



# **The Influence of Training and Development on Employee Performance: A Study on Garments Sector, Dhaka Bangladesh**

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. Author MMBM designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors RS and MZH managed the analyses of the study. Author RS managed the literature searches. All authors read and approved the final manuscript.*

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## **ABSTRACT**

An organization's have various resources such as; human and non- human resources. Employees are human resources. They are also life blood of an organization as like as capital. They plays an important role by performing different activities within and outside the organization. So every organizations should give more attention to the improvement of employees for achieving more effective outcome from them. Also make them efficient to survive in the competitive business world. Many researchers have conducted research activities in the field of Human Research Management, the same cannot be said on employee training and development especially as it concerns developing countries like Bangladesh. The purpose of this study was to evaluate the effects of skill development training on employee performance, using the garments industry in Bangladesh. For understanding the aim of this study, three goals were developed and these focused particularly on investigating the meaning and importance of training, examining the methods are used to develop

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employee's skills and finally evaluating the influence of skill development training on employee performance. This conceptual paper also aimed at studying the influence of skill development training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The study was based on some garments industry operating in Dhaka, Bangladesh. The qualitative and quantitative both approaches of the data collection were adopted using a questionnaire comprising of some structured questions distributed to 170 respondents between two garments industries; Masco Industries Limited (Composite knit garments) and Walmart Garments, Narayangonj. Based on this sample the results obtained indicate that training have a clear effect on the performance of employees. The results of this study can be useful to Human resource managers, Human resource policy decision makers, as well as government and academic institutions. This research found that strong relationship exists between employee training and development with employees' performance. The results reveal that the more the employee gets training, the more efficient their level of performance would be.

*Keywords: Human resources; non- human resources; training; development; employee performance.*

## 1. INTRODUCTION

Today's business world is more competitive than past. So if we want to survive this competition, we have to be more skilled. Since Bangladesh is a developing nation (Nabi, Ahmed, & Rahman, 2017) and the garments industries performs the most critical role in fostering the economic advancements of the country [1]. Besides, in the competitive business realm, the service sector is capturing the leading position (Begum, Zehou, & Sarker, 2014). Consequently, the garments sector is anticipated to remain vigorous with a challenging and competitive atmosphere too. For this reason, training and development is more important at present-day oriented, focus on developing skill of individual's current jobs, enhancing those specific skills and abilities to immediately perform their jobs while development enhances behaviors, attitudes and improves employee performance in an organization.

Employee Training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day to day activities. Employee development, on the other hand, focuses on long term activities and future jobs in the organization and it emphasizes managerial level employees to acquire new or advanced skills, knowledge, and viewpoints, by providing learning and training facilities, and workplace where such new ideas can be applied. Again employee development (ED) is a joint

initiative of the employee as well as the employer, goes a long way in training to upgrade the existing skills and knowledge of an individual [2] for performing job activities. Additionally, employee training and their development [3] enable human capital [4] to unleash employees' dexterity and it helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions [5]. Employee performance are concerned with some elements such as; communication, job knowledge, creativity/innovation, technological skills, problem solving, attitude, sense of accountability, culture fit and so on, associated with organizational profit level and success. So training and development helps all levels of employees to be more skilled and knowledgeable.

According to Farooq. M, & Aslam. M. K (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010).

Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at s particular job and to

void on the job errors and mistakes (Robert, 2006).

Amongst the important function of human resource management, one of the crucial function is employee development through proper training and development programs. Employee development is the skill and knowledge building process of an employee, and thus as of whole organization, to achieve the efficient and effective level of performance. The employees who are more developed, they are more satisfied with their job and organization, so increasing the productivity and profitability of the organization and ultimately gaining competitive advantages.

In spite of the large number of researches on the relationship between training and employee performance, there appears to be some limitations, concerning the study of the influence of training and development on employee performance. The purpose of this study is to meet up these limitations by deeply investigating this phenomenon through the relevant literature, shedding more light into the relationship of training effectiveness, and superior employee performance and providing suggestions to the firms as how they can make best use of training programs to make their employees perform well on job.

## 2. REVIEW OF LITERATURE

In past and recent times, there are a lot of research work on the influence of training and development on employee's performance in different sector. These are stated below with comparing our research paper.

According to (Ronal Regen, Johannes, Edward, Syahmardi Yacob, 2020), The influence of employee development with training is positive and significant on employee performance in considering the terms of quantity, quality, time and cost in Sungai Penuh and Kerinci Regency Governments; The effect of Employee Development with direct education, training, and career development approaches is positive and significant towards Work Behavior that is built from service orientation, integrity, commitment, discipline, cooperation and leadership behavior in the City of Sungai Penuh and Kerinci District Governments; (Ronal Regen, 2020). But it must come from the analysis of how employee training and development influences on employee performance, work behavior and motivation.

Where we have clearly mentioned the influences of training and development on employee performance.

