Thesis Paper
on
Training and Development Practices in Bangladesh:
A Case Study on AKIJ Food and Beverage Ltd.

Submitted by:
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ID: MBA2303030013
Major: Human Resource Management (HRM)
Semester: Fall-2024
Sonargaon University (SU)

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Date of Submission: January 07, 2025

Letter of Transmittal

January 07, 2025

Md. Rasel Hawlader
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Subject: Submission of Thesis paper on Training and Development Practices in Bangladesh: A Case Study on AKIJ Food and Beverage Ltd.

Dear Sir,
With due respect and gratitude, I am submitting my Thesis Paper on "Effectiveness of AKIJ Food and Beverage Ltd.'s Training & Development Process" that you allotted me. It is an excellent chance for me to gather vast amounts of information and grasp the subject matter in a proper manner. I found the report to be extremely interesting, valuable, and insightful.

The report includes a detailed evaluation of AKIJ Food and Beverage Ltd past history and accomplishments, organizational capacities and techniques, human resource planning and recruitment process. I put in every effort to prepare an effective and credible report. The report provides a clear understanding more about activities of "Human Resource Management In Business Connection Limited," and I appreciate your placement in this type of organization, which will allow me to discover more and broaden my knowledge. I anticipate that you will take into consideration any errors that may occur in the report despite my best efforts.

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Declaration of Student

This is to notify you that, the thesis paper on Thesis paper on Training and Development Practices in Bangladesh: A Case Study on AKIJ Food and Beverage Ltd Training & Development Process has been prepared as a part of my dissertation formalities. It is an obligatory part of my MBA program to submit a thesis paper. Moreover, I was inspired and instructed by my supervisor Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University. I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

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Certificate of Supervisor

This is to certify that the thesis paper Training and Development Practices in Bangladesh: A Case Study on AKIJ Food and Beverage Ltd Training & Development Process." has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md Anik, bearing ID: MBA2303030013 under my supervision. The report or the information will not be used for any other purposes.

Md. Rasel Hawlader
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Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty God for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University, for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

The opportunity I had with Akij Food and Beverage Ltd. is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

I would like to express my deep sense of thankfulness to Md. Maidus Islam, GM, HR & Admin, Head Office, Akij Food and Beverage Ltd for his enormous help and endless support throughout the dissertation period.

And last but not the least; thanks to all my office colleagues working at Akij Food and Beverage Ltd. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

Executive Summary

Training development process, being essential for human resource development process, is gaining its popularity day by day. That's my report focus on the effectiveness of training program of a reputed organisation of Bangladesh. This report's preparation was primarily focused on Akij Food and Beverage Limited's training and development program. It is very difficult compare the scenario between theory- and practice-based research in terms of the parallels and differences between the studies, the report discovered throughout my internship program. Therefore, the study encountered certain obstacles. The training and development strategies used by the AFBL are fully covered in this study. The report includes all relevant information regarding training and development process of AFBL. This report is divided into five chapters. The first chapter of this study deals with introduction of the report, objectives for the report, practice and model of training and development program. The second chapter of this study deals with organizational background, mission and vision of the company, company profile. The third chapter of this study deals with methodology of the report, data collection process, types of data. The f**ourth chapter** is about the different types of analysis and findings on survey of employee, KPI and management interview. The fifth chapter discusses the conclusions and recommendations which made after examining the entire report. The sixth chapter of this study deals with appendix and references. The main findings of the study are as follows: The report discovered that employees are more inclined to participate in training sessions, Employees are satisfied the quality of training programs, AFBL training sessions can meet the gap between employees and job task, The T&D program affecting positively in the annual turnover amount of AFBL.

Table of Contents

Sl. No	Name of Contents	Page No.
	Cover page	I
	Cover page	II
	Letter of Transmittal	III
	Letter of Authorization	IV
	Student's Declaration	V
	Certificate of Supervisor	VI
	Acknowledgement	VII
	Executive Summary	VIII
	Table of Contents	IX-X
	Chapter One: Introduction	**1-3**
1.1	Introduction	2
1.2	Objectives of the Study	2
1.3	Methodology of the Study	3
1.4	Limitations of the Study	3
	Chapter Two: Literature Review & Theoretical Discussion	**4-15**
2.1	Literature Review	5
2.2	Theoretical Discussion	6
2.2.1	Training	6
2.2.2	Development	6
2.3	Type of Training	6
2.3.1	On the job Training	6
2.3.2	Of the job Training	7
2.4	Training Practice in Bangladesh	9
2.4.1	Employee Training	10
2.4.2	Employee Development	10
2.4.3	Evaluation of Training	10
2.5	Learning	10
2.6	Role of Training	11
2.6.1	Other Roles	12
2.7	Inputs of Training and Development	12
2.8	The five steps of Training and Development process	13
2.9	Training Method	14
2.10	Different between Training and Development	14
	Chapter Three: Profile of the Organization	**16-27**
3.1	Overview of AKIJ Food & Beverage Limited (AFBL)	17

