

# Internship Report On Impact of Employee Training on Organizational Performance

By  
Umme Habiba Mira  
Student ID: 21164098

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

BRAC Business School  
BRAC University  
2024

© 2024. BRAC University  
All rights reserved.

## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Umme Habiba Mira**  
21164098

**Supervisor's Full Name & Signature:**

---

**Dr. Tarnima Warda Andalib**  
Asst. Professor, School of Business  
BRAC University

## Letter of Transmittal

Date:

**Dr. Tarnima Warda Andalib**

Asst. Professor, School of Business

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Impact of Employee Training on Organizational Performance”

Sir,

It is my great pleasure to submit my internship report on the topic “Impact of Employee Training on Organizational Performance”, that you have assigned to me as an important requirement of the MBA Program. I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & creditable report. The report contains a detailed study on the relative impact of employee training especially the sales training on the overall performance of the organization. Here I have gathered information through different sources such as websites and actual interviews from my supervisors, managers, colleagues, and others associated with the study and some of the members of the Board of Directors of Pa-Wang Ceramics Industry ltd.

I also want to thank you for your support and patience for me and I appreciate the opportunity provided by you through assigning me to work in this thoughtful project.

Sincerely,

Umme Habiba Mira

ID: 21164098

MBA Program, School of Business

BRAC University

## **Executive Summary:**

Employee training is a key component of organizational growth, intended to aid employees in gaining skills, knowledge and abilities that will improve their performance and productivity. The research paper explores varied benefits associated with the company's training programs showing why they need to be strategic within the current dynamic business environment. It is mainly concerned with using real life experiences and other literatures to investigate how employee training affects organizational performance by focusing on its contribution towards continuous improvement, driving innovation and maintaining competitive advantage. By going through various approaches like; comprehensive analysis of training needs assessment and techniques, career development, performance management, quality service delivery, technological advancement, motivation job satisfaction, organizational competitiveness adaptability resource support evaluation feedback investment in human capital as well as productivity it highlights the importance of investing in employee development. Furthermore, the study identifies key areas for improvement in training initiatives and proposes recommendations for enhancing their effectiveness. From the perspective of an internship at Pa-Wang Ceramic Industry Ltd., the study reaffirms the transformative impact of training on organizational performance and highlights its strategic role in sustaining long-term success.

## Table of Contents

Declaration.....	i
Letter of Transmittal .....	ii
Executive Summary:.....	iii
List of tables .....	v
List of figures .....	v
Chapter 1. Introduction:.....	1
1.1. Significance of the study:.....	5
1.2. Objectives of the study:.....	7
1.3. Scope of the study: .....	7
1.4. Limitation of the study: .....	8
1.5. Methodology of the Study:.....	8
Chapter 2. Literature Review.....	11
2.1. Sales Training Practices in Perspective of Bangladesh.....	16
2.2. Challenges in Sales Training Practices .....	17
Chapter 3. Overview of the company:.....	19
3.1. Introduction to Pa-Wang Ceramic Industry.....	19
3.2. Mission & Vision: .....	20
3.3. Overall capabilities of Pa-Wang Ceramics Industry Ltd.....	21
3.4. Job responsibility: .....	21
Chapter 4. Findings from the study .....	23
4.1. Response regarding Training need analysis (TNA): .....	23
4.2. Analyzing the design and implementation of Sales Training:.....	24
4.3. Relationship between the training & employee performance .....	26
4.4. Evaluation of the Sales training practices .....	27
Chapter 5. Summary & Analysis of the findings.....	29
Chapter 6. Recommendations.....	32
Chapter 7. Conclusion .....	34
7.1. Satisfaction of objectives .....	34
7.2. Concluding statements .....	34
References:.....	37
Appendix.....	39
Survey Questionnaire .....	39

## List of tables

<i>Table 1 Factors affecting the overall performance of the organization associated with employee training, cited through different journals, studies, articles, etc. ....</i>	<i>11</i>
<i>Table 2: Response regarding existing practices of Training need analysis in PWCIL .....</i>	<i>23</i>
<i>Table 3: Response Regarding the design and implementation of Sales Training .....</i>	<i>24</i>
<i>Table 4: Response Regarding relationship between the training &amp; employee performance .....</i>	<i>26</i>
<i>Table 5: Response Regarding Evaluation of the Sales training practices .....</i>	<i>27</i>

## List of figures

<i>Figure 1 Response of TNA process in Sales training .....</i>	<i>24</i>
<i>Figure 2: Design &amp; Implementation of the Sales Training .....</i>	<i>25</i>
<i>Figure 3: Periodic Training response .....</i>	<i>25</i>
<i>Figure 4: Sales Training and Employee Performance .....</i>	<i>27</i>
<i>Figure 5: Evaluation of the sales training practices .....</i>	<i>28</i>
<i>Figure 6: Polar question analysis for evaluation of sales training practices .....</i>	<i>28</i>
<i>Figure 7: Annual Sales Trend of PWCIL (Floor Tiles) .....</i>	<i>31</i>
<i>Figure 8: Monthly sales trend of Dhaka Division (PWCIL) .....</i>	<i>31</i>

## Chapter 1. Introduction:

Employee training process is a very professional approach that is mainly required for an organization to help enhance skills, knowledge and competencies of its team members so that they may improve their overall performance and productivity. These training processes usually includes various on-job or off-job sessions that are designed to overcome the specific needs of each employee ultimately the organization as a whole. The training procedures are not just an administrative or operational requirement but a strategic step taken by the organization that plays a crucial role in achieving the primary objectives and goals of an organization. This comprehensive process includes both structured and casual ways of teaching and aims to close the gap between what employees can do now and what skills they need to meet the company's future needs (Armstrong, 2014; Noe, 2017).

Employee training is extremely important for an organization for developing continuous improvement, driving innovation and maintaining a competitive advantage in an ever-changing competitive business environment. Today, where new technological advancements and changes in market dynamics are seen all the time, the company's performance can be made adaptable, efficient and effective depending on how well the employees are doing in their respective working areas. Training programs are made to make sure that employees are good at what they do now and also ready for new challenges and threats of the future. This, therefore, is an important forward-looking approach toward creating a culture of learning and development, which is considered the basic attribute solely responsible for the long-term survival of organizations. (Salas et al., 2012; Goldstein & Ford, 2002).