In the past study of Rashed Al Karim (2019), he said training is a vital driver of the many different projects related to introducing new concepts, work methods, products and technologies. Training represents the principal instrument to increase employee's efficiency, to improve the workplace relationships, and to develop employees' skills and abilities in their relationship with corporate stakeholders. This study found that there is a positive role of training in improving the employee performance. He worked on Impact of Different Training and Development Programs on Employee Performance in Bangladesh Perspective, but not for specific sector. So we have tried to take a specific sector as garments industry in Bangladesh. In the study of Angela, [6], here found that training had an positive impact on employee performance among the international civil servants. This survey was conducted by 144 staff of the United Nation supports office for the African mission in Somalia. This research paper concluded that, training helps to improve the engagement of employees by changing processes, motivation, job satisfaction and overall performance. Nassazi, [7] did a research on the effect of training on employee performance. The main objective of this learning is to know the impact of training on the employee performance by using the telecommunication sector at Uganda. The total questions is 18 and have 120 of respondents. Another study of Otoo and Eric, [8] did a research on the impact of training and development over employee performance on Accra Polytechnic. The main purpose of their study is to know that the training and development had an impact on employee performance at Accra Polytechnic, they have collected from 50 of the senior employee. According to the study of Tahir et al. [9], had an investigation on the effect of training and development over the employee performance and the productivity. The main purpose of this study is to investigate the result of training and development give an effect on employee performance and productivity and they had collected information by using 80 related questionnaire.

The findings of the study of Ramya [10], was that there is a strong positive relationship between human resource management practices and organizational performance. Then the research

work of Falola et al. [11], came to the findings of Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive advantages and they made conclusion that strong relationship exists between training and development, employees' performance.

Ameeq and Hanif, [12] cited by Said et al. (2016) and they said that on the job training have a positive effect on the employee performance while the employee come to duties. In the study of Tukunimulongo [2], also given the same opinion that the on the job plays a big role in improving the employee performance and productivity.

In the study of Nassazi, [13] said, off the job training is more effective because workers are away from work and their can focus entirely on training. But in our study it is clear that, on the job training is more effective than off the job training. Then in the past research of Kanwal, [14], said that the off the job training have a positive impact to the employee performance and employee productivity. Ngari, [15] also agreed that the off the job training has strong relationship to employee performance.

In the past research of Zareen and Razzaq, [16] stated that the function of job enrichment is to motivate the employees by giving the employees opportunities to maximize their abilities and increase the performance and productivity among the employees and it will gives positive impacts to organizational and make the organization easy to achieve the goal. So it is said that, there is positive correlation among employees performance based on Salau et al. [17].

In the study of Zin, et al. [18] said that the job rotation has a positive relationship in career development. Oparanma, A. and Nwaeke, [19], said that job rotation is the top type in training and it was create to ease the employee with the specific information about the positions that might available for the employee. Then, Khan et al. [20] also describes job rotation as the methods that is important for improving the performance of the employees and to be followed by the companies in order to achieving the organizational goal and employees might be more committed to their work and there is a positive connection among job rotation and the employee's performance.

In our research we found that Job Instruction Training (JIT) is effective and more practiced during the joining time of an employee. Most of the garments industry gives training facilities on joining time of the employees.

## 2.1 Background of the Study

The garments industry of Bangladesh has been the key export division and a main source of foreign exchange for the last 25 years. At present, the country generates about \$5 billion worth of products each year by exporting garment. The industry provides employment to about 3 million workers of whom 90% are women. In Bangladesh, majority of foreign remittances are come from garments industry and it also creates a lot of employment facilities within this country, where majority of employees are graduate- non graduate and they are also fresher. So training and development program is important to enhance their performance. It is said that when training is given to the employees, they promote and take themselves in advance career. The trained employees give special effort in order to grab effective and efficient performance in an organization. These training and development programs take the employees more motivated in performing their job. Training programs have a vital role in every organization, this paper has been done with an interest to find the impact of employee training and development on their job performance. The study has been taken with an interest to show the influence of training and development on employee performance on garments sector, Dhaka.

## 2.2 Research Problem

We started this research work from the realization of the need of training and development on employee performance in the garments industry in Bangladesh. Training and development is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows or when profits decline, many organizations first seek cuts in their training budgets. The industry that focuses on shareholders and customer satisfaction realized the importance of investing in training, and thus recognizes the worth of employee development [3].

Keeping above discussion in mind, the significant function of this study is to answer the following research question:

### 2.3 Research Question

- Are training programs practiced in garments industry to improve employees performance?
- How training and development effect the employees' performance in a garments industry?

Moreover, to find the answer to the above mentioned research question, the study highlights the critical review on the topic under consideration to better understand the phenomenon as to how effective training leads to superior employee performance and higher organizational returns and provide a checklist for improving employee performance through designing effective training programs in a garments industry.

### 2.4 Research Objective

The main objective of our research is to examine the influence of training and development on employee performance within two garments industry in Dhaka, Bangladesh. Other objectives are :

- I. To investigate the meaning and importance of training.
- II. To examine the methods are used to develop employee's skills.
- III. To evaluate the influence of skill development training on employee performance.