3.2	Vision	17
3.3	Mission	18
3.4	Mission Statement of AFBL	18
3.5	Business Philosophy	18
3.6	Operational Activities	19
3.7	Core Value	20
3.8	Goal	20
3.9	Department of AFBL	21
3.10	Product and brands owned by AFBL	21
3.11	SWOT Analysis	25
	Chapter Four: Analysis of the Study	**28-34**
4.1	Training and Development Practices of Akij Food and Beverage Limited	29
4.2	Objective of Training and Development in Akij Food and Beverage Limited	29
4.3	Training Needs Assessment of Akij Food and Beverage Limited	29
4.4	Steps in Training and Development Process of Akij Food and Beverage Limited	30
4.4.1	Training Needs Assessment	30
4.2.2	Training Administration	30
4.4.3	Training Evaluation	30
4.5	Training Methods Followed by Akij Food and Beverage Limited	31
	Chapter Five: Findings	**35-36**
5.1	Findings of the Study	36
	Chapter Six: Recommendations and Conclusion	**37-46**
6.1	Recommendations	38
6.2	Conclusion	38
	Bibliography	39

Chapter: One
Introduction

1.1 Introduction

Akij Group was founded by Sk. Akij Uddin in 1950 and has been growing ever since. It currently has 26 units and employs over 50,000 people. The group has received 25 major national achievements. Sk. Nasir Uddin chairs the group, while Sk. Bashir Uddin is the Managing Director. Sk. Shamim Uddin is the Director of AFBL. Akij Food and Beverage Ltd. is a leading food and beverage company in the country. It produces a wide range of products such as carbonated beverages, fruit drinks, and other food items for both local and international markets. It exports its products to 26 countries worldwide. Their aims to be a sustainable business by consistently producing quality products with the help of motivated employees and advanced technology. The company offers various products including soft drinks, fruit drinks, milk-based products, chips, and pickles. AFBL supports local farmers through contract farming for milk and mangoes.

Over the years, Akij Food and Beverage Ltd. has received several recognitions and certifications, including the Best Brand Award four times. Certificates from national and international organizations like BSTI, HALAL, ISO, and HACCP demonstrate the company's commitment to quality. AFBL uses state-of-the-art machinery imported from renowned brands to ensure the best quality products. The values of AFBL are innovation, teamwork, integrity, customer focus, and trust & respect. These values guide the company towards its vision of becoming the most respected food and beverage company in Bangladesh. Akij Food and Beverage Ltd is known for its involvement in corporate social responsibility activities and maintains good relationships with banks, financial institutions, and government agencies. According to Boyars & Rue in order to efficiently manage people at all levels of a company and achieve organizational goals, human resource management is defined as a system of actions and methods.

1.2 Objective of the Study

Every research work is conducted to achieve some objective of this report to fulfill the requirements of the internship paper. The performance management system makes sure that.
The objective of this report there are two types of objectives:

- General Objectives
- Specific Objectives

General Objectives

To know about the Training and Development practices of Akij Food and Beverage Limited (AFBL)

Secondary Objectives

The principal objective of training and development division is to ensure the availability of a skilled and willing workforce to an organization.

There are some other supportive objectives are as follows:

- To identify the training and development practices in organization
- To know the objective of the training and development of the organization
- To identify the training method of the organization
- To know the opinion of the employee regarding and development program of the organization
- To identify the problems of training and development of the organization.
- To suggest some possible recommendations to overcome the problem relating to training and development of the organization.

To know the methods of identifying training needs

1.3 Methodology of the Study

The data were collected using a survey method, conducted among 1200 employees Akij Food and Beverage Limited in Bangladesh. The questionnaire consisted of 20 questions which are basedon self-administered and previous studies as well. The research was conducted from June 2023 to August 2023. The characteristics of the respondent are age, gender, educational qualification, year of experience, level of skill, etc. Stratified random sampling is used for data collection. Chi- square test was used to analyses the data in IBM SPSS and other statistical tools were used to analyses the data. The information has been collected from primary and secondary sources.

Primary Sources

Information has been collected-

- Mainly through a survey on questionnaire.
- The company's training manual.

Secondary Sources

Information has been collected from-

- Various study reports.
- Relevant books, journals and printed materials.
- Website of the company.

1.4 Limitations of the study

The study has suffered from a number of barriers:

- Time was a major limitation or factor while preparing the report.
- Most of the employees are not very willing to give the answers to the questionnaire. They take it as a threat to their job.
- The employees were afraid of providing the correct answer due to lack of confidentiality.
- Some of the respondents copied the answers from the other respondents.
- The time given was not enough to complete the report.

Chapter: Two
Literature Review
&
Theoretical Discussion

2.1 Literature Review

The effectiveness of HRM practices is one of the major concerns of HR department in particular and of the organization as a whole. There are many ways and indicators through which the effectiveness of HRM can be measured such as skills and performance of employees, motivation and satisfaction level of employees, quality of production and service delivery, retention rate of qualified employees and so on. The present study selected the HR practices such as compensation administration, training and development, and retention of qualified as well as skilled employees in order to assess job satisfaction of employees. The effectiveness of HRM, in this study, has been measured identifying the level of job satisfaction among the employees in terms of compensation, training and retention in the Company. In a study, Absar et al. (2010) found significant relationship between the HR practices and job satisfaction where human resource planning (HRP), and training and development (TND) had positive impact on job satisfaction. The study also found the TND had the greatest positive influence on the job satisfaction of employees.

Researchers have studied various components of job satisfaction in order to measure their importance for employees and organizations. These kinds of researches also try to identify how different components influence the productivity of employees and ultimately of the organizations. There are different motivating factors which influence the level of satisfaction and performance of employees. Some of those are achievement, performance, recognition, promotion and things related to the job and personal development. Herzberg (1959) explained motivating and demotivating factors, whereas motivating factors contribute to job satisfaction for the employees, and on the other hand, protective factors contribute in dissatisfying them. Maslow (1954) explained the existence of satisfaction through the idea of maintained classified needs. These include different kinds of needs such as: physiological (resting, drinking, eating, etc.), the need to and for love (cooperative environment, friendship etc.), security (health insurance, pension etc.), and self-esteem (to be given importance, self-confidence, recognition etc.) And finally the need of self-actualization (ability development etc.)

