from Respondent

As a call center agent, some mandatory skills need to perform the job task properly. In this study about those skills, the respondent is asked. What parentage employees take those training programs, about the influence on their performance all those are figure out through the open-ended questionnaires survey and interviews. Those are given below in a graph chart to a better understanding of the scenario.

Figure: 5.1 (Training Program Received by Respondent %)



In this study approx. 95% of respondents take training on IT skills and that improves their performance. 90% take training on communication skill that improves their performance. 85% respondent takes training on soft skill and it influences their performance though one respondent doesn't clear about the meaning of soft skill. 100% respondent takes training on product or service knowledge and they think this is essential to serve the customer. Approx. 90% of respondents take training on problem-solving skill and 85% of respondents take training on business etiquette. Their opinion is by getting training on this there performance improves. 65% respondent takes training on work culture. There is some training program like leadership, micro-planning, disciplinary procedure those are mainly needed for the team leader and staff manager so as a customer service agent they don't have this training.

From literature review according to **Noe, (2001)** says that organizations that embrace training and development practices can retain their customers, suppliers, employees, shareholders, and other stakeholders in the long run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. So

according to this, it's clear that IT skills, communication skills, soft skills, product & service knowledge, problem-solving skills, work culture, and business etiquette are very important to complete the job task of a customer service agent. Also with those skills, an agent can able to satisfy a customer. So those skills influence respondent performance by taking various training programs.

Table: 5.2 (Question Criteria & Respondent Opinion)

Question Criteria	Respondent Opinion
The relevance of the training for the current job	100% respondent agrees on that.
Influence on training for increase performance	95% respondent agrees on that.
Influence on increase job-related knowledge	100% respondent agrees on that.
Influence on attitude & job satisfaction	100% respondent believes it makes a positive attitude and increases job satisfaction.
Training teaches the technique for performing a job	100% respondent thinks it’s true.
Training reduce struggle & help to deliver quality service to customers	100% respondent agrees on that.

According to the respondent's opinion, they think that the training programs they received from Graphic Aid are relevant for their current job. Almost every respondent believes training influence and increases their performance on work. All respondent agrees that training increases their job-related knowledge as well as make a positive attitude, confidence in work also reach their satisfaction level. Every respondent thinks training teaches the technique for performing a job and it reduces struggle in a job that's why they can deliver quality service to the customers.

5.3 Personal Skills Improves After Getting Training

According to the respondent feedback, some personal skills improve after getting the training program. Those personal skills are indeed important for as an agent of customer service as well as those skills can make confident an agent to deliver quality service also achieve customer satisfaction. Those skills are given below-

Table: 5.3 (Influence on Personal Skills)

Personal Skills	
Skills	**Output**
IT Skills (Computer-Related)	Most of the respondent believes that for training program their IT skills improve which has a direct impact on their performance. Here IT skills mean using MS Office package, fast typing speed, using the latest software, e-mail.
Communication Skills	Through the interview and survey, the respondent thinks that communication skills are the heart of a call center agent because their main work is to deal with the customer, listen to them, providing a solution to them. So attending training program they develop their verbal, non-verbal communication skills, speaking skills, use of positive language is improved which help to improve their performance.
Soft Skills	Soft skills are purely personal attributes that need to be developed by a person in facing various situations. The respondent's opinion is by getting soft skills training their self-control, emotion, empathy, adaptability, friendly behave, patience, ability to working under pressure all is improved. For that, they can understand the customer and give them a solution that they desired.
Product & Service Knowledge	The respondent said that as a customer service agent customer quarry is mainly on product or service related. Whether its inquiry for information or complaint. Both reason they need to know depth about product or service. Through the training program, they can get this knowledge.

Problem-solving Skills	By getting training from Graphic Aid respondents are improving their problem-solving skills which include analysis ability, resolving conflict and so on. When they get customer complaint this skill is the key to the solution. So this training is really helpful for them & every respondent agrees on that.
Business Etiquette	From this type of training, respondent comes to know that in the business arena there is some business etiquette which needs to follow properly like starting a conversation with greetings or Salam, talk with soft voice tone. This skill is improved by getting this training.

From literature review according to **Myles (2002)**, a company that trains and develop its employees well and rewards them for their performance thus makes its employees motivated and that's why employees performance increase. **Hung (2010),** suggests that training and development mean a boost up to a performance at work. **Nassazi (2013)** did research. In his research, his result showed that employee believes that training has an impact on increasing their skills as well as the respondent believes that training has a positive influence to increase their performance. **Benedicta** and **Appiah (2010)** mentioned in their research that respondent thinks that there is a positive influence of training on employee performance as well as enhance their skills and knowledge. According to this research, most of the respondent believes that those training provided by Graphic Aid has an impact on both their skills and performance and their opinion it's increased.