### 2.5 Definition of Key Concepts

#### 2.5.1 Meaning of training and development

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

Dale S. Beach defines training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'. Training refers

to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

According to Edwin Flippo, 'training is the act of increasing the skills of an employee for doing a particular job'.

Employee development is defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and skills.

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities.

Training and development always helps to identify the gap between the desired performance and the actual performance and try to meet up the gap between them. Training and development is under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the functions activities of this function is the training needs assessment and development and selecting method and programs suitable for these needs, plan how to *implement* them and finally *evaluating* their outcome results (McCourt & Eldridge 2003, 237).

In the study of Guest (1987) said that policies are necessary to ensure that employees are performed effectively, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs.

## 2.5.2 Importance of training and development

Every organization should provide training to all the employees irrespective of their qualifications and skills. Specifically the need for training arises because of following reasons:

**Environmental changes:** Mechanization, computerization, and automation have resulted in many changes that require trained staff possessing enough skills. The organization should train the employees to enrich them with the latest technology and knowledge.

**Organizational complexity:** With modern inventions, technological upgradation, and diversification most of the organizations have become very complex. This has aggravated the problems of coordination. So, in order to cope up with the complexities, training has become mandatory.

**Human relations:** Every management has to maintain very good human relations, and this has made training as one of the basic conditions to deal with human problems.

**To match employee specifications with the job requirements and organizational needs:** An employee's specification may not exactly suit to the requirements of the job and the organization, irrespective of past experience and skills. There is always a gap between an employee's present specifications and the organization's requirements. For filling this gap training is required.

**Change in the job assignment:** Training is also necessary when the existing employee is promoted to the higher level or transferred to another department. Training is also required to equip the old employees with new techniques and technologies.

**Increasing the level of employee performance:** Training and development is necessary for all levels of employees. It helps to acquire knowledge and skill for performing the jobs effectively. It is also important for achieving organizational goals appropriately.

## 2.6 Methods Used in Developing Employee's Skill

Various methods of training can be given to the employees such as induction training, refresher

training, on the job training, vestibule training, and training for promotions.

Some of the commonly used training programs are listed below:

**Induction training:** Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization. This method gives an employee knowledge about the environment of an organization.

**Job instruction training:** This training provides an overview about the job and experienced trainers demonstrate the entire job. Additional training is offered to employees after evaluating their performance if necessary. We think this method of training helps employees to learn about the skill of related job.

**Vestibule training:** It is the training on actual work to be done by an employee but conducted away from the work place. This is also helpful for developing employee's skill.

**Refresher training:** This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

**Apprenticeship training:** Apprentice is a worker who spends a prescribed period of time under a supervisor. Here the supervisor tries to give sufficient knowledge in a specific area. So it is also helpful for developing skill of an employee.

## 2.7 Employee Performance

Employee performance can be defined as ultimate outcomes of an organization. It can also be searched for the terms of behavior [21]. According to Kenney et al. (1992), employee's performance is measured against the performance standards set by the organization. Ahuja (1992) said that there are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on

capital employed (Wood & Stangster 2002). (Stoner 1996) defines *Efficiency and effectiveness* - efficiency means the achievement of goals with least amount of resources where effectiveness means making the right decisions and successfully implementing them. (Stoner, Freeman and Gilbert Jr 1995) also defines *Productivity* is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989). According to (Kotler & Armstrong 2002) *Quality* is the characteristic of products or services that bear an ability to satisfy the stated or implied needs. It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996)

## 2.8 Research Methodology

The given study is descriptive in nature utilizing primary as well as secondary data. Primary data has been collected by taking interview from employees working in garments industries through a structured questionnaire carrying out trainings in their organizations. The secondary data has been taken from scholarly journals, annual reports, previous studies, reports, books etc. The field survey was done in two garments industries; Masco Industries Limited (Composite knit garments) and Walmart Garments, Narayangonj which are situated in the Dhaka. A total of 170 respondents of these Industries (from Masco Industries Ltd. 95 respondents and from Walmart Garments 75 respondents) belonging to different managerial levels took part in this survey. A well-structured questionnaire based on some questions related to training and development programs was used as a research tool to conduct this study.

## 3. FINDINGS AND DISCUSSION

### 3.1 Garment Factory Productivity and HR Training

Providing productivity and HR support to garment factories to build a business case on the commercial link between worker welfare, improved productivity and profitability. The Bangladesh Innovation Forum (BIF) garment market strategy is based on a detailed market

analysis conducted by BIF from October 2013 to October 2014. Their market analysis identified:

- Constraints around the quality of jobs, including an apparent inability to pay workers more, reduce overtime, improve health and safety, remove low paid below age workers and invest in other areas of worker welfare; and
- Constraints to the industry being able to achieve potential growth and thereby provide a lot more good quality jobs.
- They realize that training programs are more effective to increase the quality and quantity of employee's performance.