Employee training is very critical to any form of company growth. It is the bedrock on which productivity, efficiency, and quality can stand. What makes this training process so important is that it enables the employees to better perform their assignments in an efficient and effective manner by helping them to overcome their lacking and acquiring new set of skills and knowledge. This then leads to increased productivity and quality of work, hence better performance. Training programs help to make work easier and more efficient by removing redundancies. In this way, with good training, workers are able to do their job faster with few or no mistakes at all, hence spending less time on error correction and repeating the same job. Better productivity means that resources within an organization are well utilized, thus increasing profitability (Blanchard & Thacker, 2012). Secondly, it instills deep knowledge of best practice and industry standards in the workers. Needless to say, such knowledge does

prove critical to high-quality output because of reduced errors. In highly precise and consistent industries like manufacturing and healthcare, training cannot be underestimated. (Noe, 2017). Next, employee training gives a perception that the organization really cares about its employees, hence boosting their morale and job satisfaction. In case workers feel their employer is committed to their professional development, then they are likely to be more loyal to the firm. Thus, it would not only reduce the turnover rate but also prevent the company from incurring huge cost in recruiting and training new employees (Saks & Haccoun, 2020). Lastly, as we know that the business world is very much dynamic, with new technology, strategy, methodology, regulations, etc. forming on a daily basis. Now, for these changes to be absorbed and new challenges dealt with, there is no other way but by the well-trained employees. What acts as the determinant for any business to enjoy long-term success and sustainability is well-trained employees. Programs for training in critical thinking and problem-solving help employees obligatorily cope with change and in the same breath give rise to the delivery of a new solution (Goldstein & Ford, 2002; Salas et al., 2012).

Effective employee training would, therefore, follow a systematic approach that commences with an evaluation of the need for training. This incorporates the identification of gaps between the current and the espoused level of performance, together with an understanding of the exact skills and knowledge needed to fill such gaps. There are several ways through which assessment of needs in training may be carried out at organizational level, including performance appraisals, employee survey, and job analysis. When training needs have been established, designing and delivering appropriate training programs is the next step; this could be on-the-job training, classroom-based training, e-learning modules, workshops, or seminars. All of them have their different advantages and can be chosen according to the nature of skills to be developed and the employee's learning preference (Blanchard & Thacker, 2012).

- **On-the-Job Training Methods:** This means training of the employees in the actual environment they work in. They learn by doing. It consists of job rotation, coaching, mentoring, and apprenticeship. On-job training provides practical experience to the workers with new skills and applies them immediately to their job. Therefore, deeper insight into their roles and responsibilities gets acquired from this form of method. (Noe, 2017; Armstrong, 2014).
- **Off-the-Job Training:** This method takes place away from the job. It generally has much more formal and structured learning. This method mainly includes physical or



online trainings sessions, workshops, seminars, etc. In this type of training, an employee can focus on enriching their theoretical knowledge and also acquire new sets of skills without and hinderance to their daily activity. (Blanchard & Thacker, 2012).

The areas that employee training can cover are quite numerous, all trying to achieve very distinct aspects of employee development and organizational needs. Notable among these areas are:

- **Technical Skills Training:** This category focuses on developing employees' proficiency in using particular tools, technologies, or equipment required for their job roles (Noe, 2017).
- **Soft Skills Training:** This area is specifically aimed at improving interpersonal skills, communication, team, and leadership abilities (Blanchard and Thacker, 2012).
- **Compliance Training:** This training makes sure that workers have a clear understanding of the legal and regulatory requirements specific to their industry (Armstrong, 2014).
- **Safety Training:** These training helps employees to implement a standard operating principle through which they create a safe environment for them to work in and avoid severe health risks and serious hazards (Saks & Haccoun, 2020).
- **Managerial and Leadership Training:** this helps employees prepare themselves in taking managerial and leadership roles and responsibilities by developing their supervisory qualities emphasizing in problem solving and strategic thinking skills. (Goldstein & Ford, 2002).

The benefits of employee training are numerous to both employees and employers and as a whole, the organization grows and prospers positively.

#### Benefits for Employees

- ❖ **Skill and Knowledge Enhancement:** Training programs give employees chances to gain new skills and knowledge boosting their abilities and self-assurance (Blanchard & Thacker 2012).
- ❖ **Career development:** In developing their skills, they are better placed for any promotions, opportunities and advancement of career growth through the organization (Noe, 2017).

- ❖ Job Satisfaction: Training process significantly enhance the job satisfaction because when workers get training, they feel that organization has invested in them thus implied that they are important and their professional development is key priority (Armstrong, 2014).
- ❖ Job performance: When employees have updated knowledge and practical implications of their skills, abilities and work then definitely job can be performed more efficiently and effectively (Goldstein & Ford, 2002).

### Benefits to Employers

- ❖ Higher Productivity: Well-trained employees give more productivity to the organization that indeed results in increased efficiency and output for the organization (Saks & Haccoun, 2020).
- ❖ Quality of Work: Training provides better knowledge about best practices and standards to the worker, hence producing quality work with fewer errors (Noe, 2017).
- ❖ Employee Retention: Organizations that invest money for the training of employees are in a better position to retain their employees. This is so because training makes workers to be satisfied with their jobs and loyal to the organization (Blanchard & Thacker 2012).
- ❖ Adaptability: Training helps organizations to evolve with time. It keeps employees up-to-date with the latest industry practices and technological advancements related to their job (Salas et al., 2012).

Training the staff not only helps the organization to stay productive but also help it achieve progressive growth in the future. It allows create an environment in which people always need to learn and grow. This matters lots to stay creative and competitive in trendy speedy-changing business global. Also, while people see that their boss cares approximately their increase, they tend to care greater about their work. This leads to extra engaged and stimulated employees who give their all at the activity (Goldstein & Ford, 2002).

The analysis presented in this internship report is based solely from my tenure as an Intern in the Human Resource Department at Pa-Wang Ceramic Industry Ltd. Pa-Wang Ceramic Industry Ltd. stands out in the ceramics industry for its dedication to quality and new ideas. My internship gave me the chance to watch and join in on most employee training activities, which taught me a lot about how training helps organizations do better.

While working in HR, I got to help find what training people needed, create training programs, and see how well they worked. This hands-on experience showed me how training makes a big difference in making employees better at their jobs helping them do better work, and making the whole company grow. At Pa-Wang Ceramic Industry Ltd., I saw that these efforts lined up with what the company wanted to achieve making sure workers could handle the tough and always-changing demands of the industry.

This report is an attempt to document these experiences and further review the broader implications of employee training on organizational success. It is informed by empirical observations and established literature to give a fundamental understanding of the benefits and challenges resulting from employee training in a dynamic business environment. Through this analysis, the report has sought to underline the fact that investment in employee growth is one of the main drivers of long-term, sustainable organizational growth and competitiveness.

### **1.1. Significance of the study:**

This study on employee training and its impact on organizational performance assumes great importance because it goes a long way in highlighting the various ways through which organizations can benefit, as much as the individual employee does, with such training programs. In the current dynamic business environment, with fast-changing technological advancements on the one hand and equally fast-paced changes in market scenarios on the other, it becomes imperative for organizations to undergo a change at each step to remain competitive. Training and development form an important part of this evolution that is needed to avail the workforce with proper skills, knowledge, and competencies so as to tackle the problems currently being faced and future challenges. This paper not only emphasizes the direct advantages of training in the context of employee performance and productivity but also highlights its broader implications for growth, innovation, and sustainability of an organization.

