

**An Internship Report on “*Assessing the Relationship between Employee Training Participation and Performance in a Telecommunications Company - A case study on Robi Axiata*”**

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**An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration**

**Date of Submission**

17<sup>th</sup> October 2023

## **Declaration**

I, Amreen Reza Simran, certify that:

The material on "Assessing the Relationship between Employee Training Participation and Performance in a Telecommunications Company - A Case Study on Robi Axiata" and the report that follows have only been used to fulfill the requirements for the BRAC University Bachelor of Business Administration degree. The report acknowledges and lists each and every source used. In the future, I won't submit any part of this report under my name for any other degree or diploma at a university or other tertiary institution without first receiving permission from BRAC University and any pertinent partner institution in charge of awarding this joint degree. This report does not contain any content that has been previously published or written by anybody else, unless it has been specifically acknowledged in the text. Furthermore, no one else's copyright, trademark, patent, or other rights are violated by this report. Finally, it is verified that this report doesn't include any of my previously published or under-review writing.

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## Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

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**Subject: Submission of internship report on ‘Assessing the Relationship between Employee Training Participation and Performance in a Telecommunications Company - A case study on Robi Axiata.’**

Dear Sir,

This is my pleasure to submit the essay titled "Assessing the Relationship between Employee Training Participation and Performance in a Telecommunications Company - A Case Study on Robi Axiata". I made every effort to adhere to your instructions during the planning and writing of the report. I worked hard to gather all the data required to write an accurate and ordered report. Although writing the report was difficult, I appreciated it because it gave me the chance to learn more about a fresh facet of human resource management. I genuinely appreciate your help in getting this report ready. Please accept my gratitude if you accept the report. We truly appreciate your assistance with this.

Yours sincerely,

Amreen Reza Simran

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BRAC Business School

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Date: 17.10.2023

## **Acknowledgment**

I want to start by thanking my supervisor, Senior Lecturer Mr. Zaheed Husein Mohammad Al-Din , a reputable member of the faculty, for providing me with the guidance I needed to complete my report. His steadfast efforts and superb instructions made doing this assignment simple and quick for me.

Additionally, I want to thank the personnel of Robi Axiata LTD., especially my line manager Wordina Islam, Manager, People Development, for being so kind as to allow me access to their knowledge and insights in their individual domains of competence.

The success of this report's completion was greatly influenced by their willingness to share their knowledge and experiences. The skills and knowledge I picked up throughout this internship will be useful to me in my future endeavors.

## **Executive Summary**

Amreen Reza Simran, an intern in the People Development Department" of Robi Axiata, has finished a study, the findings of which are reported in this internship report. The purpose of the study was to assess the relationship between employee training participation and performance improvement in a telecoms firm using Robi Axiata as the major case study.

According to the research, there is a positive correlation between performance improvement and employee training participation, training hours, and post-learning improvement scores. However, neither education level nor age appear to have a substantial effect on performance enhancement. However, a surprising negative association between increased training participation frequency and performance improvement emerges, calling for additional study. Additionally, neither perceived performance impact nor employees' assessments of their training facilitators have a substantial impact on performance improvement. This report highlights the positive effects of employee training participation and the number of hours spent in training on performance improvement at Robi Axiata Ltd. while also highlighting areas that require further investigation, such as the unfavorable relationship between participation frequency and performance improvement.

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## **List of Acronyms**

|      |   |
|------|---|
| CEO  | Chief Executive Officer                     |
| CFO  | Chief Financial officer                     |
| CTO  | Chief Technology Officer                    |
| GT   | Graduate Trainee                            |
| HR   | Human Resources                             |
| IBM  | International Business Machines Corporation |
| IRB  | Institutional review board                  |
| RADP | Robi Accelerate Development Program         |
| TNA  | Training Needs Assessment                   |

# **Chapter 1:**

# **Introduction**

## **1.1 Background of the study**

Over the past two decades, Bangladesh's telecommunications sector has grown significantly, becoming a key factor in the socioeconomic development of the nation. The industry has grown enormously since its inception, mostly due to the mobile phone revolution, from a small starting tele-density and a sparse infrastructure. In order to improve connection and digital inclusion across the country, businesses like Grameenphone, Robi, Banglalink, and Teletalk have been instrumental. In addition, the proliferation of reasonably priced smartphones and data services has sped up the development of digital platforms and services in Bangladesh, fostering the rise of mobile banking, online learning, and e-commerce. The telecommunications sector continues to be a key component of Bangladesh's strategy for the future of digital technology despite obstacles like legislative restrictions and infrastructure limitations.

Ensuring that employees are adequately trained and capable of performing their tasks is pivotal for businesses aiming to maintain a competitive edge. Employee development and training programs are indispensable in enhancing work efficiency. One of the top telecom service providers in Bangladesh, Robi Axiata Limited, lays a strong emphasis on training and development because it understands the tremendous influence it has on both individual and organizational success. Keeping up with the most recent technological developments and business trends is essential in the competitive world of telecommunications. The ability of Robi to deliver top-notch services to its sizable customer base directly corresponds with the company's commitment to ensuring that its team is well-versed in current skills and knowledge.

Even though the firm invests heavily in employee training, it's vital to assess the impact of these training initiatives on their performance. During my internship at Robi Axiata LTD, I conducted a study to examine the relationship between employee participation in training and employee performance.

## **1.2. Research Question:**

This research aims to determine whether an employee's involvement in training significantly influences their job performance at a telecommunications firm.

## **1.3. Purpose of the study:**

The main goal of this research is to evaluate the effect of employee training involvement on their performance within Robi Axiata LTD. More precisely, the research intends to: Recognize the variety of training initiatives provided by the company.

- Ascertain the level of employee engagement in these training endeavors.
- Assess various performance indicators such as work quality, efficiency, client contentment, collaboration, and leadership capabilities.
- Explore the correlation between involvement in training and overall performance
- Investigate the advantages and disadvantages of training programs as perceived by employees.
- Suggest potential enhancements for the company's training initiatives.

#### **1.4. Data collection method**

The research used survey methodology, through questionnaire. The purpose of this questionnaire was to collect data from Robi Axiata LTD workers who have participated in company-sponsored training programs over the past years. A combination of closed-ended and open-ended questions were included in the survey. The closed-ended questions sought to gather demographic information, measure how frequently training involvement occurred, and clarify performance evaluations. The open-ended questions, however, probed into the qualitative aspects, seeking suggestions for potential improvements to the training programs as well as information on the perceived benefits and drawbacks of the training sessions.