Why this intervention is important for Market System Change:

Currently the garments industry lacks demonstrable evidence and positive examples of the benefits of better jobs leading to improved company performance. Unaware of the potential benefits, factories do not focus on improving working conditions for their employees. In addition, lack of strong management skills and low productivity also prevent the factories from working with larger EU/US buyers in the market.

BIF is currently working with 15 garment factories, providing HR and productivity training to the businesses so that they improve their practices, increase efficiency and improve their positioning for supplying larger buyers in the international market. BIF is doing this to develop a well evidenced 'business case' that can demonstrate to the whole industry that there is a commercial benefit from improving both labour welfare and productivity.

### 3.2 Data presentation, Analysis and Discussion of the Findings

This part provides the summary of the findings of the study also analysis and discussion of the study. The data is presented in form of Tables and Charts tools. Where data could not be quantified, it is explained only. The findings has been organized in accordance with the study objectives.

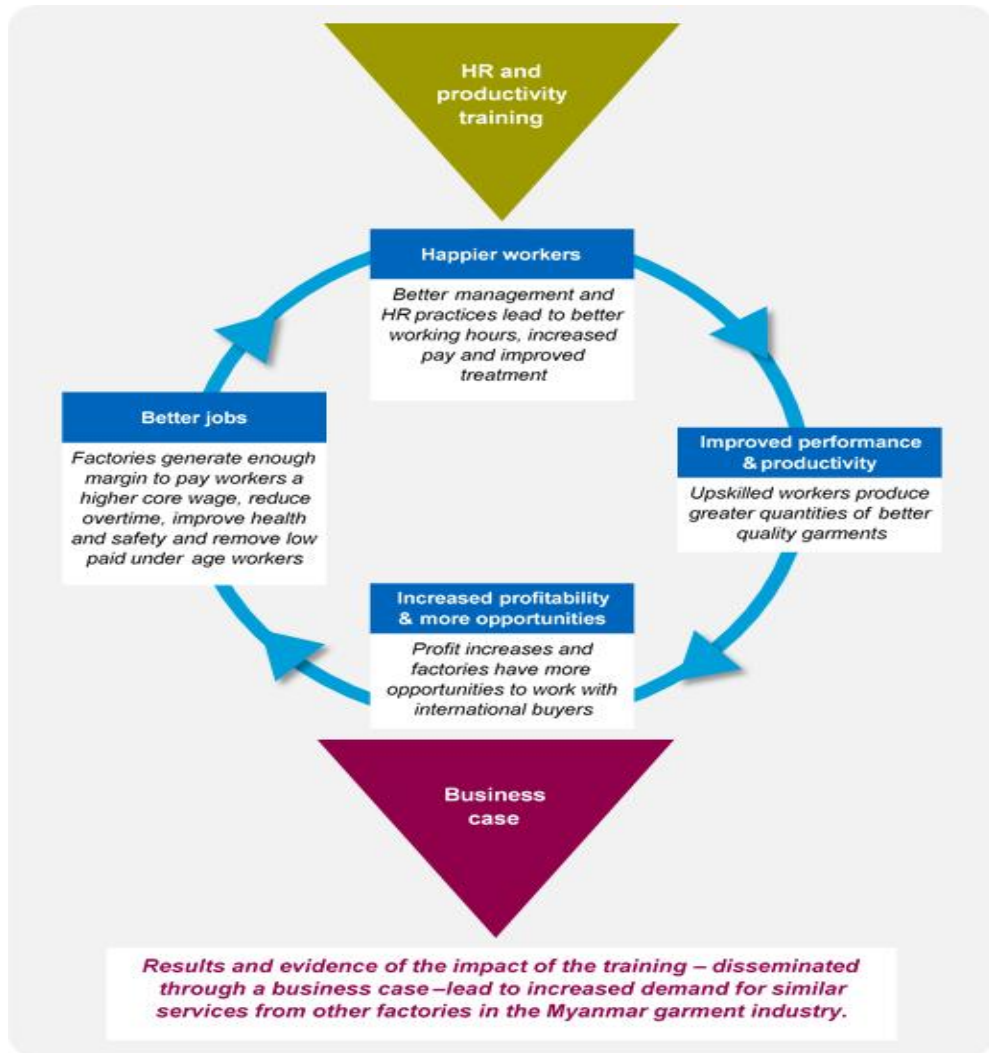


Fig. 1. Result and evidence of the impact of the training

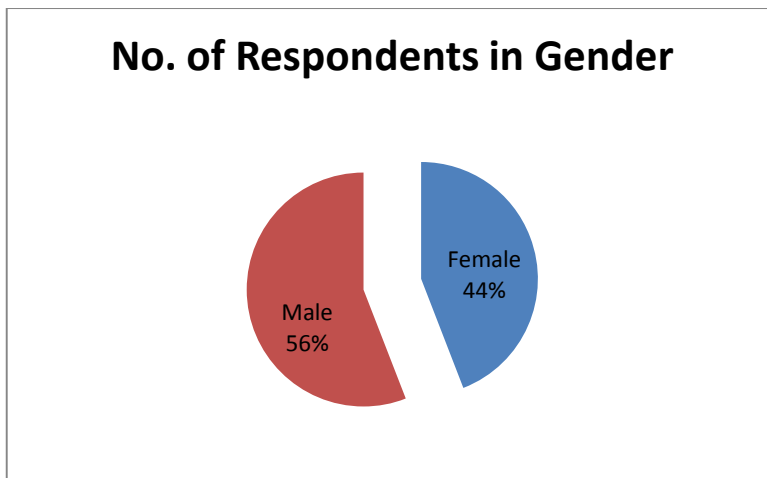


Fig. 2. Gender composition of respondents



**Interpretation:** As shown in the Figs. 1 and 2, a total of 170 people responded to the questionnaire in this study. The majority of the respondents (56%) to the study were male, indicating that more males are involved in the higher position in garments industry in Bangladesh as compared to females (44%). But in the total number of employed workers female are about 90%.

**Table 1. Age distribution of respondents**

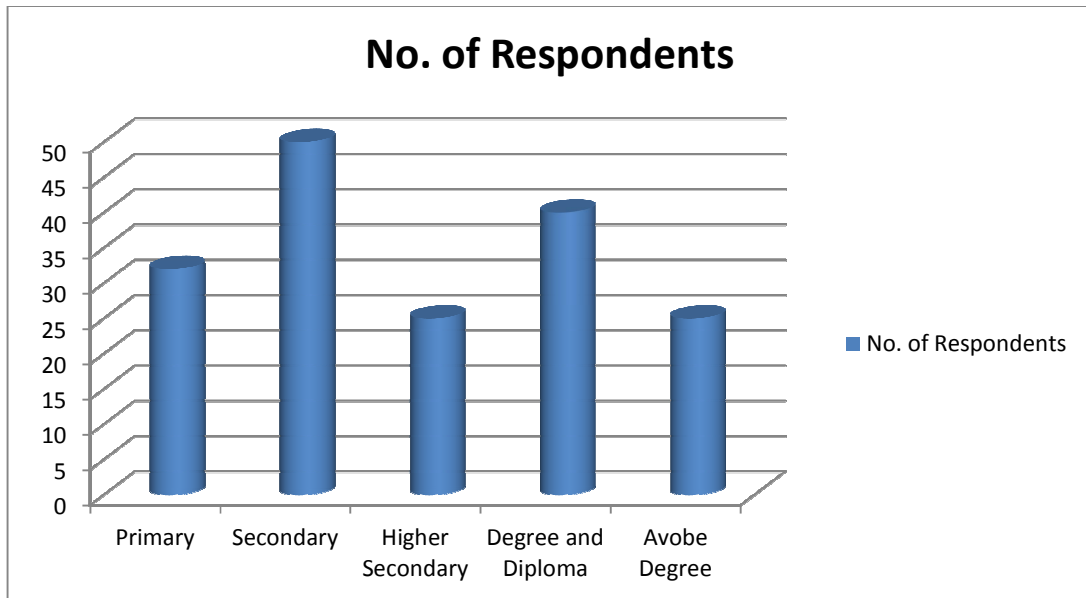