Every organization is composed of people and managing those valuable resources is the main responsibility of HR department. HRM in the organization is a collection of policies, practices, and strategies which has a great influence on the behavior, attitude, and performance of employees (Noe et al., 2007). Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Boyars and Rue, 1997; Moorhead and Griffin, 1999).

2.2 Theoretical Discussion

2.2.1 Training

Training is the systematic process of altering the behavior of employees in a direction that will achieve the organization's goals. Training is related to present job skills and abilities. It has a current orientation and helps employees' master skills and abilities needed to be successful. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge.

According to Aswathapa, "Training and development refers to the imparting of skills, abilities and knowledge about their learning in this view:

T&D = Standard Performance - Actual Performance

Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Training provides employees with specific, identification knowledge and skills for use in their present jobs.

2.2.2 Development

Development is any attempt to improve current or future management by imparting knowledge, changing attitudes or increasing skills. The general management development process consists of -

- Assessing the company's strategic needs
- Appraising the managers' performance
- Then developing the managers

2.3 Types of Training

There are two types of training, is given below:

- On-the-job training (Internal Training)
- Off-the-job training (External Training)

2.3.1 On-the-Job Training

When an employee learns the job in an actual working site in a real life situation, and not in a simulated environment, it is called On-the-job training and also called workplace training. Employees learn while working.

There are some methods of on-the-job training:

- Job Rotation
- Coaching
- Job Instruction
- Committee Assignments
- Apprenticeship

Job Rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments.

Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement.

Job Instruction

This method is also known as training step by step. Under this method, the trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job.

Committee Assignments

Under the committee assignments, a group of trainees are given and asked to solve an actual Organizational problem. The trainees solve the problem jointly. It develops teamwork.

Apprenticeship

Apprenticeship is a formalized method of training curriculum that combines classroom education With on-the-job work under close supervision. The training curriculum is planned in advance and Conducted in careful steps from day to day.

2.3.2 off-the- Job Training

Off- the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort conducting the training away from the workplace minimize distractions and allows trainees to devote their full attention to

the material being taught- However, off-the-job training programs may not provide as such transfer of training to the actual job as do on-the-job programs.

Off-the-job training methods:

- Classroom Lectures
- Audio - Visual
- Simulation
- Vestibule Training
- Case Studies
- Role Playing
- Programmed Instructions

Classroom Lectures

Off the job methods of training classroom method or lecture method is well-known to train white collar or managerial level employees in the organisation.

Audio-Visual

Providing training by way of using Films, Televisions, Video, and Presentations etc. This method of training has been used successfully in education institutions to train their students in subjects to understand and assimilate easily and help them to remember forever. New companies have come up to provide audio visual material for students in their concerned subjects.

Simulation

The simulation Method of training is most famous and core among all of the job training methods. In the simulation training method, trainees will be trained on specially designed equipment or machines that seem to be really used in the field or job. But, those equipment or machines are specifically designed for training trainees, making them ready to handle them in the real field or job.

Vestibule Training

Mostly this method of training will be used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipment or tools to certain places where training is provided, but not work.

Case Studies

It is a written description of an actual situation in the past in the same organization or somewhere else and trainees are supposed to analyses and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates good interest among them.

Role Playing

During a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and training. This method is also called 'role-reversal', 'socio-drama'or 'psycho-drama'. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals.

Programmed Instructions

This involves two essential elements:

- A step-by-step series of bits of knowledge, each building upon what has gone before, and
- A mechanism for presenting the series and checking on the trainee's knowledge.
- Questions are asked in proper sequence and indication given promptly whether the answers are correct.

2.4 Training Practices in Bangladesh

Most of the employers in Bangladesh want to hire trained personnel and very few are interested in developing people through investing in them. Education over-emphasizes humanities and concentrates less on the type of training, which develops skills for industrial development. Here are some common problems at the macro level in Bangladesh:

- Training expenditure has a low priority in company budget
- Aggregate expenditures by business on training are inadequate.
- Management training in our country has not been accepted as a top management
- Corporate commitment about training is lacking. Most companies spend
- Training is not viewed as an investment; rather it is treated as an expense.

A large number of training institutes and centers in the country are working for the development of HRM including the development of managerial and technical skills of human resources. Public Administration Training Centre (PATC) is offering training to the government officers. Similarly many other institutes mentioned below are rendering training services to the job incumbents of different sector:

- Bangladesh Institute of Bank Management (BIBM) – for training bank people.
- Bangladesh Insurance Academy – for training human resources of
- Bangladesh Institute of Management (BIM) former (BMDC) – for training.

Other than these institutes, Industrial Relations Institute (IRI), Planning and Development Academy (PDA) and Institutes of Personnel management (IPM) are conducting training programs.

In Bangladesh, there are more than 50 vocational training institutes, 12 technical training centers that are also involved in the skill development of human resources.

2.4.1 Employee Training

Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve the ability to perform on the job. Training can involve the changing of skills, knowledge, attitudes or behavior. It may mean changing what employees know, how they work, their attitudes towards their work or their interaction with their coworkers or supervisor. Training is more present-day oriented and its focus is on individuals' current jobs.