Of equal importance, the study is going to add current literature on how training directly influences employee performance. At times when organizations are going all out to achieve higher efficiency and effectiveness, it becomes highly important to identify mechanisms that would help in bridging the gap between the current level of performance and the desired outcome. Basically, training programs are aimed at closing this gap by equipping employees with the latest skills and knowledge relevant for their roles. This research empirically

supports the idea that proper training programs yield better job performance and more effective working capacity, which essentially is important to organizations seeking to streamline operations and be more competitive in the marketplace. Notably, this research brought out clear benefits of employing this imperative to sustaining of competitive organizations for both the employee and the employer in the long run. Training has the effect of investing in their staff's professional development and career advancement, boosting confidence, satisfaction, and motivation. It enhances engagement and commitment, thus reducing turnover and fostering a loyal and committed workforce. For employers, however, the benefits go beyond immediate performance enhancements. This will foster a culture where learning and development are embeddable, key to the innovativeness and adaptability of an organization. The need to invest in employee training while undergoing constant change, therefore, cannot be overemphasized. Organizations will be well-equipped and empowered to navigate transitions seamlessly, implement new technologies, and stay ahead with industry trends.

The strategic importance of training in aligning employee capabilities with organizational goals is further highlighted by the study. Tailor-made training programs ensure that employees in an organization are not only competent at what they are currently undertaking but are also geared toward undertaking strategic operations in the future. This, in return, forms the builds-up for achieving long-term business objectives and sustaining competitive advantage. It helps HR professionals and organizational heads to know how to get the best out of designing and implementing their training programs by assessing several training methodologies alongside their effectiveness.

Another important aspect of the study is its holistic approach to the impact of training on organizational performance. While there might be some short-term gains in skills and knowledge, the study went further to examine how these improvements could eventually be translated into broader organizational successes. Improved staff performance translates to increased productivity and efficiency, bearing directly on the bottom line of the organization. Moreover, trained personnel are able to identify and solve problems better; hence, this improves the process and operations continuously towards operating the business. This attitude of being proactive in terms of problem-solving and innovation is very critical to the organization if they have to hold their ground amidst a fast and changing business environment.

The role that training can play in underpinning a positive organizational culture is explored

further in this study. Commitment to the development of employee's conveys what an organization values and focuses on, and thus communicates to its employees that they, as individuals, are important for growth and well-being. This enhances employees' morale and job satisfaction, making the working environment one in which workers feel valued and motivated. A strong organizational culture grounded on continuous learning and development is related to the ability to attract the best workforce, thereby enhancing the organization's effectiveness and performance. From my internship perspective at Pa-Wang Ceramic Industry Ltd., the study's significance lies in highlighting the transformative impact of employee training on organizational performance. Witnessing firsthand the efficacy of well-structured training initiatives, I observed how they not only enhanced employee competencies but also drove productivity and job satisfaction. Training, aligned with organizational objectives, fostered a workforce equipped to meet industry demands and innovate. This investment in human capital yielded tangible benefits, including improved job performance and reduced turnover rates. Furthermore, training cultivated adaptability, essential in navigating technological advancements and market changes. The strategic role of training in bridging skill gaps and preparing for future challenges underscores its significance in sustaining long-term success. In conclusion, this study reaffirms training's pivotal role in fostering a skilled, motivated, and resilient workforce, essential for organizational growth and competitiveness.

## **1.2. Objectives of the study:**

Major objective:

- a. To assess the impact of employee training and development initiatives on organizational performance and productivity.

Specific Objectives:

- a. To assess the impact of employee training programs on job performance and productivity within Pa-Wang Ceramic Industry Ltd, specifically the sales department.
- b. To evaluate the effectiveness of existing sales training methods and techniques employed by the HR department in enhancing employee skills and competencies.
- c. To identify areas for improvement in sales training initiatives and propose recommendations for enhancing the overall effectiveness of the sales training programs at Pa-Wang Ceramic Industry Ltd.

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

The study covers the detailed analysis of the sales training programs in Pa-Wang Ceramic Industry Ltd. and how such causative effects influence job performance and overall productivity of employees. Specifically, this study focuses on different techniques and training methods adopted by the HR department and how effectively they have intellectually developed skills and competencies of the sales force. It also provides an overview of the organizational context within which this training is conducted, including aspects such as technological change, prevailing trends in the industry, and organizational goals most likely to impact the outcome of training. Specifically, it involves investigation into potential failures or deficiencies in current practice, including providing recommendations to enhance overall effectiveness in employee training programs.

#### **1.4. Limitation of the study:**

- i. It should be noted that there are several industries of various volumes that have different practices and variables, as such, the data recovered can be only validated for similar industry compared to PWCIL.
- ii. Many policies and traditions of the company is confidential as to why many information was not possible to gather.
- iii. Due to the busy nature of jobs of the marketing executives, I was not able to physically assess them, rather had to send them the questionnaire. It was not sure if they properly understood each point. As such there might be very little chance of discrepancies.
- iv. Also due to the nature of my position, it was not possible for me to invest so much time to properly and accurately judge and bring out accurate findings.
- v. In some cases, management did not co-operate us to get direct interview of the executives due to confidentiality issues.

#### **1.5. Methodology of the Study:**

This section presents an overview of the methods to be used in the study. Areas covered include the research design, population, sample and sampling techniques, data collection and analysis. The study is involved in evaluating the Sales Training practices. Consequently, the research was designed to achieve the objectives set out previously. This study has employed both qualitative and empirical approach because of mixed nature of the problem with a view to achieving the best outcome of the research. The qualitative methodology of research has been applied for subjective assessment based on secondary sources to find out the necessity of training for the sales department and the impact it creates in an organization. While doing

the research the literary review has been done in depth to get a better understanding. The questionnaires were designed in such manner so that the sample employees could express their opinions without any prejudice and bias. The findings of the mixed approach were then categorized systematically and the common findings will be offered as recommendation.

### **I. Data collection tools and techniques:**

This term paper aims to study Training and Development and its influence on Employee Job Performance. Data was collected through structured questionnaire, personal interview (Formal & Informal Way) Data was collected from Marketing & Sales Departments, Dhaka Zone of Pa-Wang Ceramic Industry Ltd. I accumulated a total of 40 samples, 30 executives and 10 managers of different positions. The study has been done in two phases:

- Phase- I: In the first phase, theoretical and literature study and review has been carried out to understand the Sales Training, factors associated with employees' personal sales growth and any other factors.
- Phase- II:
  - i. Keeping in mind the theoretical understanding, the employee sample was interviewed with structural questionnaire attached in the Appendix to know their level of understanding of Sales training and its impact towards the organization and the employee performance. The participants of this survey also answered close ended questions which altogether will automatically find out the impact on overall sales.
  - ii. After collecting their opinions through the questionnaire, some open-ended questions will be asked for own understanding of the surveyor. This will be followed by some formal and informal discussions.