Age limit	Frequency	Valid percent
18 – 25	33	19.41
26 – 35	52	30.59
36 – 45	55	32.35
46 – 55	17	10
56 – 59	13	7.65
<b>Total</b>	<b>170</b>	<b>100.0</b>

**Interpretation:** The data obtained from the questionnaire, shown in Table, reveals that all types of ages are required and needed averagely in a garments employee for certain work area. It shows that 32.35% respondents between 36 to 45 years of age formed the majority. 30.59% respondents between 26 to 35 years of age, 19.41% respondents are between 18-25, 10% respondents are between 46 to 55 years of age and 7.65% respondents are between 56 to 59 respectively. The results reveal that the garment industry employ mainly experienced, young and energetic people.

**Table 2. Job position of respondents**

Job position	No. of respondents	Percentage
Manager	45	26.47%
Assistant Manager	56	32.94%
In-charge	34	20%
Supervisor	25	14.71%
Operator	10	5.88%
Total	170	100%

**Interpretation:** In a garments industry experience are more prioritizing than educational qualification. So maximum employee enter here as a helper, then by achieving experience they promote up to in-charge. It is evidenced that the respondents from the case companies hold a range of educational qualifications falling between primary level and degree level. Of the respondents from the garments industry, 20.59% had on education from the primary level, 29.41% had on education from the secondary level, 14.71% had on education from the diploma level, 17.65% had education from the degree and diploma level and only 11.76% had education from above degree level. The majority of the respondents (29.41) were secondary level. Indicating that there is not much skill amongst the employees in these companies and hence training may be a very important requirement in these companies to improve employee skills so as to improve their performance at work.