2.4.2 Employee Development

Employee development focuses on future jobs in the organization. For example, if you become a sales territory manager, the skills needed to perform that job are quite different from those required for selling the products. Now you will be required to supervise a number of sales representatives; requiring a broad-based knowledge of marketing and very specific management competencies like communication skills, evaluation of employee performance and disciplining problem individuals.

2.4.3 Evaluation of Training

Evaluation of training compares the post-training results to the objectives expected by managers, trainers and trainees. Too often, training is done without any thought of measuring and evaluating it later to see how well it worked. Because training is both time-consuming and costly, evaluation should be done. In fact, at some firms, what employees learn is directly related to what they earn, which puts this principle of measurement into practice. One way to evaluate training is to examine the costs associated with the training and the benefits received through cost/benefit analysis. Comparing costs and benefits is easy until one has to assign an actual dollar value to some of the benefits. The best way is to measure the value of the output before and after training. Any increase represents the benefit resulting from training.

2.5 Learning

Learning has been described as a relatively permanent change in behavior that occurs as a result of practice or experience. It may be simply a sustain (unlearning a bad habit) or it may be a modification (adjusting new knowledge to old). What is learning is gradually changing. The learning behavior differs from one another that is selective. There are some principles of learning can be found which are:

- Learning is individual
- Motivation is the key
- Relevance of learning experience should be clear to the learner
- "Feedback" to learners is important.

Employee Orientation

New employee orientation is the process that is used for welcoming a new employee into an organization. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

Employee Socialization

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become Effective and participating members. Traditional and Modern Approaches of Training and Development:

Traditional Approach

In the past, most of the organizations never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly program and it doesn't bring any benefit which is worthless. Organizations used to believe more in executives pinching. But now the scenario seems to be changing.

The Modern Approach

The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training. Training is now considered as more of retention Tool than a cost. The training system has been changed to create a smarter workforce and yield the best results

2.6 Role of Training

- Development of Skills of Employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resources that further helps the employee to achieve the organizational goals as well as their individual goals.
- Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- Team Spirit – Training and Development helps in inculcating the sense of teamwork, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees

- Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Organization Climate – Training and Development helps build the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Obsolescence Prevention- "Training and development programmers foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes
- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy Work-Environment – Training and Development helps in creating a healthy working environment. It helps to build good employee relationships so that individual goals align with organizational goals.

2.6.1 Other Roles

- For an employers' organization to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving competitiveness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.
- An employers' organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.
- An employers' organization could develop training material to be used by enterprises for in-house training

2.7 Inputs of Training and Development

Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these there is a need to impart ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem solving capabilities.

Skills

Training is imparting skills to employees. A worker needs skills to use machines and other equipment with least damage or scrap; this is basic without which a worker is not able to work on machines. Same way employees like supervisors, executives need interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

Education

The purpose of education is to teach theoretical concepts and to develop a sense of reasoning and judgment. HR specialists understand the importance of education in any training and development program. Many times organizations encourage employees to do courses on a part time basis.

Development

Another component of training and development, which is less skill oriented but stressed on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company

Ethics

There is a need for imparting ethical orientation to a training and development program. There is on denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization. This does not mean that the HR manager is absolved of the responsibility. If the production, finance or marketing personnel indulge in unethical practices the fault rests on the HR manager. It is his/her duty to enlighten all the employees in the organization about the need for the ethical behavior

2.8 The Five steps of Training and Development Process:

The training programs consist of five steps:

- Need Analysis
- Instruction Design
- Validation
- Implement the Program
- Evaluation

Needs Analysis

Needs analysis is the first step of the training process. It identifies the specific job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.

Instructional Design

In the second step instruction design individuals decide on compiling and producing the training program content including work books exercises.

Validation

Validation is the third step in which the bugs are socked out of the training program by presenting it to a small representative audience.

Implement the Program

The Fourth step to implement the program by actually training the targeted employee group

Evaluation

Fifth is an evaluation step in which management assesses the program's successes or failures.

2.9 Training Methods

Various methods of training which are given below:

- Lectures, Demonstrations,
- Discussions,
- Computer based Training (CBT).
- Intelligent tutorial system (ITS).
- Program Instruction (PI) virtual Reality.
- Behavioral approach is:
    - Games and simulations,
    - Behavior modeling,
    - Business games,
    - Case studies,
    - Equipment stimulators, in basket technique, role play.

Development

Development is the process of increasing efficiency and changing behavioral patterns or mentality toward particular issues for the achievement of organizational objectives. That is, any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skills is called development. Development involves attaining the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skills.

2.10 Difference between Training and Development

Training is concerned with the immediate improvement of a specific skill of the employee that is the way to make the employee more effective in his current role, whereas development is a process to make the employee efficient enough to handle critical situations in the future. That is how well he can equip himself for the future demands. The basic difference is, training focuses on the current job skill (Short term process) while the development focuses on the future job skill and efficiency (Long term process).

Career Development

Career development involves managing careers either within or between organizations. It also includes learning new skills, and making improvements to help in career. Career development is an ongoing, lifelong process to learn and achieve more in a career. Whether anyone looking at making a career change, or moving up within a company, planning his/her career development will succeed. By creating a personal career development plan; one can set goals and objectives for personal career growth.

Performance Evaluation

The method of evaluating an employee's performance which involves tracking, evaluating and giving feedback on actual performance based on key behaviors/competencies established in the goals that support the achievement of the overall organizational mission.