### **II. Sampling**

For the convenience of the Sales team interview on-field was chosen. The Sales Executive & Managers was treated as sample for the Marketing & Sales departments of Pa-Wang Ceramic Industry Ltd. The sample size for the study could not be too large. The sample size was selected to be 10 marketing managers (of different positions) and 30 marketing executives with representation of the management and front-line employees concerned.

### **III. Source of Information**

Both primary and secondary data was used to reach a result;

- Primary Data: Primary data was collected through Structured Questionnaire, Personal Interview and group Discussion.
- Secondary Data: Secondary data was collected from different reports, articles, journals, manuals, blogs, internet, etc.

#### **IV. Study Area**

My study area is mainly Dhaka division as the sample employees were easily accessible.

#### **V. Key Variables**

Discussion with 30 Marketing executives and 10 marketing managers to know and analyze their attitude and beliefs regarding the necessity of the Training need Analysis to develop sales training sessions. The main theme of the research will be how the training module developed and designed by PWCIL is beneficiary to the organization and its manpower. Also, I will validate the practices followed by PWCIL regarding their trainings and their impact on the employee performance.



## Chapter 2. Literature Review

Employee training is a facet of organizational development that aims to increase employees' skills, knowledge, and competencies. It covers dimensions of training and its impact on job performance in a real sense, including training needs assessment, techniques of training and development, career development, employee performance and quality service delivery, Technological advancement, motivating employees and job satisfaction, Competitiveness of the organization and adaptability of change management, Resource support and environment, Feedback and evaluation, investment in human capital, and Improved productivity and performance.

**Table 1 Factors affecting the overall performance of the organization associated with employee training, cited through different journals, studies, articles, etc.**

Sl. No:	Categories	Relevant Quotes	Authors
1	<b>Training Needs Assessment</b>	"Individual and institutional appraisals are done in the various organizations to help management to identify the training needs of individual employees as well as departmental training needs."	Nguah, J. A., & Asare, S. S. (2015)
		"Training decisions are based on company's business strategies and objectives; training strategy must always align with company's strategy through which training needs can be identified."	Zahra, S., Iram, A., & Naeem, H. (2014)
		"Individual and institutional appraisals are done in the various organizations to help management to identify the training needs of individual employees as well as departmental training needs."	Nguah, J. A., & Asare, S. S. (2015)
2	<b>Training and Development Techniques</b>	"Training and development techniques can be segregated into two which are on-the-job and off-the-job trainings."	Mohd, I. H., Julian, J., & Tuan Besar, T. B. H. (2020)
		"The training method is a training method or technique chosen for each training activity..."	Alhidayatullah, & Muh. Abdul Aziz. (2022)
3	<b>Career Development</b>	"Training enables employees to gain promotion to a job of higher level and compensation too. The upward movement will expose employees to higher responsibilities and rank hence the improved work performance."	Mohd, I. H., Julian, J., & Tuan Besar, T. B. H. (2020)
4	<b>Employee Performance and</b>	"The effectiveness with which an organization's employee offers quality services, to a large extent	Nguah, J. A., & Asare, S. S.

	<b>Quality Service Delivery</b>	determines how well these organizations perform."	(2015)
		"Employee dimensions such as skills, expertise, combined intelligence, performance, and potential contribute to the distinctive character of an organization. Utilizing these dimensions effectively can lead to sustainable competitive advantage."	Kalli, K. A., Abba, Y. B., & Bukar, A. G. (2023)
5	<b>Technological Advancements</b>	"In technologically advanced industries like the banking industry, employees need periodic training and skills acquisition to perform their work efficiently in order to remain competitive."	Nguah, J. A., & Asare, S. S. (2015)
		"Technological advancements have molded the need for capabilities and competencies required to perform particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates."	Elnaga, A., & Imran, A. (2013)
6	<b>Employee Motivation and Job Satisfaction</b>	"Training is getting more important day by day to many companies for their survival, their growth and to get competitive advantage among competitors."	Zahra, S., Iram, A., & Naeem, H. (2014)
		"Training motivates and improves employees' level of efficiency and also enables them to be more productive and attain high levels of job satisfaction."	Nguah, J. A., & Asare, S. S. (2015)
7	<b>Organizational Competitiveness</b>	"For businesses and for that matter banks to stay competitive, it is necessary to organize periodic training and development sessions for their employees."	Nguah, J. A., & Asare, S. S. (2015)
8	<b>Adaptability and Change Management</b>	"It increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations."	Rodriguez, J., & Walters, K. (2017)
		"Technological advancements have molded the need for capabilities and competencies required to perform particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates."	Elnaga, A., & Imran, A. (2013)
9	<b>Resource Support and Environment</b>	"The training environment is all kinds of conditions and places that can support the process of training activities."	Alhidayatullah, & Muh. Abdul Aziz. (2022)
		"The bank provides us with the necessary resources and creates a supportive environment for training, which enhances our learning experience and performance."	Hasan, M. M., & Chowdhury, S. A. (2023)

10	<b>Evaluation and Feedback</b>	"Evaluation during or at the end of a training session helps to collect all the descriptive and judgmental information required to make effective decisions."	Nguah, J. A., & Asare, S. S. (2015)
		"The feedback received during and after training sessions helps me identify areas for improvement and refine my performance accordingly."	Hasan, M. M., & Chowdhury, S. A. (2023)
11	<b>Investment in Human Capital</b>	"The human capital theory suggests that investments in training and education contribute to the development of marketable skills among workers, making them more productive."	Kalli, K. A., Abba, Y. B., & Bukar, A. G. (2023)
12	<b>Improved Productivity and Performance</b>	"It increases employees' morale, confidence, and motivations."	Rodriguez, J., & Walters, K. (2017)
		"Training and development efforts aim to improve employee productivity, leading to enhanced earnings as employers recognize well-performing employees with unique skills."	Kalli, K. A., Abba, Y. B., & Bukar, A. G. (2023)
		"Individuals become more productive because training and development programs improve individuals' skills and abilities."	Halawi, A., & Haydar, N. (2018)
		"Positive Impact of Training on Employee Performance"	Afroz, N. N. (2018)
		"Capacity Building and Organizational Goals Achievement"	Elnaga, A., & Imran, A. (2013)
		"Contribution to Organizational Objectives"	Zahra, S., Iram, A., & Naeem, H. (2014)

**1. Needs Assessment in Training:** TNA involves the identification of a gap between the current and the aspired level of performance of the employee and the subsequent determination of whatever training is required to fill the gaping hole. This includes organizational analysis, person analysis, and task analysis. Individual and institutional appraisals are very instrumental in enabling management to identify individual and departmental training needs within organizations, (Nguah & Asare, 2015). It has also been emphasized that the training decision must support the business goals and objectives of the company so that the needs of the employees are identified better (Zahra, Iram, & Naeem, 2014).