#### **1.5 Scope of the study**

With a particular emphasis on Robi Axiata, this study investigates the relationship between an employee's participation in training and their performance inside a telecommunications company. The analysis will go into the employee comments to determine how training affected their performance and to provide areas for improvement. The study will also provide an overview of Robi Axiata's different training activities, emphasizing initiatives from the Scrum Alliance, Edward De Bono, and the FranklinCovey Foundation, among others.

#### **1.6 Limitations of the study**

This research has several restrictions that must be acknowledged. Despite my diligent efforts to assure the report's clarity, I ran into a number of obstacles while writing it:

- The study's sample size might not fully represent Robi Axiata's workforce or the broader telecommunications industry.
- Employees may give answers they believe conform to the researcher's expectations because they want to be perceived favorably, which could lead to biases.

- External factors like personal circumstances or significant outside events that could affect job performance are not taken into account in the research.
- The research may neglect viewpoints from other significant stakeholders, such as managers or consumers, because it is largely focused on employee feedback.
- The lack of a control group in the study could limit the conclusions' application and overall usefulness.

## **Chapter 2:**

# **Organization part**

## **2.1 Introduction of the organization**

In 2010, AKTEL (TM International Bangladesh) and Warid Telecom International LLC (Bangladesh) amalgamated to form Robi Axiata Limited, a well-known mobile network provider in Bangladesh. After the merger, the company was renamed Robi, which is Bengali for "sun," reflecting its desire to disrupt and forge relationships through cutting-edge, affordable solutions. Two major shareholders share ownership of Robi: Axiata Group Berhad from Malaysia, which holds a 61.82% interest, and Bharti Airtel from India, which holds a 28.18% stake. 10% of the remaining shares were obtained at Robi's IPO in December 2020 and are now owned by the general public. With 46.9 million active users as of June 2021, Robi is Bangladesh's second-largest mobile service provider. Its broad range of services includes business solutions, digital offerings, voice and data services, as well as platforms for online shopping. Robi is unwavering in its dedication to innovation and advancement, with its sights set on leading Bangladesh's digital evolution and supporting societal contribution.

### **2.1.2. Organizational Policy**

The goal of Robi Axiata LTD is to provide its customers and stakeholders with excellent communications services in a trustworthy and enduring way. Honesty, transparency, and responsibility are the foundational values of business. To ensure fair and ethical dealings with employees, clients, shareholders, and other parties involved, they have established certain policies. One of these guidelines is the Whistleblowing Policy, that aims to provide a channel for people to express concerns about alleged or actual wrongdoings, forgeries, or violations affecting Robi Axiata and its affiliated organizations. Robi Axiata places a high priority on maintaining the confidentiality of whistleblowers and making sure they are protected from any type of discrimination or reaction.

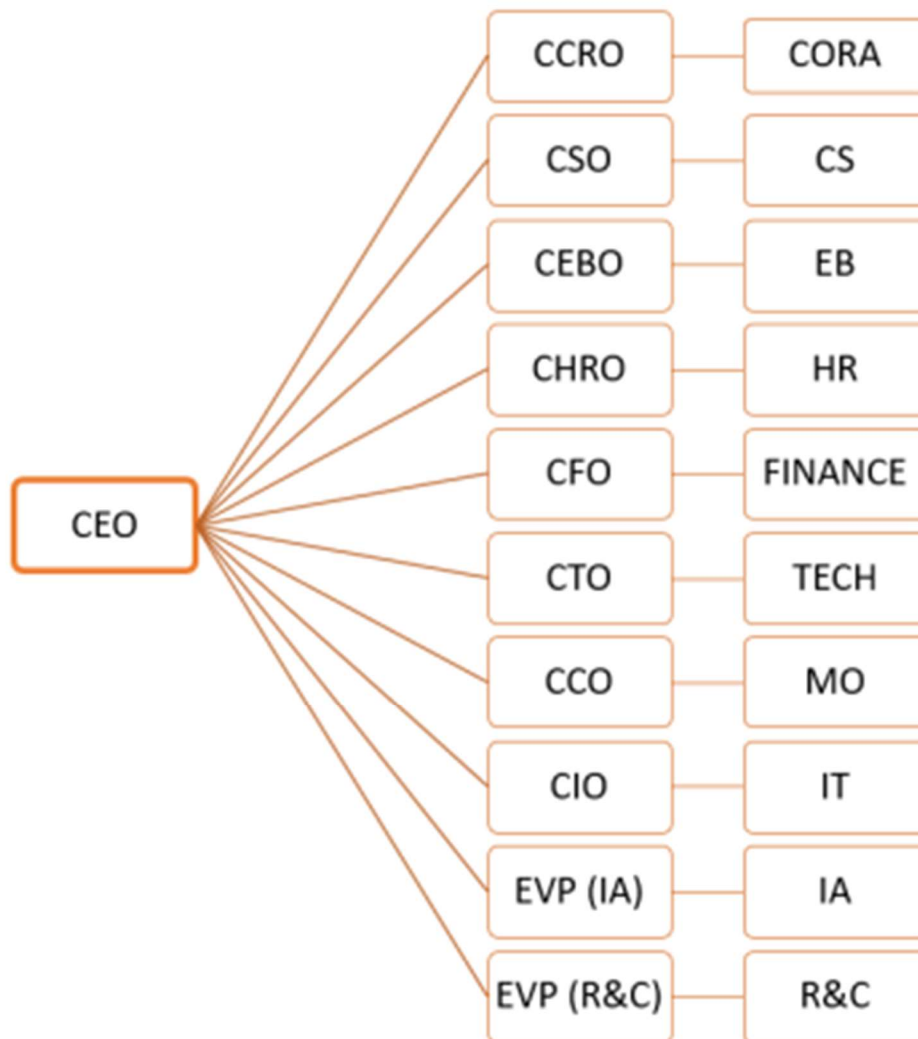
Additionally, the organization adheres to rules and guidelines for anti-corruption, data security, human rights, health, safety, environmental protection, and corporate governance. Collectively,

these guidelines reflect Robi Axiata's values and aspirations to be the leading provider of digital services in Bangladesh as well as an ethical business entity.

### 2.1.3 Competitors

Robi Axiata Limited faces severe rivalry in Bangladesh's competitive telecommunications market from major competitors like Grameenphone, Banglalink, and Teletalk. The business is constantly looking for ways to improve its offerings and outperform its competitors in order to preserve its edge.

## 2.2 Organizational Structure



*Figure 1: Management Council of Robi Axiata*

**CEO - Chief Executive Officer:** This person has the highest executive position and is responsible for leading the business through general management and long-term planning.

**Chief Financial Officer:** The CFO is in charge of the budgetary processes, financial reporting, and financial planning for the company.

**Chief Operating Officer (COO):** The COO is in charge of the day-to-day operations and makes ensuring that various business processes run smoothly and efficiently.