**Fig. 3. Educational background of the respondents**

**Interpretation:** In our study, the total number of respondents are 170. From this number of respondent's different level of employees get training between the selected two garments industry. The results in the above table shows that respondents from Assistant manager the majority with 56, representing 32.94%, 45 from the manager representing 26.47%, 34 from the in-charge representing 20%, 25 from supervisor representing 14.71%, and 10 from operator representing 5.88%. These results shows that the study of garments industries consist of organizational structures consisting of various departments and/or position settings which imply that different levels of training may be required to improve employee performance. In a garments industry the higher position holder get more training facilities than lower level employee. It affects the performance of employees. If they will receive equal training for their skill development, the productivity will be increased day by day.

**Table 3. Selection for training**

Criteria	No. of employee	Percentage
On joining the company	70	41.18
Supervisors recommendation	27	15.88
Compulsory for all employees	25	14.71
Upon employee request	09	5.29
Performance appraisal	23	13.53
Don't know	16	9.41
<b>Total</b>	<b>170</b>	<b>100.0</b>

**Interpretation:** In our study, we saw maximum number of employee get training during their joining time. Among the respondents 70 employees said that they get training on their joining time which make 41.18%, according to supervisor's recommendation 27 employees get training in 15.88%, some training programs are compulsory for all employees, this is said by 25 employees which make 14.71%, sometimes training are given according to performance appraisal which is 13.53%. So we saw here, maximum employees are getting training on joining time. If the training and development programs are given not only in joining time but also after a specific short time period and performance appraisal is given more priority then the employee performance will increase obviously.

**Interpretation:** In the studied two garments industry, we saw maximum employees are taken

training during joining time. Our maximum respondents give their answer for training schedule that, in their industry every year in a specific time they provide training facilities for new and old employees that turns to 33.53%, every six months training given to 21.18%, the opinion for no specific training schedule is 17.65%, every two years training given to 15.88% and Quarterly training program given to 11.76%. In our study we saw, if these training program are given more in specific time schedule, then the employee performance will be more.

**Table 4. Training schedule**

Training schedule	No. of respondents	Percentage
Quarterly	20	11.76
Every six months	36	21.18
Once a year	57	33.53
Every two years	27	15.88
No specific schedule	30	17.65
<b>Total</b>	<b>170</b>	<b>100.0</b>

### 3.3 Trainer Organizations

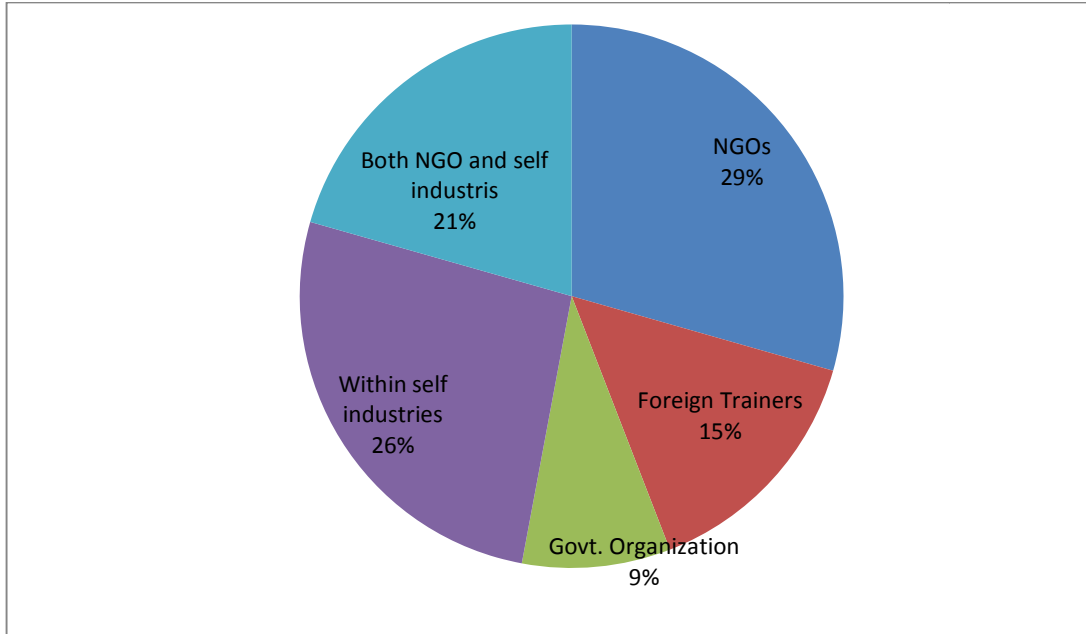
**Interpretation:** In the garments sector in Bangladesh they used to giving training to the employees by different organizations. In this study we get the information from the respondents that, they receive training in maximum time from different NGOs and social welfare organizations that takes in this survey 29%. Then they used to get training from the self-working industries from several times that takes 26%, from govt. training organization only 9%, from foreign trainers 15% only for manager and assistant manager, from both NGOs and self-working industries 21%. Since we earn a lot of foreign remittance from this sector our govt. and the authority of these industries should be more aware of giving training to its employees in order to be more profitable and be more effective and efficient.