Chapter: Three
Profile of the Organization

3.1 Overview of AKIJ Food & Beverage Limited (AFBL)

AKIJ Food and Beverage Limited began to make operations in 2006 and have grown steadily since then. In addition to snacks and beverages for the both the national and international markets, so far AFBL produces a broad variety of beverages is for the domestic and international markets. AFBL is a $250 million project that was created to help by the AKIJ Group, the project's parent business. AFBL is a subsidiary of the AKIJ Group, which was formed in 1950 by Sk. Akij Uddin. The number of units in this category of industries is increasing all the time, and the most recent total is These units employ a total of more than 50,000 people. So far, they have amassed a total of 25 significant national accomplishments.

There are several food and beverage products manufactured by AFBL for both the domestic and foreign markets, including as carbonated beverages, fruit drinks, and other food items. Exports to 26 nations demonstrate the company's worldwide clout.

When it comes to becoming a sustainable business, AFBL strives to do so by constantly creating high-quality commodities via empowered and passionate workforce using cutting edge technology that benefits the whole community. AFBL supports small and medium-sized farmers in the area via contract farming for milk from Pabna and Rajshahi, as well as mango from Rajshahi and Chapai nawabganj, among other things.

Over the years, AFBL has received several awards and certifications for its work. It has won the Best Brand Award on four separate occasions. BSTI, HALAL, ISO, and HACCP certifications demonstrate the quality of the firm. As a result, AFBL manufactures highquality food products utilizing locally sourced & imported raw ingredients as well as the most advanced technological machineries from world-renowned companies like Tetra Pak and Krones. AFBL's principles include innovation, teamwork, integrity, customer focus, and trust & respect, which steer the firm toward its goal of being "Bangladesh's most recognized food
and Beverage Company."
AFBL has earned a reputation for being actively engaged in a wide range of Corporate Social Responsibility (CSR) initiatives, and it works hard to retain that reputation among banks, other financial institutions, and government organizations.

3.2 Vision

To be the most renowned food and Beverage Company in Bangladesh, distinguished by a dedication to excellence

3.3 Mission

Being the most recognized and high-quality food and Beverage Company in Bangladesh.Akij Food & Beverage Limited's (AFBL) vision is to be a leading food and beverage brand that excels in product quality, social, technical, and marketing creativity. AFBL's values include innovation, teamwork, integrity, customer focus, and trust and respect

3.4 Mission Statement of AFBL

- Ensure long-term growth and profitability via the development of organizational capabilities and innovation.
- Providing Fresh & Healthy Food Products that Meet International Quality Standards.
- To develop and sustain a committed and dedicated team.
- Maintain a technical edge over competition and go on business as usual.
- Servicing the community by creating high-quality jobs, enhancing the nutritional value of mass populations, and bolstering national economic growth.
- Consistently high-quality goods
- An empowered and motivated employee
- State-of-the-art technology
- Akij Food & Beverage Limited (AFBL)'s mission is to achieve a diversified and sustainable
- business through the following:
- Ensuring quality products and services
- Adapting state-of-the-art technologies and processes
- Creating an empowering and motivating work environment for employees
- AFBL is Bangladesh's top beverage company, with over 1,300 distributors, more than 7,000
- Direct employees, and more than 25,000 indirect employees. They produce carbonated
- beverages, juices, fruit drinks, and snack

3.5 Business Philosophy

Due to the fact that Bangladesh has 168 million people, the AKIJ Group decided to diversify their operations into the Food and Beverage sector. To service such a vast market, it is necessary to provide food on a continuous basis for the populace. AKIJ food & beverage is focused on providing high-quality meals to its target market.

There are several local and international enterprises involved in the food and beverage sector. AKIJ aspires to be a one-of-a-kind local food and beverage items maker with the same quality as a foreign firm. This is accomplished by the production of chips for a youthful target audience that enjoys a fashionable lifestyle. The main motto of AFBL is "Brings Quality in Life."

The marketing and sales department of AKIJ has a broad range of responsibilities in the food and beverage business. These responsibilities are constantly changing.
The following are the primary responsibilities of this department:

- Product development
- Raw material sourcing
- Find out or create market for its product
- Price set up
- Packaging development
- Developing communication strategy
- Preparing sales forecast
- Maintain sales management in the field
- Keeping record of sales and stock
- Collection & analysis of competitors' information
-

Beside from these, it is responsible for a variety of tasks necessary for the operation of their daily operations. A Brand team is positioned inside the marketing and sales department and is responsible for the most important aspects of practical marketing.

3.6 Operational Activities

Brand names, flavors, and mouth feel are all distinguishing features of AFBL's high-quality products. In the course of business, AKIJ Food and Beverage Limited offer its customers a diverse selection of foods and oils to choose from. Every day, AKIJ Food and Beverage Limited provide millions of meals in a diverse variety of food service businesses around the nation, earning the company a reputation for excellence. It is essential for managers of food and beverage operations to be proficient in all facets of business management, from marketing strategies to supply chain logistics to customer service to quality assurance to operational budgeting. In order for a firm to survive, these abilities are necessary for managing both the service delivery and customer experience. AKIJ Food and Beverage Limited's business may be broken down into the eight stages of the Food Service The eight processes are organized in a predefined sequence, with the first step being the definition of the market requirements that the operation is meant to satisfy and the next step being the evaluation of whether or not those criteria are currently being met.