**Chief Technology Officer (CTO):** This executive is in charge of the company's technical innovation and development plans.

**Chief Customer Revenue Officer (CCRO):** The CCRO is responsible for developing and managing customer-centric revenue-generating initiatives while increasing the customer experience to support revenue development.

**Chief Strategy Officer (CSO):** The CSO directs the development and implementation of the business's overarching strategy plans and establishes long-term goals, working closely with the CEO and other senior executives.

**Chief Ethics and Compliance Officer (CEBO):** This officer is in charge of overseeing compliance programs and codes of ethical conduct in order to uphold and guarantee adherence to ethical and legal standards in corporate operations.

**Chief Human Resources Officer (CHRO):** In charge of the HR division, the CHRO oversees all aspects of human resources management, including hiring and developing employees and formulating workforce strategies.

**CCO: Chief Communications Officer:** Managing both internal and external communication, the CCO is in charge of corporate communication strategies as well as public and media relations.

**CIO:** The CIO, or chief information officer, is in charge of directing the company's IT strategy and operations and making sure that the organization's goals are supported by and aligned with its technological infrastructure.

**Executive Vice President (EVP):** The specific responsibilities of an EVP, who holds a significant executive position, can vary depending on the structure and demands of the company and the industry.

### **2.2.2. No. Of Employees**

More than 1412 people are employed by Robi Axiata Limited at the time of December 2022.



## 2.3 Management Practices

### 2.3.1 Leadership Styles

Robi Axiata Limited is well known for emphasizing a leadership style that is consistent with its vision, mission, and the dynamic nature of the telecommunications sector. Here are some characteristics of the leadership style that Robi Axiata Limited is frequently known for:

- **Transformational Leadership:** It's critical for leadership to continuously grow and innovate in a fast-paced sector like telecoms. The leadership of Robi Axiata has a history of inspiring workers to push past their comfort zones and accept change. They motivate staff to support the business's mission. The leadership of Robi Axiata has continuously shown an outlook toward the future. The business has started a number of initiatives designed to serve both the needs of the present market and potential future trends. At Robi, transformational leaders are aware of each employee's potential and work to help them realize it. They inspire workers to go above their own boundaries and produce excellent results by setting high standards and then offering the necessary resources, encouragement, and support.
- **Participative Leadership:** The leadership of Robi Axiata values the perspectives from all levels of the organization. To make wise judgments, the business frequently appreciates input from many levels. This inclusive strategy guarantees that a variety of viewpoints are taken into account and fosters a sense of responsibility among employees. Collaboration during the decision-making process enables team members from various backgrounds to share their ideas. This not only produces more thorough answers but also encourages a sense of ownership among the workforces.
- **Adaptive Leadership:** Rapid technical evolution is a characteristic of the telecom industry. The leadership of Robi Axiata exemplifies flexibility by being flexible, reacting quickly to market developments, and consistently aligning its strategies with market trends.

## 2.4. Marketing Practices

### 2.4.1. Target market

Given the widespread use of telecommunication services, Robi Axiata's target market is sizable and segmented. Their main target market consists of:

**Urban and rural consumers:** Consumers in the city and the countryside are served, as are the most remote areas of Bangladesh.

**Youth:** To appeal to the younger generation, there are unique packages, internet deals, and other things.

**Enterprises:** Providing specialized business solutions, such as corporate packages. Providing affordable packages to low-income people will ensure inclusivity and a wider audience.

**Low-income groups:** Affordable packages for low-income groups are offered to ensure inclusivity and a wider audience.

## 2.4.2. Marketing channels

**Digital Platforms:** Robi Axiata has actively promoted its services on websites like Facebook, Twitter, and YouTube as the number of internet users has increased.

**Official website:** Offering thorough information, customer service, and e-commerce capabilities on the official website.

**SMS & USSD Codes:** Direct user contacts regarding new offers, bundles, and promotions using SMS and USSD codes.

**Physical Stores:** Dispersed across the nation, these shops act as both sites of sale and service.

**Telemarketing and Call centers:** Answering questions, upselling, and customer retention through telemarketing and call centers.

## 2.4.3. Branding Activities:

Through these varied branding initiatives, Robi Axiata Limited makes sure that its brand continually resonates with its fundamental values and mission in the developing Bangladeshi telecoms market, stays top-of-mind, and establishes strong connections with its audience. The activities include:

**Sports:** Robi Axiata frequently contributes to local and national sporting events. This increases brand awareness while also associating the company with the enthusiasm, vigor, and teamwork exemplified by sports. For instance, given how popular cricket is in Bangladesh, they sponsor cricket events from time to time.

**Cultural Events:** Robi sponsors music festivals, art exhibits, and regional celebrations which help them establish stronger links with the neighborhood and demonstrate its dedication to Bangladeshi customs.

**Affiliation:** Robi supports educational initiatives that support online learning, give resources to impoverished students, or provide scholarships. For example, Robi is affiliated with 10-minute

school. These programs establish Robi as a company dedicated to the improvement of the educational system in the country.

**Customer loyalty programs:** Based on their usage, regular users or long-term subscribers amass points that can be exchanged for data, phone minutes, or even third-party offers. Moreover, Robi offers exclusive packages, early access to new services, or special discounts to its most devoted customers.

**Local Partnerships:** Robi often works together to produce special content or offers with nearby companies, artists, or influencers. For example, they recently collaborated with local artists to promote their brand-new tagline ‘Parbe Tumio’.

**Visual Branding:** Updating logos, color schemes, or taglines on a regular basis to maintain the brand relevant. Making branded products like T-shirts, caps, or stationery that are both useful to the receiver and act as a constant reminder of the brand.

## 2.5. Industry and competitive analysis

### 2.5.1. Porter’s Five Forces Analysis

Robi Axiata Limited has a solid position in the market thanks to its long history of operation, wide-ranging network coverage, and variety of offers. Although there are hurdles, the Porter's Five Forces analysis emphasizes the significance of ongoing innovation, customer-focused services, and strategic alliances in preserving and enhancing its market position.

#### Threat of New Entrants (Low to Moderate)

- **Capital-intensive:** Building a telecommunications network is expensive, especially in Bangladesh, which has a diversified geography. Infrastructure, technological, and license fees are included in this.
- **Regulatory Obstacles:** Most nations, including Bangladesh, have strict regulations for the telecommunications industry. Permissions and licenses are frequently difficult to obtain and might be a hurdle.
- **Economies of scale:** Long-standing competitors like Robi benefit from economies of scale, which newcomers may initially find difficult to match.
- **Brand Loyalty & Recognition:** Robi, one of the major companies, has developed a strong brand identity and customer trust that would require significant investment from new competitors to match.