**Interpretation:** In the study our total respondents are 170. The maximum respondents from them feel positive influence of training on their skill development. About 94.69% employee think that after receiving training their skill on their performance have increased and 5.08% employee think their skill haven't developed after getting training which is very small in amount. So in this result, we can say that training and development programs have

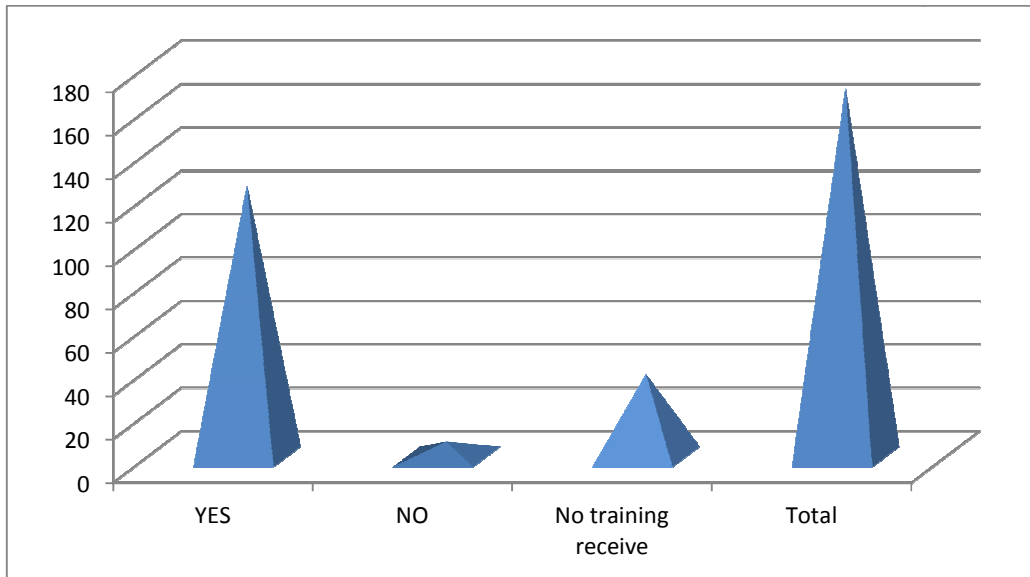
huge influence on developing employee performance.

**Interpretation:** In the research work of the training and development, the above table shows about the quality of training and development program. Our maximum respondents said that the quality of training and development program is very good which in 31.76%, some are

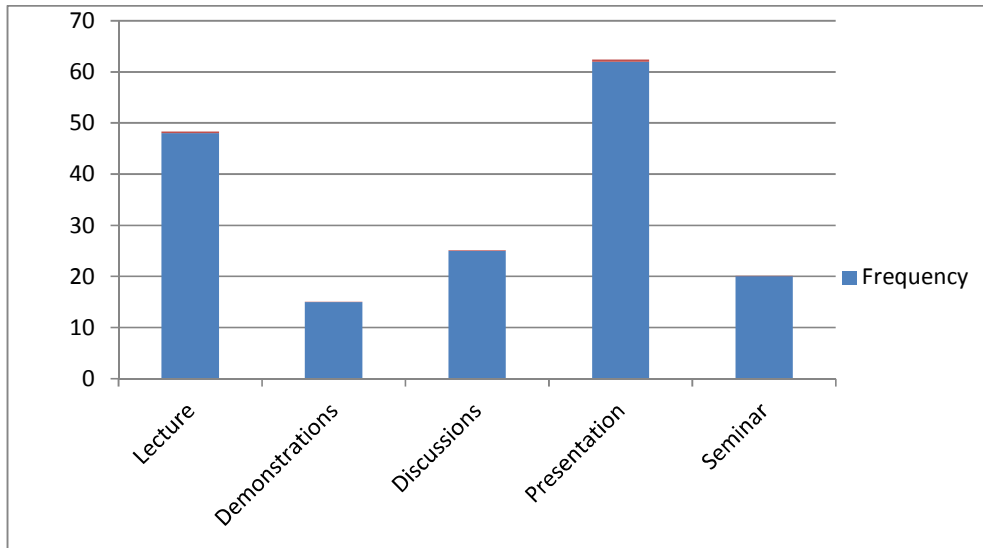
expressed their opinion training quality is good, the same number of employees said that training quality is average and Excellent. Very little number of employees said that the quality of training is poor. So, without any hesitation we can say that, the given training and development program is qualityful, but it should be continuous for improving employee's performance.



**Fig. 4. Organizations for giving training**



**Fig. 5. Influence of training programs on developing skill**



**Fig. 6. Methods of facilitation at the training**

**Table 5. Training program quality**

Response	No. of respondents	Percentage
Very poor	0	0
Poor	12	7.06
Average	28	16.47
Good	48	28.23
Very good	54	31.76
Excellent	28	16.47
<b>Total</b>	<b>170</b>	<b>100.0</b>

**Interpretation:** In this research work we saw here, the maximum number of employees get training and development facilities in a specific time in a year, especially during their joining time. In the two garments industry we saw maximum training programs are held by presentation method for learning direct work related skills and they are 36.47%, then lecture methods are followed for giving training 28.23%, sometimes training is given by discussion method 14.71%, the respondents are said that only 11.76%, 8.88% employees get training by seminar and demonstration method respectively.