5.4 Skill Needs to Perform Current Job Responsibilities

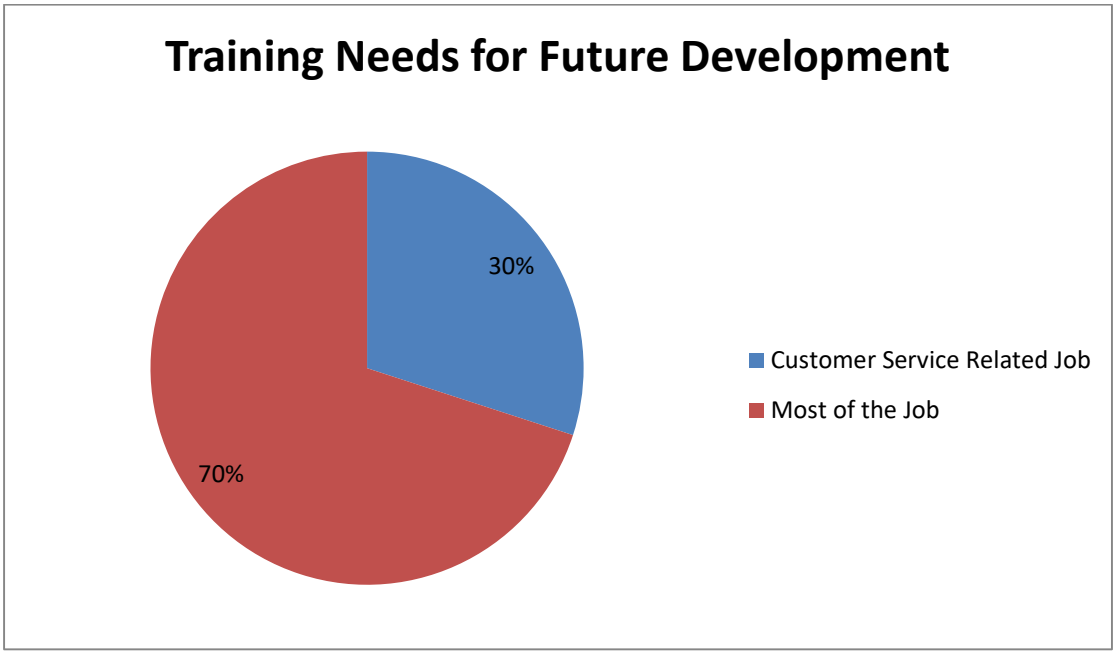
According to the opinion of the respondent, they need some skills as a customer service agent to perform current job responsibility. Without those skills, it's very hard to perform a current job or maybe performance getting down at a certain time. According to the literature review training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. **Tazfrir (2005)** said that training is necessary for employees to perform a particular job. **Nunvi (2006)** said that the training program improving current job performance. By the analysis of interview and survey, it shows that almost 90% respondent believe that as

a customer service agent to perform their current job they need IT skill, Communication skill, Soft skill, product or service knowledge, problem-solving skill, business etiquette. Some respondents also include that they need some other skills like a team player, work culture and complaint management skill. It's clear that for a customer service agent those skills need and that's why Graphic Aid provides those training programs which increase employee's performance.

5.5 Training Needs for Future Development

In that part, it's a common ground that arises a question that skills acquired from the training program can use for future development. It may be a future position or maybe for a new job. In this fact, 30% of respondents believe that skills grain from the training program which Graphic Aid provides it's only be used in customer service-oriented position or job. On the other hand, 70% respondent thinks that some personal and organizational skills they getting from training may use for future development weather new position or a new job.

Figure: 5.2 (Training Needs for Future Development)



Their point of view is as now the world is technology-based so IT skills can use more or less every job like marketing, accounting, finance, HRM and so on. Communication skills, business etiquette, problem-solving skills are needs in every job from entry-level. Soft skills are need for marketing, HR-related job as well as mid-level to a high-level job. So it's said that skills improved through training programs can use for future development.

5.6 Recommendation from Respondent

In this research question, two questions ask the respondent that the training program provided by the Graphic Aid is enough for the respondent as well as is there any way to improve the existing training program. In that fact moderately 80% agree that the training program provided by the Graphic Aid is enough for them. But the other 20% think that some training program needs to introduce like **KPI (Key Performance Indicator)**, **Stress management**, etc. Their opinion is they get extra money to achieve KPI but they don't know clearly how KPI can be achieved, what the measurement criteria for KPI mean they don't have a clear idea about KPI. Also as a customer service agent, they face many customers whose behavior is not polite at all, rude attitude, and voice tone. Sometimes it makes them de-motivated and falls them into stress. For that, if there is any training which supports them to manage and control their stress it might be helpful for them. For the question of improving the existing training program, they said training program duration which for almost 10-13 days is very lengthy. If those training programs can be divided into a part like IT, Communication skill, Soft Skill, Product or Service knowledge, business etiquette and between training programs if there will be a gap it will be more effective. Also, they suggested using various training methods to make the training program more interesting.

5.7 Conclusion

The main objective of every training program is to add value to the performance of the employees; hence all types of organization design training and development programs of their employees as a continuous activity. The purpose of training is what employees would attain after experiencing the training program. Graphic Aid. Design training program for developing employee's personal and organizational skills which they use for providing customer service as well as improve their performance. Through this overall analysis from the respondent, it's clear to understand that training programs influence their performance because their skills and knowledge improved. Though respondent suggests some areas where training programs should be given more emphasis as well as add some training programs too. Also, Graphic Aid focus on that those skills develop from training program can use for future development for employees career growth.