#### Bargaining Power of Suppliers (Moderate)

- **Few Important Equipment Suppliers:** The global telecom sector depends on a small number of important equipment suppliers, which may give these suppliers more negotiating strength.
- **Technical dependencies:** Complex collaborations and equipment are needed for cutting-edge technologies like 5G. A provider may be able to charge more if it has a patent or exclusivity.
- **Strategic Partnership:** Long-term agreements and strategic alliances between Robi and its suppliers, however, can help to some measure limit its power.

### **Bargaining Power of Buyers (High)**

- **Multiple Service Providers:** Consumers in Bangladesh have a variety of service options, including Grameenphone, Banglalink, and Teletalk.
- **Competitive Pricing:** Telecommunications services, particularly in South Asia, frequently feature aggressive pricing, discounts, and incentives, providing customers with additional negotiating leverage.
- **Value-Added Services:** Consumers need value-added services like streaming and digital payments in addition to basic telecom services. Their tastes may affect the products that the company offers.

### **Threat of Substitute Products or Services (Moderate to High)**

- **OTT Platforms:** The use of traditional phone calls and SMS services has substantially decreased thanks to Over-the-Top (OTT) platforms like WhatsApp, Viber, and Telegram.
- **Broadband Services:** Fixed-line broadband and Wi-Fi services provide an alternative to mobile data, according to broadband services.
- **Integrated Solutions:** To lessen the danger, telecom firms like Robi are integrating these alternatives (such OTT partnerships) into their ecosystems.

### **Competitive Rivalry Among Existing Competitors (High)**

- **Intense Competition:** The telecom industry in Bangladesh is highly competitive, with businesses like Grameenphone holding the majority of the market share and others vying for domination.
- **Similar service offerings:** There is fierce competition because to the similarity of the basic services, such as call prices, data bundles, and network coverage.
- **Innovative Services:** To outperform rivals, businesses are putting more of an emphasis on cutting-edge technologies, online alliances, and specialized content.

## 2.5.2. SWOT Analysis

An overview of Robi Axiata Limited's strategic positioning is given below by this SWOT analysis. It's important to remember that business plans, market dynamics, and external surroundings all evolve over time. The analysis would need to be evaluated frequently and updated to stay up to date.

### Strengths (Internal Factors)

- **Strong Market Position:** Robi Axiata has a strong market position because it is one of the top telecom service providers in Bangladesh, which guarantees a sizable client base and brand recognition.
- **Offerings Variety:** Robi Axiata has expanded its offerings beyond traditional telecoms services to include digital services, mobile banking, and more.
- **Infrastructure:** Broad and extensive network coverage in both urban and rural Bangladesh, for example, is the infrastructure.
- **Brand Equity:** Robi has significantly increased brand loyalty and subscriber trust through continuous marketing and customer service.
- **Strategic Partnership:** Collaborations with national and international partners to improve service offerings such as merging with Airtel.

### Weaknesses (Internal Factors)

- **Competition:** Robi is up against fierce rivalry from other significant firms like Grameenphone, Banglalink which has an impact on its market share and profit margins.
- **Debt Levels:** Capital-intensive initiatives may result in high debt levels, similar to several telecom companies.
- **Dependence on Third-Party Vendors:** For some technological features or services, Robi may be dependent on outside vendors, which could have an impact on the integration or quality of the services.

### Opportunities (External Factors)

- **Digital Transformation:** expanding its selection of online services, such as entertainment, e-commerce, and other digital solutions.
- **Rural Penetration:** Robi currently has a sizable rural footprint, but there is room to grow its offerings and coverage there.
- **Advanced Technologies and 5G:** The introduction and use of newer technologies might result in more revenue sources.
- **Value-added Services:** To increase customer retention, diversify into more value-added services or integrate with well-known platforms and apps.
- **Green and sustainable initiatives:** Targeting eco-friendly operations and endeavors may pique the interest of a demographic that cares about the environment.

### **Threats (External Factors)**

- **Regulatory Obstacles:** The telecommunications industry is frequently subject to rigorous regulatory constraints that might have an influence on operations or add to costs.
- **Technological Disruptions:** Rapid technical improvements require ongoing investments in upgrades and inventions, which causes technological disruptions.
- **Economic Fluctuations:** Consumer spending and subscription rates can be affected by economic downturns or interruptions.
- **External Risks:** Events like calamities, political unrest, or international health crises (like the COVID-19 pandemic) can have an impact on business operations.
- **OTT Platforms:** As OTT platforms gain popularity, traditional voice and SMS services may see a decline in demand.

# **Chapter 3: Overview of Internship**

### **3.1. Robi Corporate Office:**

The Robi Corporate Office, located at 53 Gulshan South Avenue, Gulshan-1 in Dhaka, Bangladesh, is the base of numerous departments essential to the smooth running and growth of the business. I had the chance to complete my internship in the People Development department, which is one of these.

### **3.2 Internship Duration:**

I've interned at Robi Axiata for four months, starting on May 17, 2023, and ending on September 17, 2023.

### **3.3. Assigned Department**

During my internship journey, I worked under the People Development department. Here, I learned about a variety of responsibilities related to staff development, talent identification, and talent enrichment initiatives.

### **3.4. Key operations of People Development**

The task of planning employee training programs, managing talent sourcing, and coordinating talent development plans falls within the purview of the department. This department is crucial because it works to ensure that the business is supported by a capable and motivated staff, which is essential to the overall performance and success of the business.

### **3.5. Tasks Assigned:**

**Management of Talent Profiles:** I was tasked with creating and maintaining thorough talent profiles for employees. This entailed collecting and organizing data about each employee's skills,



educational background, and goals for professional advancement. These profiles were essential for maximizing talent and planning the company's future leadership.

**RADP Talent Enhancement Initiative contribution:** I had to help to rank and evaluate the personnel as part of my tasks. Such assessments would have taken into account a number of factors, such as a person's fit with the organization's mission, their experience in a variety of roles, tenure, organizational engagement, and academic background. My advice was crucial in highlighting elite potential and identifying areas for growth.

**Organizing Workshops and Training Sessions:** I took a lead role in developing and implementing training initiatives and seminars. Here, duties might have included scheduling, communicating with session leaders, selecting training materials, and ensuring that participants had a smooth educational experience.

**Organizing Graduation ceremonies:** I was responsible for preparing interesting presentation slides, especially for the RADP and GT (Graduate Trainee) schemes, for graduation ceremonies. Along with this, I took care of the logistical aspects of the events, ensuring that they were successfully conducted and left a positive impression on attendees.