- 2. Techniques and Development of Training:** The different techniques of training and development can be classified into on-the-job training techniques and off-the-job training techniques. While on-the-job training occurs in the actual work environment, off-the-job training involves some forms of education league courses. Mohd et al. (2020) recognize that training techniques are significant in building employees' skills, experience, and competencies. It was also elaborated that the adoption of the adopted training methods should focus on the specific technique of the training activity relevant and effective (Alhidayatullah & Aziz, 2022).
- 3. Career Development:** Career development is the aspect of giving a person the sense of advancing from one position to another. The employee can be provided with opportunities to go to other high-ranked jobs in the same organization. Training is vital in providing the opportunity for promotion since employees learn necessary competencies and skills required in some higher positioned jobs. Training also enables personnel to be promoted with compensations, hence attracting large responsibilities, which might improve work performance and quality (Mohd, Julan & Besar, 2020).
- 4. Employee Performance and Service Quality Delivery:** The performance of employees and the quality of service that is delivered are issues of major importance in every type of organizational setup. Employee training programs, educationally designed, aim at uplifting their performance for better service delivery and organizational outcomes through enhanced skills and knowledge acquisition. The effectiveness with which an organization's employees offer quality services has a great impact on its overall performance (Nguah & Asare, 2015). Kalli, Abba, and Bukar, 2023, cite that among others, it is the skills, expertise, and potential of the people or workforce that make an organization distinctively different, hence leading to sustainable competitive advantage.
- 5. Technological Advancements:** Technological changes in the workplace are also constant, and there is always the need to update workers on the various technologies to enable them to adjust better. This may be especially so in technologically intensive sectors where periodic training and acquisition of new skills are almost a prerequisite for staying competitive (Nguah & Asare, 2015). Elnaga and Imran, 2013, emphasis, therefore, that with changes in technology, there has to be correspondingly better and more efficient training packages in all sectors to help generate the capabilities and competencies needed.

- 6. Employee drive and Job Satisfaction:** Training programs enhance employee motivation and job satisfaction through the learning process in skill development, career growth, and professional development for employees. Zahra et al., 2014 cite that the importance of training in ensuring survival, growth, and the attainment of competitive advantage for a firm is becoming paramount. Additional to this, Nguah and Asare, 2015 quote that Training motivates workers to work in an effective and productive manner, hence it leads to job satisfaction.
- 7. Organizational Competitiveness:** The competitive advantage of any organization is therefore a function of the effectiveness and superior performance of its human resources. With changing times and technology, the importance of periodic training and development programs can hardly be overemphasized. businesses that have to compete must engage in periodic training (Nguah & Asare, 2015).
- 8. Adaptability and Change Management:** No organization can remain rigid in its products and services offerings and expect to survive in the contemporary business environment. The programs help in obtaining competencies and the mindset for effectively handling change, reducing change resistance and openness development. Through training, employee participation in the change process improves as it gives employees relevant competencies which enhance adaptation to new and/or complex situations (Rodriguez & Walters, 2017). Elnaga and Imran, 2013 note that changing technological face requires improvement and constant necessities of training programs.
- 9. Resource Support and Environment:** An ideal learning and skills acquisition environment would be supportive, with access to resources. Trainings should be carried out in environments conveniently comfortable, safe, and well equipped or supplied with resources that can foster learning. Alhidayatullah and Abdul Aziz, 2022, define the training environment as involving all situations and locations that support the training. The training environment is supportive and contributes to better learning and performance experiences (Hasan & Chowdhury, 2023).
- 10. Evaluation and Feedback:** Setting up evaluation and feedback mechanisms is very vital in establishing whether the training programs have achieved their intended purpose and what improvements need to be made. Through periodic evaluation during or after training, relevant insights can be gathered that would otherwise be useful in making informed decisions. According to Nguah and Asare, 2015, "evaluation is the act of collecting descriptive and judgmental information to make effective decisions."

Hasan and Chowdhury, 2023, argue that feedback will allow "identifying the grey areas to improve and refine performance."

**11. Human Capital Investment:** Investment in human capital avails the opportunity to employees to train or educate themselves in developing marketable skills and enhancing productivity. The human capital theory proposes investments in developing workers' levels of skill make workers more productive. It assures an organization of rises in growth and competitiveness by ensuring that its employees have needed skills to drive innovation and performance (Kalli, Abba, & Bukar 2023).

**12. Better Productivity and Performance:** The ultimate goal of every training and development activity is to increase employee productivity and performance. Employees with developed competencies and skills, as well as upgraded job-related knowledge, can carry out all their duties effectively to enable the organization to attain organizational success. The training boosts the morale of employees, as they become more confident to handle duties assigned to them by an organization (Rodriguez & Walters, 2017). The productivity occurs when employees consider this training as an avenue to upgrade their skills while at the same time motivating those employees who perform well (Kalli, Abba, & Bukar 2023). According to Halawi and Haydar, 2018, the training and development helps in enhancing the skills of persons hence better productivity.

The impact of employee training on job performance is multifaceted, covering such aspects as the assessment of training needs, techniques in development, career development, and performance. Thus, technological advances, motivation, competitiveness of organizations, adaptability, resource support, evaluation, human capital investment, and productivity are exponents of factors that can be critically identified to ensure effectiveness in training programs for enhancing employee performance toward contributing to organizational success. Only through such a comprehensive literature review can it be brought home that continuous, well-structured training programs will address specific organizational and employee needs to foster a competitive, adaptive workforce.

## **2.1. Sales Training Practices in Perspective of Bangladesh**

The sales practices are part of the corporate success for an organization in Bangladesh, characterized by a highly competitive marketplace. Organizations have to ensure that teams entrusted with sales are equipped with relevant skills and knowledge to successfully meet the

demands of such an environment. The literature review that follows goes into sales practices in Bangladesh with a focus on the role of training needs analysis in enhancing the effectiveness of the sales training programs.

The economy of Bangladesh has experienced a rapid growth, which results in increased competition amongst all forms of industries. In order for an organization to attain a lead over other rival organizations, it must develop an effective sales practice. Different factors influence the sales practices of the organization, such as cultural norms, market trends, and the preference of the customers. Consequently, the interest of organizations in investing in sales training to develop the skills and knowledge of sales teams is growing (Islam & Rahman, 2020). At the same time, sales training generally follows a wide range of practices in Bangladesh, like product knowledge training, sales techniques and skills development, customer relationship management (CRM) training, sales process training, case study techniques or role-playing exercises, and continuous learning and development.