The following concerns are relevant to the food service activities carried out by AKIJ Food and Beverage Limited: In addition to present and future customer needs, the projected market that the organization serves are taken into account. Making recommendations on which operational processes should be implemented. It is essential to prepare the meal, beverage list, additional services, and pricing for the event well in advance in order to guarantee its success. Organizing and managing the design and management of buildings, plants, and equipment in order to suit the needs of customers. Techniques for obtaining, holding, and regulating inventory are being developed in

order to meet the needs of the food and beverage production and distribution industries and other service providers. In order to suit the demands of clients, effective food production and service procedures are used. Accounting for revenues as well as materials, labor, and overhead expenditures are all part of maintaining cost and revenue management systems that can be relied on. Regular customer satisfaction surveys are conducted to see whether the company is meeting the needs of its clients and, if so, whether or not they are happy with the results. This success is due to a strong dedication to food safety, cutting-edge technology, concentration on human resources development, emphasis on continuous improvement, and the launch of new goods for emerging markets.

3.7 Core Value

Founded in 2006, AKIJ Food & Beverage Limited has been recognized for its superior quality management system, earning the company the ISO 9001 accreditation. The organization's food safety management system has also been certified by ISO 22000. As a result of its strong focus on quality, cutting-edge technology, concentration on human resource development, emphasis on continuous improvement, and introduction of new products for increasing markets, the firm has taken a dominating position in the industry. AKIJ Food & Beverage Limited is committed to producing and packaging its products in line with the HACCP, CODEX, and FDA laws in order to meet the demands of local and foreign customers.

Integrity: Honesty, Transparency, and Compliance In whatever we do, we are devoted, we take responsibility for our actions, we are honest, we are methodical, and we have a strong work ethic.

Trust & Respect: Mutual Respect and confidence for the chance to develop We are open, upbeat, trustworthy, and reliable, and we respect and trust each other's opinions.

Innovation: First Mover Advantage, Export Opportunities, and Trained Personnel. We influence change, we dominate the market with cutting-edge goods produced by an effective workforce, and we'll explore new markets for our goods.

Customer Focus: Customer-driven means that we put extra effort into giving our customers an enjoyable experience.

Team Work: One AFBL, One Team. We collaborate as a single team to fulfill our vision and objective.

3.8 Goal

To attain market leadership, financial success, responsible business behavior, and sustainable growth. Akij Food & Beverage Limited (AFBL) is a beverage company in Bangladesh that focuses on providing high-quality meals to its target market. AFBL's goals include: Production concept

AFBL believes that customers prefer products that are widely accessible and affordable. To achieve this, AFBL aims to have a large manufacturing capacity, excellent distribution channel, and competitive prices

3.9 Departments of AFBL

Akij Food and Beverage Limited's divisions include:

SL.	Departments of AFBL
1.	Human Resource
2.	Admin
3.	Training and Development
4.	Business Development
5.	Research and Development
6.	Brand
7.	Sales and Trade Marketing
8.	Accounts and Finance
9.	Dairy
10.	Export
11.	Media
12.	Design
13.	IT
14.	Event
15.	Outdoor Management
16.	Corporate Sales
17.	Clemons Sports
18.	MIS

3.10 Products and brands owned by AFBL

Popular brands and products of Akij Food and Beverage Limited:

Category	Company Name	Outlook and Tagline
Soft drinks	`	
	Mojo Light	
	Clemon	

Soft drinks	Lemu	
	Twing	
Energy drinks	Speed	

Malt Beverage	Wild Brew	
Juice	Frutika	
Drinking Water	Spa	

Chips	Cheese Puffs, O'poteto	
Milk	Farm Fresh UHT Milk	

3.11 SWOT Analysis

A SWOT analysis considers both internal and external factors, as well as what is going on within and around Akij Food and Beverage Limited. Through this analysis Akij Food and Beverage Limited will have some control over some of these elements while others will not. In either case, once they have find out and evaluated as many aspects as possible, the best approach will become clear.



Strength:

Akij Food and Beverage Limited Strengths are abilities and resources that can be used to gain a competitive advantage.

- Easier to Procure
- Availability of raw materials
- Experienced manpower
- Market Position
- Specialist Marketing Team
- ECA Financing

Weakness:

Weaknesses are characteristics of a company or brand that should be changed for the better. Some of Akij Food and Beverage Limited major flaws are as follows:

- Absence to accept technological progress.
- Taxation at a high rate
- Suppliers quality issues
- Less investment in R&D
- Dependence on Export & Import

Opportunity:

Opportunities are important opportunities in which a company can improve its outcomes, increase sales, and profit. The following opportunities are available through Akij Food and Beverage Limited:

- Increasing demand for steel, batteries
- Global expansion
- Local currency payment
- LC opening facilities for others customer
- Price & Benefits

Threats:

Threats are external forces that may have an effect on a company's growth. Some of the threats to Akij Food and Beverage Limited are as follow:

- Increased Dollars rate
- Changes in the government and environmental regulation
- Diversification
- Uncertainty in shipment process
- LME price decreasing
- Fluctuation of market and export possibilities in China
- Global steel price decreasing

Chapter: Four
Analysis of the Study

4.1 Training and Development Practices of Akij Food and Beverage Limited

The training and development of all employees is critical to the Company's success. It improves the performance of the company, teams and individuals and makes an important contribution to the retention of staff and the development of future talent. Akij Food and Beverage Limited is committed to providing an environment which enables continuous learning, growth and personal achievement of all employees. The achievement of this commitment by the Company is also reliant on employee commitment and their willingness to learn, develop, take on new roles and responsibilities and seek opportunities for self-development.

Training and development plans are based on the future business strategy and through the output of regular individual appraisals. These plans identify where individual performance may be enhanced through development initiatives including training courses, coaching, job experience, formal studies, etc. The Company is committed to the effective induction of all employees and in supporting all employees to realize their full potential. Training and development opportunities are offered on a fair basis to all employees. The Company ensures that no employee receives less favorable treatment or consideration.