**HR Data Compilation:** For the leadership's review, I regularly created HR analytical summaries. These summaries probably provide insight into many HR metrics, including employee accomplishments, training achievements, and hiring updates, and act as a basis for strategic planning and decision-making.

**IT Training and Support:** With regard to technological platforms, I provided the HR team with IT training and support. In order to improve HR operations and increase productivity, this involved educating them about HR tech solutions, data repositories, or other electronic resources.

## **Chapter 4:**

# **Personal Experiences from the Internship**

## **4.1 Department Assigned**

I was assigned in People Development department under Human Resources Division during my four months internship period. My main areas of interest were talent development and recruitment initiatives.

## **4.2. Lists of tasks Performed**

I performed a variety of activities during my internship, including:

- Analyzing respondent data and classifying it according to various parameters.
- Helping with the planning and logistics of evaluation phases and graduation ceremonies.
  
- Collaborating on performance evaluations and staff assessments for the RADP Talent Enhancement Initiative.
  
- Crafting profiles of individuals and developing slides for varied presentations.

My performance in these tasks was adequate, and I gained a lot of knowledge about event planning, employee assessment, and talent management.

## **4.3. Overall Experience**

My stay with Robi Axiata was gratifying and educational overall. I gained a lot of knowledge about how the People Development department functions as well as how employee development and training programs impact an organization's success during my internship.

I gained new knowledge about data analysis, event planning, and effective communication, as well as the ability to put academic concepts to use in real-world scenarios. Along with broadening my understanding of the field, my internship experience gave me the abilities needed for a fruitful career in talent management and human resources.

## **Chapter 5: Project Part**

## 5.1 Literature Review

### 5.1.1 Theoretical Framework

Without the process of training employees to enhance their performance and production, human resource management would fall short (Armstrong, 2020). According to Sykes, Venkatesh, and Gosain (2009), training is the intentional use of instructional techniques to provide employees the information, skills, and mindsets they need to perform their jobs successfully.

According to Armstrong (2020), training's three main objectives are to improve current performance, prepare employees for new roles in the years to come, and promote an organizational culture of learning.

The relationship between training and enhanced performance at work has been thoroughly studied by academics from a variety of disciplines. One popular explanation for this correlation is the human capital hypothesis, which holds that companies may increase their efficiency and earnings by investing in the training and development of their personnel (Shin & Konrad, 2017). Because of the knowledge, abilities, and talents of its employees, an organization's human resources are referred to as "human capital" (Wright, 2021). Investments in training are profitable for both the individual and the company.

There is another concept named the social exchange theory that explains how training and performance are related by assuming that employees will reciprocate in kind by giving their employers their best efforts and continued loyalty (Kellihis & Anderson, 2010).

According to this perspective, training is an incentive that creates a favorable psychological relationship between the worker and the employer, which in turn encourages workers to perform

better and stay with the company for a longer period of time (Kellihi & Anderson, 2010). These frameworks have been used by researchers to study the relationship between training and innovation, customer satisfaction, effectiveness, efficiency, and retention. Productivity may be increased when training is designed, provided, and evaluated in accordance with organizational and individual requirements.

### **5.1.2 Previous studies on Training and Performance**

A company's continual commitment to its employees' personal and professional development through both formal and informal learning experiences is referred to as "training and development" (Corporate Finance Institute, 2022). Educational and development initiatives have become crucial parts of the overall plans of many businesses in the past few years as they have become necessary to remain productive and competitive in today's complex business environment. Numerous studies have examined how training influences employees' productivity from a range of perspectives and contexts.

In Iranian government organizations, Alipour et al. (2009) looked into the relationship between training and organizational performance. They found a connection between organizational performance metrics including efficiency, productivity, and quality and training elements like needs assessment, preparation, delivery, assessment, and transfer. They recommended that managers promote and facilitate learning transfer in the workplace and that training be linked to corporate objectives and strategies.

Thang et al.'s 2011 research examined the impact of training on productivity in Vietnam's manufacturing industry. To test a hypothesis taking into account characteristics of learners, instructional strategies, and performance outcomes, they used structural equation modeling. They found that training enhanced both task performance and setting performance, although the latter gain was caused by the former. Additionally, they recommended that companies create and carry out training programs that take into account both employee and corporate requirements.

Awan et al. (2016) examined the impact of training on performance of employee in Pakistan's banking sector. They conducted a survey of 200 bank employees and used numerous regression analyses on the data to assess their hypothesis. The necessity of timely, interesting, pertinent, and measured training was highlighted, and performance across all four aspects of employee output drastically rose as a result of the training.

According to Mamy et al. (2020)'s research, employees are regarded as crucial assets in the garment industry in Dhaka, Bangladesh, and investing in employee development is essential to the sector's success. The purpose of this study was to evaluate the efficacy of training initiatives targeted at enhancing the skill sets of textile employees.

The results of the study show a strong relationship between training and development initiatives and employees' productivity.

The findings of this study imply that employee training may increase productivity in a number of ways. They also emphasize key elements that contribute to the effectiveness of the training, such as needs analysis, layout, delivery, evaluation, transfer, inspiration, assistance, feedback, self-esteem, and a receptive mindset. As a result, businesses should spend money on training and development initiatives that address both their objectives and the needs of their workforce.

### **5.1.3 The importance of employee training in the telecommunications Industry**

Employee development is essential to any company's success since the telecommunications industry is characterized by rapid technology advancement, high customer expectations, and fierce competition. Any firm that cares about the success of its employees must give them the chance to develop new skills and adjust to changing conditions. Among the results of employee training in the telecommunications industry that have been researched include employee performance, job fulfillment, learning at work, and innovation.

A study on the effect of training needs assessments on employee performance in a Bangladeshi telecommunications business was undertaken by Mahmud et al. in 2019. According to the study, excessive workloads have a detrimental impact on employee performance, however completing Training Needs Assessments (TNA) and offering monetary rewards and training have favorable effects. Additionally, they recommended emphasizing regular TNA conducted by skilled HR employees, giving proper training connected to promotions, and offering both intrinsic and extrinsic incentives for exceptional performance.

Khan et al. (2016) investigated how training and development impacted employee productivity by way of their degree of job satisfaction in the Pakistani telecom industry. They conducted a questionnaire poll with 115 employees from three different telecom companies.

Research has shown that investing in employees' professional development has a significant and positive impact on their workplace happiness and productivity. Additionally, they recommended telecom companies boost financing for programs promoting staff growth and development.

Khan et al. (2012) investigated how on-the-job training affected the efficiency of Pakistan's telecoms industry. The research team used a case study approach to gather data from 193 employees of a telecoms company. On-the-job training has been found to have a significant impact on employees' performance since it raises their levels of competence, confidence, knowledge, and production. Additionally, they emphasized the necessity for work-specific

training that is given on time, involves the trainees, promotes conversation, and offers constructive criticism.