The other important trend in the sales training practices of Bangladesh is a more holistic initiative. Now, more emphasis is given to the development of soft skills with product knowledge. This trend reflects the growing recognition that successful sales professionals need to be adept not only at selling products but are also good at building relationships with customers and understanding their needs (Rahman & Islam, 2018). The implication will, therefore, be that such broad category sales training is indispensable to help the sales professional navigate the intricacies in the Bangladeshi market. Another prominent trend is the increasing use of technology in sales training. Given that the time of digital platforms and tools has come of age, organizations in Bangladesh are embracing e-learning modules, virtual classrooms, and even mobile apps to convey training content to their sales teams (Siddique & Uddin 2017). This trend has facilitated access to training and made it more flexible; for example, salespeople can now access training information at their own convenience.

## **2.2. Challenges in Sales Training Practices**

Although the emphasis on sales training is likely to increase gradually, there are a number of challenges that remain for an effective training regime in the organizational setups of Bangladesh. The primary challenge is that there is essentially no standardization for any form of training framework or methodology adopted by an organization (Uddin & Siddique, 2017). Since most organizations lack the ability to outline focused trainings associated with certain

defined business objectives and sales processes, this management inefficiency often leads to inconsistency in the quality and effectiveness of implemented trainings.

Another challenge is the shortage of trainers and training resources. In Bangladesh, the demand for sales training is undoubtedly on the rise; however, the supply availability of qualified trainers and training resources is at a deficit position (Zaman & Rahman, 2021). This will obviously hamper developing high-quality training programs or even constrain the quantity of special training for niche industries or market segments.

My research plan will be to analyze my research questions in view of my Survey data analysis using the mixed method. Also, the relevant factors of the analysis based on the research questions and fixing a critical alpha level were discussed in detail in the report body. I have used a survey approach to detail the findings of the research in which the target population shall be represented by a sample. In all, a sample size of 40 elements needs to be drawn from the targeted population. The sample details are as follows: The sample consists of 30 Executives (from all parts of Dhaka Division) and 10 Managers (of various ranks; juniors and seniors). In selecting elements, the study will adopt a multistage stratified sampling method. A structured questionnaire was developed, and this was used as the survey tool in this study. Most of the questions in the questionnaire were closed-ended in nature.

Since this is a survey-based research report, so from my point of view, I will try to analyze my data of the survey by putting it into a graphical presentation; namely, pie charts and bar charts representing the same data value by using Microsoft Excel.



## **Chapter 3. Overview of the company:**

Ceramic industry has proven itself to be one of the most flourishing manufacturing sectors in Bangladesh in present times, growing its aspects both in domestic and international markets. Since 1958, the beginning of the ceramic sector in Bangladesh, this sector has grown exponentially and over that last decade has shown an overwhelming 200% growth in its overall production capacity. At present the industry caters to 85% of local demands while because of high quality, ceramic products of Bangladesh have huge demand in international markets as well. According to Bangladesh Ceramics Manufacturers and Exporters Association (BCMEA), the association representing the manufacturers, exporters, importers and different enterprise pals of Ceramic products, there are a complete of 66 ceramic manufacturers are presently running their operations in Bangladesh, of which 28 factories produce ceramic tiles, 20 are producing tableware and the rest 18 factories produce sanitary ware. The gathered investment of all of the factories stands a total of BDT 86.16 billion while approximately 50,000 humans are at once concerned in those factories. The annual production ability of the nearby ceramic enterprise is roughly about 250 million pieces of tableware, 2 hundred million square meter of tile and nine million portions of sanitary ware.

As in line with the BCMEA statistics, the whole neighborhood consumption of ceramic product amounted to round BDT 54.50 billion inside the FY2017-18 of which BDT 43.4 billion was produced regionally and the remaining BDT 11.10 had to be imported from China, India, Italy and Spain. In that fiscal year the yearly turnover of the ceramic tile sector alone stood around BDT 31.43 billion and the yearly consumption was BDT 41.26 billion. The total marketplace proportion of the home product within the ceramic tile quarter stood around 76.18% and the relaxation 23.82% made from the imported merchandise. In case of tableware, a 92.87% market call for is met with domestically produced items, at the same time as the last 7.13% with imported products at the same time as 88.32% market call for of sanitary ware is met with domestically produced merchandise and the rest 11.68% with imported goods. According to BCMEA facts, presently 28 local corporations are actually generating tiles. Amongst this industry, I have chosen to work at Pa-Wang Ceramic Industry Ltd.

### **3.1. Introduction to Pa-Wang Ceramic Industry**

Pa-Wang Ceramics Industry Ltd. was started in 2014, by Managing Director and CEO S.M. Mahbub Alam along with others with the visions to be the top most manufacturers of

Ceramic tiles in Bangladesh. The company is a manufacturer of luxury interior and exterior ceramic tiles considering the growing demand for the products and for export to the neighboring market, the sponsors have decided to set-up proposed project having capacity of 15.6 million square feet Tiles annually. The factory premise of the company is located at Gondogram, Banani, Bogura, Bangladesh. A group of globally renowned professionals and experts in various fields of technology, research, design and quality are fully dedicated for R&D to present only Premium, Luxury, Trendy and Stylish quality tiles in Bangladesh to satisfy the present and future needs of the customers. Due to our teams' creativity and innovation, our design stands unique. Pa-Wang has set its sight on all these factors adopting new production techniques in order to enhance the quality of its products. Pa-Wang's manufacturing units are equipped with State of the Art Environmentally friendly modern technology. Full automation ensures a zero chance for human error, this allows Pa-Wang to deliver European Brand "ROMA" products at the highest standard to the customers. The company also has Research & Development team comprising local and global experts with supreme innovative capacity specialized in technology, product design, production efficiency enhancement and market analysis. The company develops ceramic products that can meet the current market demands.

The current market for the Company includes construction developers, government institutions and local consumers. The Company has a strong market reputation in Bangladesh with a wide network of dealers nationwide and receives strong support from KEDA, Siyaram Vitrified Pvt. ltd. and other leading multinational manufacturers in India, Italy and China in terms of technological know-how, management and marketing support.

### **3.2. Mission & Vision:**

Excellence is the way of life at Pa-Wang Ceramic. It knows no boundaries nor is it a fixed standard. It is a state that is continuously changing and evolving. It pushes us to reach even more challenging standards of performance. As a Strong position in the ceramics Industry, we stand committed in all our endeavors.

Our mission:

- To provide high-quality tiles as to the best value for money.
- Using of the best technology to create the most guaranteed products with efficiency and effectiveness.

- Creating in every employee the skills to achieve the excellence.
- By benchmarking to still higher levels of performance and creating “The future fashion today”.