4.2 Objectives of Training and Development in Akij Food and Beverage Limited

- To help the employees perform more effectively in their jobs.
- To prepare the employees for future growth and advancement by providing supervisory and other management programs.
- To build effective work teams through developing staff communications and interpersonal skills.
- To inculcate a sense of dedication to the highest quality.
- To keep an employee up-to-date with changes that affect the business environment.

4.3 Training Needs Assessment of Akij Food and Beverage Limited

Need assessment is the first step in the training and development process and it focuses on detecting and solving performance problems. The purpose is to identify if there is a need for training and the nature of the content of the training program. This phase determines the relevance of particular training to employee's jobs and how it will improve the performance. It also addresses the organizational problems and then distinguishes the training needs with an objective to identify an appropriate training need which will link to improved job performance with Akij Food and Beverage Limited and bottom line.

4.4 Steps in Training and Development Process

4.4.1 Training Needs Assessment

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. Akij Food and Beverage Limited recognizes that employees are an integral part of an organization and that they themselves have the potential to judge what kind of training will improve their performance at work. Therefore, they have the privilege to analyses their own abilities in line with their job responsibilities and can discuss these with their line supervisors. On the contrary, it is one of the key responsibilities of the supervisors to keep their subordinates' performance on constant check. They have to support their employees' learning and development by scrutinizing and finding out the training needs. This is done in discussion with the employees. The supervisors have to give priorities according to importance and availability of resources and then in preparing Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion.

4.4.2 Training Administration

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training Recommendation from the line supervisors, it is the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Hereafter, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of training programs attended by each employee is maintained.

4.4.3 Training Evaluation

Employees and line supervisors again have a major role playing in this segment of Training and Development of Akij Food and Beverage Limited It is believed that active cooperation of all the parties will generate an accurate final output. Training Evaluation consists of four segments including Reaction, Learning, Transfer of learning and improvement in organizational work, and finally a cost-benefit analysis of the training program. Employees who attend the training programs are expected to apply the newly learnt skills and knowledge at work and evaluate how it has helped to perform a task compared to the ability the incumbent possessed preceding training. They have to identify the differences and report their findings along with other views and suggestions to their line supervisors. This information flow can also include important notes on the first three segments of Training Evaluation, i.e. Reaction, Learning and Transfer of learning

Line supervisors, on the other hand, have to carry out multiple tasks. First and foremost, they have to prepare questionnaires and conduct surveys of the trainees about their reaction towards the training program. This will then be followed by an interview of the trainees regarding what they have learned from the program. Information is all accumulated and kept for future references and comparison with previous performances of the employees. Problems identified in the training programs are recorded in order to be addressed in future. In the meantime, supervisors have to perform activities for the third segment of Training Evaluation. They have to create work samples or allow and observe employees transfer their knowledge at work and at the same time evaluate how it improves the jobs. Occasional discussions are carried out to identify problems.

Finally, supervisors prepare a report consisting of records of all the evaluation of trainees and send it to the HR Department. The HR Department, after receiving the reports from the line supervisors, makes a thorough analysis and determines whether the training programs are actually effective. This is then finally followed by the fourth segment of Training Evaluation, i.e. Cost-Benefit Analysis. These are done by determining the Return on Investment of the Training Program and compare it with the cost of training.

4.5 Training Methods Followed by Akij Food and Beverage Limited

Several methods can be used to satisfy an organization's training needs and accomplish its objectives. Akij Food and Beverage Limited classified their training by two categories:

Non-Supervisory Training:
Non-Supervisory Training is the training for workers and operators of the company. Permanent and casual workers are included for these.

Supervisory Training:
The training for the managerial employees is called supervisory Training. Different department's officers and management trainee are included to thin

Orientation Training
Orientation training is a training program organized for a newly hired employee to get used to work and adapt to the company. Orientation training, which has a critical place in the recruitment processes of companies, is of great importance in terms of ensuring the rapid adaptation of employees to work and their colleagues. With orientation training, employees begin to get to know the corporate culture closely. Employees who have the opportunity to meet and blend with their managers and colleagues during this training process also gain a lot of information about the workplace in this process.

Code of Conduct Training

Code of conduct training increases awareness of a wide range of ethical and legal issues in the workplace, such as conflicts of interest, bribery and corruption, insider trading, data privacy, information security, diversity and inclusion and social media use.

PPE Training

PPE training covers the proper use of personal protective equipment that guards the health and safety of employees. It lays out the standards for proper use and helps keep employees safe.

Mid-Level Management Meeting Training

Middle management is the intermediate management level of a hierarchical organization that is subordinate to the executive management and responsible for 'team leading' line managers and/or 'specialist' line managers.

Machine Operating Training

Machine Operator Training is the perfect course to increase knowledge of the Volvo machine, learn safe operating techniques, and discover how to use the machine to minimize wear and tear. The result is a more effective operation with reduced costs and more uptime.

Occupation Health and Safety Training

Occupational Health and Safety Training (OHS) is a great way for employees to learn additional skills and knowledge and to reinforce quality work practices which will result in a change in workplace behavior.

First Aid Training

First Aid training means training in which a person reacts to injuries and performs simple emergency medical care procedures before emergency medical professionals are available as necessary

Termination Policy Training

Termination of Training means the process whereby a student may have their training terminatedas a result of behavior that is confirmed to be damaging or dangerous to either service users, other students or Course Providers, or creates unacceptable risk for themselves or others.