The impact of organizational development and creativity on high-performing human resources practices and company success in the telecommunications industry was studied by Jyoti et al. (2017).

Data from 246 mid level employees working for several telecom businesses in Jammu and Kashmir (North India) were analyzed using structural equation modeling. They discovered that whereas innovation mitigated this relationship, organizational learning moderated the link between exceptionally well HR practices (including employee training) and corporate performance. In order to acquire a competitive edge, they also recommended that telecom businesses promote an environment of learning and creativity.

These study's findings suggest that improving operations in a number of areas for telecommunications businesses starts with employee education. Telecom companies may better satisfy consumer requests, adapt to changing market conditions, boost productivity, and promote creativity and innovation with well-trained employees.

## 5.2 Methodology

### 5.2.1 Research Design

The Robi Axiata Limited personnel were the subjects of a survey as part of the study's quantitative, non-experimental research strategy. The primary goal of the study is to determine how employee training participation and improved performance in a telecommunications company relate to one another.

### 5.2.2 Variables

| Variable type        | Variable name                   |
|----------------------|---------------------------------|
| Dependent variable   | Performance improvement         |
| Independent Variable | Education                       |
|                      | Age                             |
|                      | Impact on performance           |
|                      | Training Participation          |
|                      | Hours spent                     |
|                      | Post-learning improvement score |
|                      | Participation Frequency         |
|                      | Performance impact degree       |
| Facilitator rating   |                                 |



### **5.2.3 Sampling Technique**

A non-probability purposive sample strategy was employed in this study as the sampling technique. With this approach, volunteers are chosen based on particular traits that are pertinent to the research subject. The principle of saturation, which states that collecting data ought to persist until no new information is received, was used to calculate the sample size. Employees from Robi Axiata LTD who had taken part in training courses funded by Robi made up the sample.

### **5.2.4 Data Collection**

A structured questionnaire was the main tool utilized in this study to collect data.

The purpose of the questionnaire was to gather data on participation in training and its effectiveness. It was changed to match the research question and setting after being adopted from earlier investigations. Participants were permitted to keep their identities anonymous, and the questionnaire included both closed-ended and open-ended items.

The questionnaire had been tested with just a handful of employees to discover any potential flaws with the questions in order to guarantee data quality. The resulting questionnaire was then made available to the intended audience using a digital survey platform. Email invitations were used to recruit participants, and informed consent was sought from each one before any data were gathered.

### **5.2.5 Data Analysis**

Descriptive statistics analysis: Version 22.0 of IBM SPSS Statistics was used for this analysis. To give a general picture of the data and aid in future analysis, descriptive statistics, such as means, standard deviations, and frequency distributions, were computed for the dependent and independent variables.

Regression analysis: In order to investigate the links between the dependent variable and the independent factors using STATA 13, a linear regression model was generated, allowing for the evaluation of the distinct effects of each independent variable on performance improvement.

### **5.2.6 Ethical considerations**

This study adhered to all ethical guidelines and received the necessary institutional review board's (IRB) approval. All participants were informed of their ability to opt out from the research at any time, and their confidentiality and identity were safeguarded.

The objectives of the questions were to make them objective and unthreatening to the participants. Data were not shared with outside parties and were exclusively used for this study.

### **5.2.7 Limitations**

Although every attempt was made to assure the accuracy and quality of the data, this study has several limitations:

- The main drawback is the limited generalizability of the results due to the use of a non-probability sampling method.
- Self-report questionnaires have the potential to incorporate biases into the results.
- The study is only applicable to Robi Axiata LTD and might not be valid to other businesses or sectors.

## **5.3 Data Analysis and findings**

### **5.3.1 Descriptive Statistics Analysis**

As mentioned in the report title, we will analyze and explain the descriptive statistics of the study in this section with an emphasis on the connection between employee training participation and improved performance at Robi Axiata. For descriptive statistics, every questionnaire response was taken into consideration.

|                           | N         | Minimum   | Maximum   | Mean      | Std. Deviation | Variance  | Skewness  |            | Kurtosis  |            |
|---------------------------|-----------|-----------|-----------|-----------|----------------|-----------|-----------|------------|-----------|------------|
|                           | Statistic | Statistic | Statistic | Statistic | Statistic      | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| age                       | 100       | 3         | 5         | 3.70      | .732           | .535      | .537      | .241       | -.957     | .478       |
| gender                    | 100       | 1         | 2         | 1.34      | .476           | .227      | .686      | .241       | -1.561    | .478       |
| Education level           | 100       | 3         | 5         | 3.46      | .521           | .271      | .382      | .241       | -1.366    | .478       |
| Training participation    | 100       | 0         | 1         | .95       | .219           | .048      | -4.193    | .241       | 15.896    | .478       |
| participation frequency   | 100       | 0         | 3         | 2.77      | .548           | .300      | -2.714    | .241       | 8.045     | .478       |
| Performance Improvement   | 100       | 0         | 1         | .96       | .197           | .039      | -4.767    | .241       | 21.144    | .478       |
| Impact on performance     | 100       | 0         | 3         | 1.06      | .422           | .178      | 3.673     | .241       | 16.913    | .478       |
| performance impact Degree | 100       | 1         | 4         | 3.14      | .711           | .505      | -.725     | .241       | .950      | .478       |
| Valid N (listwise)        | 100       |           |           |           |                |           |           |            |           |            |

### 5.3.2 Interpretation of Descriptive Statistics

Age: At Robi Axiata, the employees' ages ranged from 3 to 5, with a mean of 3.70 and a standard deviation of 0.73. The age distribution appears to have lighter tails and fewer extreme values in comparison to a normal distribution, as indicated by the skewness of 0.537 and the kurtosis value of -0.957.

Gender: The gender variable has two categories: 1 for men and 2 for women. A high proportion of the sample's employees at Robi Axiata are men, as indicated by the mean value of 1.34. The kurtosis of -1.561 depicts a distribution with lighter tails and fewer extreme values, and the skewness of 0.686 suggests a positively skewed distribution.

Education: Robi Axiata's staff members' educational levels ranged from 3 to 5, with a mean of 3.46 and a standard deviation of 0.52. A distribution with lighter tails and fewer extreme values is shown by the kurtosis of -1.366 and the skewness of 0.382, respectively.

Participation in Training: The variable for participation in training is binary, with 0 denoting no participation and 1 denoting participation. The average figure of 0.95 shows that most Robi Axiata employees took part in the training sessions. The distribution is strongly negatively skewed, as indicated by the skewness of -4.193, and it has a hefty tail, as indicated by the kurtosis of 15.896.