Our Strength:

- ✓ Dedicated & Competent workforce
- ✓ Management team comprising hardcore professionals
- ✓ Focus on continuous improvement
- ✓ Latest Machinery & Global Best Technology
- ✓ Competitive pricing

Our Values:

- ★ No compromising with quality,
- ★ Consistent support assurance,
- ★ Improvement & cost control,
- ★ Diversification of Products.

### **3.3. Overall capabilities of Pa-Wang Ceramics Industry Ltd.**

The overall specifications and rated capacity of the company are as follows:

- i. Our annual production capacities: 2.2 million sqm of floor tiles per annum.
- ii. Our manufacturing assets: Operating world class-leading KEDA technology that ensures high-quality, cost-effective output.
- iii. Our production capacity utilization: We continue to focus on maximizing capacity utilization of 87% at our tiles plant.
- iv. Our cost structures: Our costs are manifested as one of the lowest quartiles in the industry by virtue of scale, technological and operational advantages.
- v. Our vibrant sales network: We possess one of the largest and excellent dealer networks in almost all major cities and district, operating exclusive showrooms/ display centers throughout the country.
- vi. Our consumer engagement programs: We deliver customized solutions to our customers to their utmost satisfaction even after post sale of products including outright replacement at no extra cost.

### **3.4. Job responsibility:**

I had served my position as an HR Intern in Pa-Wang Ceramic Industry Ltd. from 1<sup>st</sup> January 2024 to 30<sup>th</sup> March 2024. My job responsibility as an HR intern were as follows:

- ◆ Assist with day-to-day operations of the HR functions & duties
- ◆ Provide clerical & administrative support to the HR Department
- ◆ Compile & update employee records (Hard & Soft copies)
- ◆ Coordinate communication with candidates & schedule interviews
- ◆ Conduct initial orientation to newly hired employees
- ◆ Coordinate with HR manager for training and development workshops, seminars and surveys
- ◆ Assist in timekeeping, checking attendance preparation by providing relevant data (Absence, Bonus, Leaves, etc.)
- ◆ Assist HR Manager for all HR daily tasks
- ◆ Any other task in addition to the above-mentioned task assigned by management from time to time.

During my tenure I had mainly done the documentation of employee personnel and assisted in the employee training sessions taken by the HR Department. One of the main categories of the employee training was the frequent sales training conducted by the department.

## Chapter 4. Findings from the study

In this chapter those data are analyses and the results and compare with our study objectives which are collected from the selected marketing officials of PWCIL mainly posted in Dhaka division. In this section the discussion will be limited to how the Training need Analysis and the training session helps individuals with their performance.

The maximum standard of the index of the variables and factor is 5.00. Keeping that in mind the following analysis of the questionnaire has been done. The results as follows:

### 4.1. Response regarding Training need analysis (TNA):

The sample employees both managers and executive proactively taken part in the survey through rating system where they have shown their perception towards the fact on the company's Training need analysis (TNA) is done, and how effective it is. Majority of the sample is shown towards positive feedback. The details as below:

**Table 2: Response regarding existing practices of Training need analysis in PWCIL**

Sl. No.	Parameters	Index
1.0	How effectively do you agree that the current TNA process identifies your individual training needs as a sales professional?	3.18
2.0	Do you agree with the relevance of the training content provided based on the TNA findings?	4.00
3.0	To what extent do you agree that the TNA process aligns with the current challenges and demands of the sales role?	2.62
4.0	How clear are the expectations set by the TNA process regarding your training goals and objectives as a sales professional?	3.72
5.0	Do you agree that the TNA process effectively identifies the knowledge and skills required to excel in your sales role?	3.35

### Findings:

Here it is seen that the TNA practiced in PWCIL is accepted by the employees to be essential to their sales performance. The result shows that the maximum employees (3.18) feel that they need the TNA for their career and many feel (4.00) the TNA findings are very relevant to the training provided to them. Also, a portion (2.62) disagrees that the TNA process aligns with the current scenario of the overall sales culture and tradition. Majority of the sample

(3.72) feels that the expectations of the management towards the sales force is being clarified by the TNA held. Again, a portion of the sample (3.35) feels that the TNA process identifies whatever is necessary for the skill training of the employees. This result shows that TNA process must be updated and modified according to the trends, culture, traditions of sales from time to time to meetup with the competitive market.

**Graphical Presentation of the above finding**

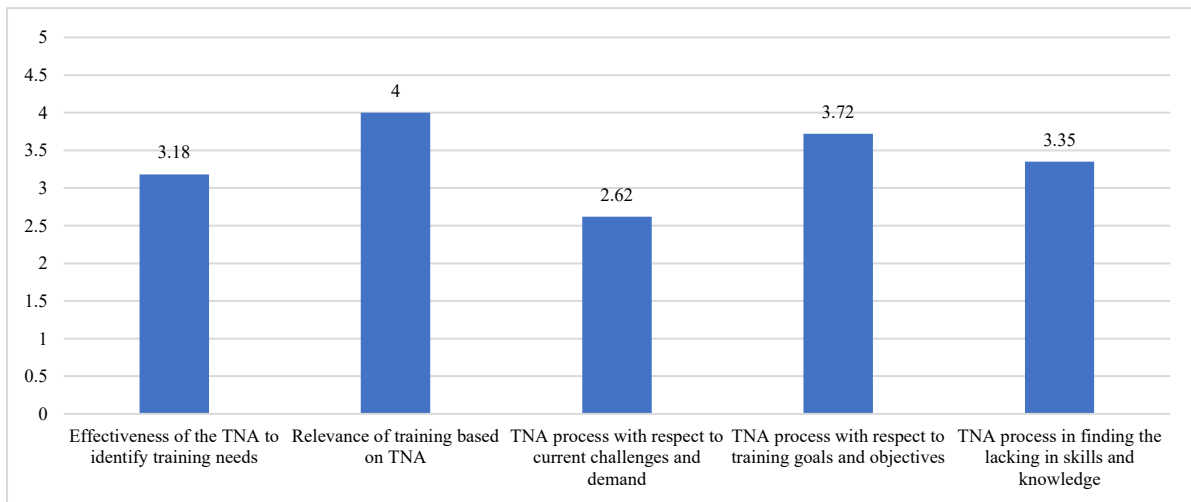


Figure 1 Response of TNA process in Sales training

**4.2. Analyzing the design and implementation of Sales Training:**

Here the sample employees were to judge the design of the training module that was developed based on the TNA study conducted by the HR department and provided to the employees from time to time. This survey was done by the rating system as well as the polar and open-ended questions. The findings of the survey are shown as below:

**Table 3: Response Regarding the design and implementation of Sales Training**

Sl. No.	Parameters	Index
7.0	The instructor level of content knowledge was satisfactory	2.35
8.0	The Training allowed for ample time for question & discussion	1.62
9.0	The sales training was more effective & the participants received a lot	2.63
21.0	The training objective is clearly understandable	4.00
<b>Polar Question No: 1</b>	Does your organization provide monthly sales training?	Yes: 7.5% No: 92.5%

## Findings:

The sample shows disagreement to neutral or undecided (2.35) that the instructor for the training is capable for delivering the training. It is also to be noted that mostly the Managers perception was strong disagreement, which indicates that they felt that the trainers needed to develop themselves more. Majority of the sample disagreed (1.62) to the fact that the company provides them ample time for questions and discussions regarding the training provided. Finally, when they were asked whether the training was understandable or not, it was found that the overall sample agreed (4.00) to it. The polar question no: 1 addressing whether the company provides periodic training was found to be negative. A very minor portion of the sample felt that the company may not provide training in a periodic manner but it fulfills the requirement or need of the organization.