**Table 6. Relevance of training to work**

Relevance of training to work	Frequency	Percentage
Not relevant at all	0	0
Not relevant	0	0
Not sure	12	7.06
Effective	85	50
Very effective	73	42.94

**Interpretation:** In our study, we saw maximum number of respondents 50% said that, the given training program is effective for doing their organizational activities, 42.94% respondents are said that the given training program is very effective and they are in managerial level employee, but only 7.06% respondents are not sure whether training is relevant or not. None of the respondents said that training is not relevant. So we can say that, if the garments industry increase their training and development program then the level of performance will increase in the organization.

#### 4. CONCLUSION

No business organization can gain competitive advantages without taking employee developmental program. Training and development is the basic strategy for improving the level of employee performance. As garments industry is a leading foreign earnings sector in Bangladesh, regular training is absent here. The main objective of our study was to determine the influences of training and development on employee performance; for this purpose, a case study of two garments industry at Dhaka was taken to examine its effectiveness. It was an excellent learning period during in writing this research paper "The Influence of Training and Development on employee performance". In our study we used a structured questionnaire to collected data and information from two selected garments industry and we also use quantitative and qualitative techniques for the interpretation of collected data. In this research work we saw, if

the employees get more training facilities then the outcome of their performance will be more. So there is a significant strong relationship between Employee Training & Development program and employee performance. In this study it was evaluated that maximum numbers of respondents were not regularly participating in training and development programs conducted in garments; maximum of them got training on the joining time. Overall the study observed that garments are very much focused on cost effective way of performance. So they used to conduct training and development programs during joining time. We saw maximum number of respondents said that training program is effective for improving their skill of performance. So they become more skillful and their performance is increased after being trained. In this study we reported in the findings that training and development programs have an influential effect on employee's performance. The result of this research paper is broadly compatible with previous literature review on training and development. For obtaining more specific knowledge about training and development from the garments industries, a structured questionnaire was given to the respondents to collect data and information and thus examined their answers and opinions. These questions are mainly focusing on employee participation in training, training schedule, influence of training on developing skill, selection for training, methods of training and relevance of training to the work of the respondents. The selected questions have some particular interest because they facilitate an understanding of the training practice in the selected garments industries under study. The results from the questions on job position of receiving training is among 170 respondents have taken training and development program and most of the employees who receive schedule training are from managerial level and lower level employees have taken training on joining time. The result on the question influence of training on developing skill, maximum number of respondents said it is effective for improving their skills and abilities. Training and development programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training and development should be designed on the basis of firm specific needs and objectives. Effective training and development is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

The research affirmed the proposition that training has a positive impact on employee performance.

## **5. RECOMMENDATIONS AND SUGGESTIONS**

For the recommendation of this research, company need to implement the progressive HR programs and policies to achieve the goal, build a high-performing employees in the organization and adopting a comfortable workplace where the employees have to work and need to work Based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study the researchers found that managers does not recognize about the importance of training and development and its effect on employee performance or they believe that training and development increases the company cost .In an effort to correct the problem, management will decide that what these poor performers need is training. But unless poor performance is caused by a real lack of knowledge or skill, training will have little or no effect on the problem. So, how do you know when training is the remedy? The researchers devised guidelines suitable for all companies to assess the employee performance .These guidelines are designed to determine the true cause(s) of the performance problem , and, in turn, how best to correct it.

1. In order to play a positive role in the organization the policies about Training and Development should be clear, simple and should be communicated to the trainees.
2. Employers, managers and decision makers should endeavor to create enabling training environment and favorable training policies that will give every worker opportunity to attend training. Management should also take into consideration the training need of each workers and act as appropriate.
3. The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.
4. The employer should provide improved working conditions so that they become conducive to the transfer of learning. They should also provide sufficient resources for training so as to improve the training programs provided.

5. The employer should provide mixed and diversified methods of training and development so that employees acquire knowledge, skills and ability from different sources and in different delivery styles.
6. The employer should design strategies that pertain to training and development of employees in their organization and before carrying out the training programs. These strategic approaches should be adopted to ensure that training programs are consistent with the overall objectives of the organizations.
7. Designed strategies on training and development must take into account the following important factors: changes in the business environment, changes in technology, consistency with the overall objectives of the organizations, training needs and solutions, regularity and levels of training, cost and benefits, time and so on.
8. Quality and relevant training and development programs should be organized by organizations in a way to meet up with employees' expectation or improved productivity.
9. On-the-Job methods of manpower training and development are highly recommended to organizations. These methods ensure that there is no loss of man hours as a result of off-the-job trainings where employees travel out of the country or out of station to tour around.

## DISCLAIMER

The products used for this research are commonly and predominantly used products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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