**Performance Improvement:** The binary performance improvement variable has two possible values: 0 for no improvement and 1 for improvement. The mean score of 0.95 shows that a significant fraction of Robi Axiata employees saw an improvement in performance as a result of the training programs. The distribution is substantially negatively skewed, as shown by the skewness of -4.193, and it is heavily tailed, as shown by the kurtosis of 15.896.

**Influence on Performance:** With a mean value of 1.09 and a standard deviation of 0.45, the influence on performance variable has a 0–3 range. The distribution is strongly positively skewed, as indicated by the skewness of 3.746, and it has a hefty tail, as indicated by the kurtosis of 14.443.

**Performance Impact Degree:** With a mean value of 3.16 and a standard deviation of 0.76, the performance impact degree variable has a range of 1 to 4 and a range of values. The distribution is considerably negatively skewed, as indicated by the skewness of -0.839, and it has slightly larger tails and more extreme values than a normal distribution, as indicated by the kurtosis of 0.801.

**Hours Dedicated to Training:** The training hours variable has a range of 2 to 16, a mean value of 14.35, and a standard deviation of 3.28. A negatively skewed distribution is indicated by the skewness of -2.082, while a heavy-tailed distribution with more extreme values is indicated by the kurtosis of 3.630.

**Post-learning score:** The post-learning score variable has a range of 1 to 5, a mean value of 4.50, and a standard deviation of 0.80. A negatively skewed distribution is indicated by the skewness of -2.132, and a heavy-tailed distribution with more extreme values is suggested by the kurtosis of 5.315.

**Facilitator Rating:** The facilitator rating variable has a mean value of 4.73 and a standard deviation of 0.49. It has a range of 3 to 5. The distribution is considerably negatively skewed, as indicated by the skewness of -1.568, and it has slightly larger tails and more extreme values than a normal distribution, as indicated by the kurtosis of 1.556.

### **5.3.3 Findings from Descriptive Statistics**

The results clearly show a link between improved performance at Robi Axiata and employee involvement in training. Participants in the training felt that their professional competencies had increased noticeably. The respondents' perceptions of this improvement's strength differed, nevertheless. It's interesting to note that a variety of factors could affect how effective these training programs are. For instance, an employee's ability to adapt to new information or their openness to change may depend on their age. Similar to this, gender dynamics may result in different training session experiences and perceptions. The individual's educational background

could also have a big impact; people with more advanced or specialized education might either find the training more in line with what they already know or would look for more advanced material. Additionally, participation frequency may be a key factor. Regular participation in such programs could result in higher knowledge and skill integration than sporadic participation. In essence, while Robi Axiata's training initiatives unquestionably improve employee performance, the magnitude of this impact can vary depending on a variety of personal experiences and demographic variables.

### 5.3.4 Regression analysis

In order to examine the correlations between the dependent and independent variables, which stand for performance improvement and the factor impacting it, we analyze the findings of a linear regression model in this section. The results of the regression are shown as follows:

| performanceimprovement       | Coef.     | Std. Err. | t     | P> t  | [95% Conf. Interval] |           |
|------------------------------|-----------|-----------|-------|-------|----------------------|-----------|
| age                          | .005898   | .018493   | 0.32  | 0.751 | -.0308416            | .0426375  |
| educationlevel               | .0218827  | .0235198  | 0.93  | 0.355 | -.0248435            | .0686089  |
| trainingparticipation        | .6096376  | .0858918  | 7.10  | 0.000 | .4389985             | .7802768  |
| participationfrequency       | -.0993425 | .038902   | -2.55 | 0.012 | -.1766282            | -.0220569 |
| impactonperformance          | .0235599  | .03947    | 0.60  | 0.552 | -.0548542            | .101974   |
| performanceimpactdegree      | .0058119  | .0172101  | 0.34  | 0.736 | -.028379             | .0400028  |
| hoursspent                   | .0286593  | .005825   | 4.92  | 0.000 | .0170869             | .0402316  |
| postlearningimprovementscore | .0924425  | .0186284  | 4.96  | 0.000 | .0554341             | .129451   |
| facilitatorrating            | -.0300135 | .0238707  | -1.26 | 0.212 | -.0774368            | .0174098  |
| _cons                        | -.185815  | .1818167  | -1.02 | 0.310 | -.5470255            | .1753955  |

### 5.3.5 Interpretation of Regression Analysis

Age: Age's coefficient is 0.005898, and its p-value of 0.751 denotes that there is no statistically significant association between the two variables. This suggests that age among employees at Robi Axiata has little bearing on performance improvement.

Education Level: With a p-value of 0.355, the coefficient for education level is 0.0218827. This suggests that there is no statistically significant association between education level and

performance improvement. As a result, after taking part in training, employees' performance does not considerably improve depending on their degree of education.

Participation in training: The coefficient for Participation in training is 0.6096376 and has a 0.000 p-value, indicating a statistically significant positive connection. This means that participants in Robi Axiata's training programs should expect to see a significant improvement in their performance.

Participation Frequency: A statistically significant negative association is shown by the coefficient for Participation Frequency, which is -0.0993425 with a p-value of 0.012. This suggests that a decline in performance improvement is linked to greater training participation frequency. This conclusion may merit more research because it defies logic.

Impact on Performance: The coefficient for this factor has a p-value of 0.552 and is equal to 0.0235599. This demonstrates that there is no statistically significant association between Impact on Performance and Performance Improvement. As a result, the actual performance improvement of employees is not much influenced by the perceived impact on performance.

Performance Impact Degree: The Performance Impact Degree coefficient has a p-value of 0.736 and is equal to 0.0058119. This suggests that the perceived performance effect degree of training on employees does not significantly affect their actual performance improvement. There is a statistically negligible link between performance impact degree and performance improvement.

Hours Spent: A statistically significant positive association is shown by the coefficient of Hours Spent, which is 0.0286593 with a p-value of 0.000. This implies that investing more time in training is linked to larger performance gains among Robi Axiata employees.

Post-learning Improvement Score: A statistically significant positive association is shown by the coefficient for Post-learning Improvement Score, which is 0.0924425 with a p-value of 0.000. This suggests that employees who give themselves high progress scores following training are more likely to see gains in their performance.

### **5.3.6 Findings from Regression Analysis**

The results highlight the beneficial relationship between the length of training participation and the following improvement in performance of Robi Axiata's employees. Notably, post-training evaluations that signal progress also frequently align with superior performance results, pointing to the real advantages of these training sessions.