Disciplinary Action Procedure Training

It is a practical training course that covers key disciplinary procedures and measures, including investigations, hearings and appeals. Through this course, you will learn about the aims of the disciplinary procedure and the responsibilities of management staff when dealing with employee misconduct.

Risk Assessment Training

Risk assessment training teaches you both what risk assessments are, as well as how and when to perform them. It provides you with an understanding of the benefits of comprehensive risk

Chemical Handling in Spot Room Training

Hazardous chemicals can destroy health, cause severe injury, and harm the environment and damage property. Training on the safe handling of chemicals is key for any teams who work with, supply, or store hazardous materials.

Waste Handling Training

This course is designed for employees and managers who have a duty to handle or manage waste.It provides a greater awareness of proper waste separation, categorization, collection and disposal, especially concerning hazardous materials.

Child Labor, Forced Labor Abuse and Harassment Training

The term "child labor" is often defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development**.** The primary purpose of harassment training is to provide basic information about what constitutes harassmentin the workplace to employees at all levels. The training offers a discussion of the manyconsequences of harassing behavior and strategies to take to avoid engaging in such illegal behavior.

Fire Training

Training consists of basic knowledge and skills in exterior firefighting operations. Duties are performed from the exterior of the structure and away from areas that may be immediately dangerous to life and health. Includes safe response, scene security and exposure protection activities.

Security Training

Security awareness training is a formal process for educating employees and third-party stakeholders, like contractors and business partners, how to protect an organization's computer systems, along with its data, people and other assets, from internet-based threats or criminals.

Chapter: Five
Findings

5.1 Findings of the Study

- **Lack of Training and Development Incentives:** Akij Food and Beverage Limited does not utilize training and development as a tool to incentivize and motivate its employees and executives. This absence of incentives may hinder employee engagement and retention efforts.
- **Scientific Foundation in Training Needs Assessment:** The Company's approaches to assessing training needs lack a scientific foundation. This suggests that the methods used for identifying skill gaps and training requirements may not be evidence-based or data-driven.
- **Inconsistent Performance Deficiency Identification:** There is no consistent and structured process in place for identifying performance deficiencies before providing training. This lack of consistency may result in employees not receiving the appropriate training they need to address their weaknesses.
- **Insufficient Budget for MDP**: The budget allocated for Management Development Programs (MDP) is insufficient. This limitation can hinder the company's ability to provide comprehensive and effective leadership training to its managers and executives.
- **Lack of Clarity and Structure in Training Methods:** Training methods at Akij Food and Beverage Limited lack clarity and structure, potentially making it challenging for employees and executives to grasp and apply the training content effectively.
- **Communication Issues with HR:** Human Resources (HR) does not effectively communicate or notify nominated employees about training opportunities. This lack of clear communication can lead to confusion among trainees and disrupt the training process.
- **Inadequate Attention to Assessment:** The Company does not give sufficient attention to before and after training assessments, indicating a potential lack of focus on evaluating the impact and effectiveness of training programs.
- **High Satisfaction with Trainers:** Despite the mentioned shortcomings, employees and executives express high levels of satisfaction with trainers in various programs. This suggests that the trainers themselves are effective in delivering content and engaging participants.
- **Satisfactory Training Environment:** The training environment at Akij Food and Beverage Limited is considered satisfactory, with most executive's content with their surroundings. A conducive training environment can contribute to a positive learning experience.
- **Lack of Off-the-Job Training Facilities:** The Company does not provide off-the-job training facilities for employees. This absence of resources outside of the regular workplace can limit employees' opportunities for skill development and growth.

Chapter: Six
Recommendations & Conclusion

6.1 Recommendations

- Akij Food and Beverage Limited need to use training and development as incentives to retain and motivateemployees and executives.
- Improve the scientific basis for training needs assessment.
- Establish a consistent process for identifying performance deficiencies.
- Allocate a larger budget for Management Development Programs (MDP).
- Provide clear and structured training methods.
- Ensure proactive communication to nominated employees about training.
- Implement before and after training assessments.
- Maintain the quality of trainers.
- Enhance the training environment periodically.
- Consider providing off-the-job training facilities.
- Regularly review and adjust training strategies.
- The Human Resource Division Akij Food and Beverage Limited Apparels needs to be more rigid in conducting theneed assessment and has to make it obligatory.

6.2 Conclusion

Lots of new Organizations have been established in the last few years and these Organizations have made this sector very competitive. Akij Food and Beverage Limited Apparels setting new standards in the Industrial sector in the time of turbulent economic conditions. From the very inception it has played a vital role in the national economy. To keep pace with the motto, they provide proper attention to every department including the Human Resources Department and an important function of this HR Department is Training and Development. An industrial sector no longer depends on a traditional method of business. In this competitive world, this sector has trenched its wings wide enough to cover any kind of product and service anywhere in this world. This report has tried to present the HR practices in Akij Food and Beverage Limited in comparison to its closest competitor in the same industry. Fromthe analysis I found the Training and Development system is a very satisfactory one. In the time of my internship, I got the support as per my demand for attaining this knowledge and to get proper information about my topic, which is the Training and Development Process of Akij Food and Beverage Limited. From the phase of need assessment to evaluation of training, Akij Food and Beverage Limited tries to provide proper attention to enrich their employee's skill for reaching their desired goal. With the help of training and development programs, an organization can improve its productivity and efficiency level to an utmost position. Despite a few problems in the training and development section in Akij Food and Beverage Limited it is improving its employee and executive skill to reach the summit.

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