Chapter: 6

Conclusion

On the whole, the study sought to investigate the influence of training and development on employee performance based on respondent opinion and training & development programs provide by Graphic Aid. The overall study is done through starting with set some research objectives, the literature review which consists of basic ideas of training & development, the importance of training & development, theories of training & development, a study on that topic and their result and influence on employee performance. Company overview describes the details training & development program of the Graphic Aid. Research methodology gives a design of how the study conducted. Finally the analysis & findings part showed some facts about research objectives.

Analysis respondent opinion and point of view it's clear that Graphic Aid provides lots of training & development programs which necessary for a customer service agent and it's important to have those skills to perform the job task fluently. Also mention that the respondent is known the objective of training programs which Graphic Aid provides to them.

Another finding is through those training & development programs employee's skills improved. So they can easily perform their current job responsibilities which makes easy to deliver quality service to the customer.

All the respondent agrees that training & development programs increase their performance, they believe those training programs are relevance for their job, through those training, they increase their job-related knowledge which helps to achieve job satisfaction. They also agree that it's reducing their struggle.

Also, another fact is what will be its feedback or output in future career development. According to respondent opinion, most of the respondent believes that skills and knowledge they acquire through training & development programs they can use those in their future career development whether in this industry or else other types of industry. Their thinking is in this era all those skills are more or less necessary for

performing a job though some respondent thinks those skills can only be used in customer service related job.

Lastly, the respondent suggested that some training programs should be introduced for better performance like KPI, stress management, etc. As well as they think existing training programs need to be modified. Duration should reduce or the whole program can be divided into the part by part.

6.2 Limitation of the Study

For preparing the report there are some difficulties and problems. Those are given below-

- As there is a shifting gap and break time is very limited so it's not possible to take face to face interviews rather depend on over phone interviews and surveys.
- There is some confidential information that not getting due to company policy.
- In the BPO industry Graphic Aid is just one organization, so analysis & findings are depending on the respondent's perspective which covers in a very little area. Further studies on this topic may add more relevant findings.
- Sufficient publications, articles, and journals are not available in the context of the Bangladesh scenario.

6.3 Recommendations

According to the analysis of the study, there is some recommendation for Graphic Aid. Those are given below-

- Graphic Aid needs to introduce KPI related training program. Stress can make employees de-motivated so they should be given training on stress management.
- Performance appraisal should be done every 15 days to let know employees about their performance.
- The training session should be conducted in 2/3 parts as received whole training in 10/13 days is lengthy and monotonous.

- As a customer-oriented organization, Graphic Aid should emphasize soft skills improvement, for that expert instructor, is necessary.

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Appendix (A)

Questionnaire

(Demographics Part)

Put a tick mark on the section that represents the appropriate response for the following items:

1. Your education level.
   A. Master's Degree
   B. Bachelor Degree
   C. Diploma
   D. Others. Please Specify …….

2. Your sex.
   A. Male
   B. Female

3. Your age.
   A. Less than 20
   B. 21-25
   C. 26-30
   D. 31-35
   E. Above 35

4. Your position in the organization.
   A. Staff Manager
   B. Team Leader
   C. Customer Service Representative
   D. Others. Please Specify ……

5. How long you have been working with your current organization.
   A. Less than 2 years
   B. 2 years - 4 years
   C. More than 5 years

6. Is it your first job?
   A. Yes
   B. No. Please specify previous experience.....

7. What type of training are you taking from your organization?

	IT Skills(Computer related)		**Communication Skills**		**Soft Skill**
	Quality Assurance		**Disciplinary Producer**		**Work Culture**
	Time Management		**Leadership**		**Micro-planning**
	Product & service knowledge		**Customer relationship management**		**Complaint Management**
	Problem-solving accuracy		**Business etiquettes**		**Others**

8. Do you know the training objective which you receive from your organization?
   A. Yes.
   B. No.

*** Using the flowing scale please put your views/opinion that best describes your organization:**

Question	*Answer*
Impact of Training & Development on Employee Performance	
Do you think the training you received is relevant to your current job or future position?	
What are the **personal** & **Organizational** skills require for the current job responsibility?	
In the last one month are you taking any training? If yes please tell me about the output.	
Does the training program have any impact on your skill?	
Do you think training improves your job-related knowledge?	
Do you think training improves your attitude?	
Do you think training leads to job satisfaction?	
Do you think Training and development teach the technique of performing a job to employees?	
What is your point of view about career growth and personal development happen for the training & development program?	
Do you think training helps people to reduce fatigue & struggle?	

The job skills & knowledge gained during training and development have increased your performance at work?	
Attending the training & development program has given you a better understanding of your job responsibilities?	
The skills and knowledge gained through training enable you to deliver quality services to the customers?	
Do you think your organizations provided training is enough for you to achieve your performance objectives?	
Are you thinking there is any other way to **improve** the existing training program provided by your organization?	