However, other demographic and training-related factors, such as age, educational level, perceived impact on performance, the magnitude of that impact, and facilitator evaluations, did not significantly affect the improvement in performance. This could mean that the program's intrinsic value and content, coupled with the participant's level of participation, are potentially more important success factors than these variables.

Theoretically, more frequent training should result in greater performance improvement. This unexpected outcome, however, raises the possibility that there is a saturation point or declining rewards in terms of training frequency. It might also allude to potential problems with the standard or monotony of many training sessions. It is clear that this particular issue deserves a deeper investigation in order to comprehend the underlying causes and, if necessary, improve the training approaches.

In the future, it might be beneficial for Robi Axiata or any other organization taking the findings of such a study into account to further explore optimizing the content, methodology, and frequency of training sessions. This would guarantee true, long-term performance growth in addition to involvement and meaningful engagement.

### **5.3.7 Summary of Findings**

The data analysis done for this research sought to determine how staff training participation and performance enhancement in the telecoms firm Robi Axiata related to one another. The investigation produced a number of significant conclusions:

- Participation in employee training and increased performance at Robi Axiata are positively correlated. However, the effect of training on performance differs among employees and is affected by elements including age, gender, educational attainment, and frequency of involvement.
- Performance improvement was found to have statistically significant positive correlations with the following independent variables: training participation, participation frequency, performance impact degree, training hours, post-learning improvement score, and facilitator rating. Age and educational attainment had no discernible effects on performance enhancement.
- The results of the regression analysis demonstrated that training participation, training hours, and post-learning improvement scores all significantly improved performance. Other factors like age, education, impact on performance, degree of performance impact, and facilitator rating had no discernible effect on performance improvement.
- The frequency of engagement and performance improvement, as well as the perceived impact on performance and actual performance improvement, were found to have an unexpectedly negative association. There is much more to learn from these discoveries.

It is clear from the combined findings of this research that there is a significant relationship between the length of training, active participation, and post-training enhancement scores and performance enhancement among the employees of Robi Axiata. These elements' concrete advantages serve as strong indicators of the importance of investing in employee training.

However, the surprising finding that more frequent training has the opposite relationship to performance growth raises important issues. The implication is that while training is important, too much of it in a short period of time may cause information overload and reduce its overall effectiveness. As an alternative, it might point to a potential lack of depth or variation in recurring training modules, depriving employees of fresh or difficult information to engage with over time. When considered as a whole, these conclusions provide important information for both Robi Axiata and the larger telecoms industry. Companies can use these findings to evaluate their training programs critically. It emphasizes the necessity of a well-balanced training regimen. To ensure that these sessions resonate with employees and actually improve their skills, it's crucial to focus on the quality, relevance, and timeliness of them rather than just the quantity.

Organizations may also think about holding regular employee feedback meetings after training. This would provide a clearer image of what functions well, what doesn't, and the areas that may require recalibrating. Continuous learning and flexibility are essential in the telecom industry because it is constantly changing, making these findings even more important for businesses hoping to keep a competitive edge.

## **5.4 Summary and Conclusion**

The study's objectives, which were to determine the relationship between employee training participation and performance improvement in a telecommunications company, specifically Robi Axiata, are summarized in this final chapter of the internship report, which also draws conclusions. The chapter also provides suggestions and identifies areas for further study.



### **5.4.1 Summary of Research Findings**

The study's conclusions showed a link between employee training participation and improved performance at Robi Axiata. Participation in training, training hours, and post-learning improvement scores were some of the factors that had a substantial beneficial impact on performance improvement. On the other hand, factors including age, education, influence on performance, degree of performance impact, and facilitator rating did not significantly affect performance improvement.

There were several unexpected results, like the inverse correlation between involvement frequency and performance enhancement. To learn more about the underlying causes of these interactions, these findings call for additional research.

## **5.5 Recommendations**

The study's conclusions have provided insightful information about how Robi Axiata may improve the efficiency of their employee training initiatives. To do this, the business should adopt a multifaceted strategy that includes funding training programs, identifying barriers to employee engagement, and enhancing program delivery techniques.

Allocating enough time for employee to participate in training and making financial investments in training programs is a critical advice. This is due to the study's finding that training and performance enhancement are positively correlated. The business should also think about investigating the causes of a poor correlation between involvement frequency and performance enhancement. Robi Axiata can improve the training program's efficiency and influence employee performance by changing the content, delivery strategies, or structure.

Additionally, Robi Axiata needs to routinely evaluate how well facilitators are doing as well as how employees view the effects of training. The business may determine areas for development and make sure that the objectives of its training programs are being achieved by gathering feedback. Finally, future study should concentrate on examining this prospective component, such as employee motivation, work satisfaction, and organizational culture, that may have an impact on the efficacy of training programs. This strategy will guarantee that Robi Axiata's training programs stay applicable and efficient, giving them a long-term competitive advantage.

### **5.5.1 Areas for Future Research**

Future studies on the connection between employee training participation and performance improvement can build on the findings of this study. The following areas can be examined through additional research:

- A more thorough investigation of the surprising results of participation frequency and perceived performance effects in order to comprehend the underlying causes and effectively solve them.
- How motivation, work happiness, and corporate culture affect training program success and how it affects performance improvement.
- A comparison of training courses in the telecom sector to find best practices and create standards for Robi Axiata and other businesses.
- Longitudinal studies to evaluate the performance, retention, and career advancement impacts of training participation over the long term.

## **5.6 Conclusions**

Based on the study's findings, it can be said that employee training participation is extremely important for improving performance at Robi Axiata. The business may considerably improve the performance of its staff by investing in training programs and providing more time for employee training.

Robi Axiata must, though, look more into the elements that affect training program effectiveness, such as participation rates and perceptions of training effects. The business will be able to optimize its training programs and maximize the advantages associated with staff training by having a better awareness of these aspects.

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## **Appendix**

## Questionnaire

1. What is your gender?

- Male
- Female
- Other

2. What is your age?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

3. What is your highest level of education?

- High school diploma or equivalent
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctoral degree
- Other

4. Have you participated in any training programs offered by the company in the past year?

- Yes

- No

5. If yes, which of the following training programs have you participated in? (Check all that apply)

- Sales and customer service

- Technical skills

- Management and leadership

- Diversity and inclusion

- Other (please specify)

6. How often do you participate in company-sponsored training programs? • Very frequently

- Occasionally

- Rarely

- Never

7. Did your performance evaluation improve following participation in training programs?

- Yes

- No

8. Do you feel that participating in company-sponsored training programs has improved your job performance?

- Yes

- No

- Not sure

9. In your opinion, how much impact do training programs have on employee performance?

- No impact at all
- Slight impact
- Moderate impact
- Significant impact
- Very significant impact

10. What improvements would you suggest for company-sponsored training programs?