## Graphical Presentation of the above finding:

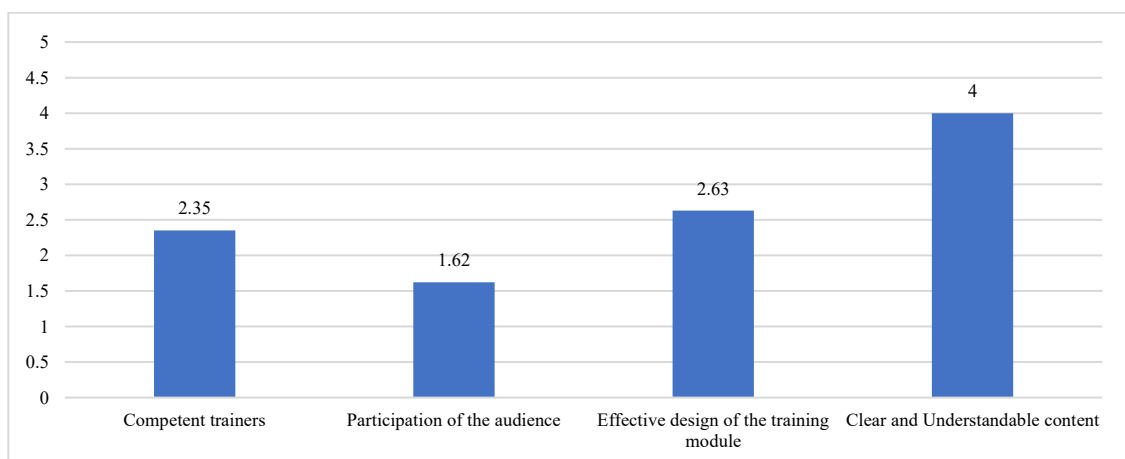


Figure 2: Design & Implementation of the Sales Training



Figure 3: Periodic Training response

### 4.3. Relationship between the training & employee performance

To find whether the training modules that were developed contributed to the overall performance of the company or not different types of survey were done which all provided very positive feedback that is described in details as below:

**Table 4: Response Regarding relationship between the training & employee performance**

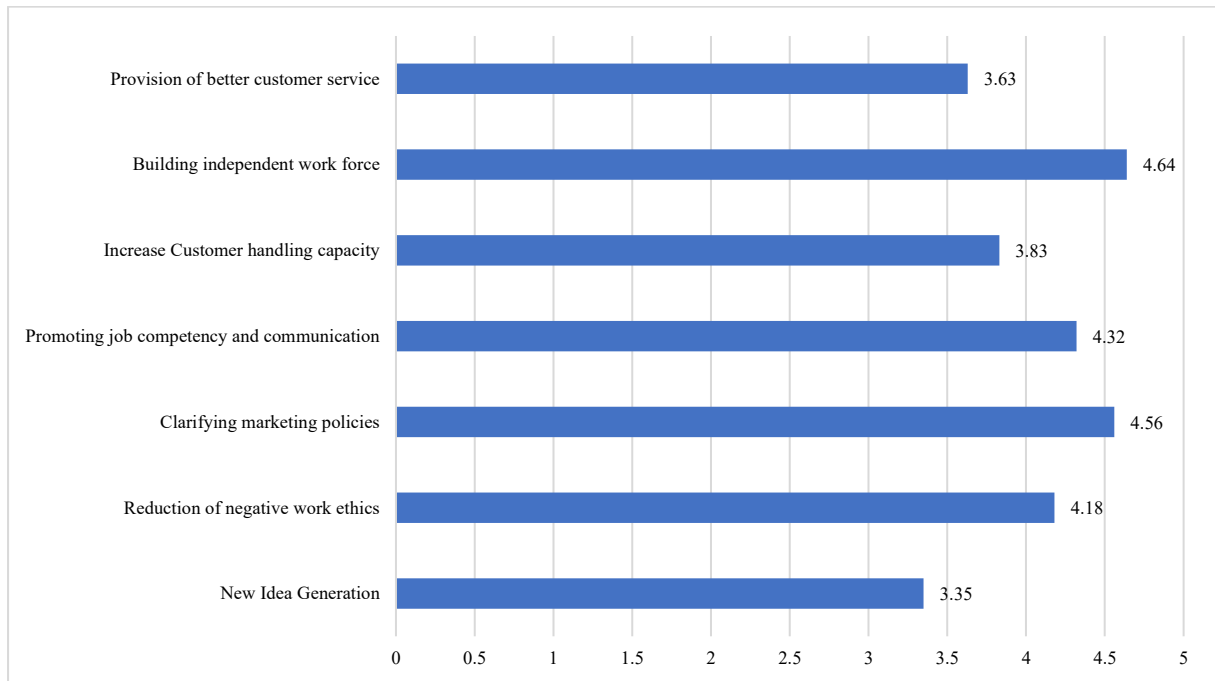
<b>Sl. No.</b>	<b>Parameters</b>	<b>Index</b>
<b>10.0</b>	Sales Training help employees to generate new idea for making new customer/retailer/dealers	3.35
<b>11.0</b>	Training program helps to reduce conflict, absenteeism and employee turnover	4.18
<b>12.0</b>	Sales training help to maintain sound marketing management by aiding in understanding and carrying out sales policies	4.56
<b>13.0</b>	Sales Training development help to promote job competency and communication skills	4.32
<b>14.0</b>	Sales training improve the customer handling capacity	3.83
<b>15.0</b>	Sales training are essential for reducing supervision and build up sound management-subordinate relationship	4.64
<b>18.0</b>	Sales training helps to provide better customer service	3.63

#### **Findings:**

The result shows that most of the sample is yet to decide whether they may generate new ideas and strategies of marketing to boost the sales (3.35). But the sample strongly agrees that due to the training provided the employees will no longer show negative work ethics such as absenteeism, conflicts, etc. and thus reduce turnover (4.18). Also due to the trainings provided to understand and carry out sales policy, the sample agrees that the management of the entire sales force and sales volume can be made easy (4.32). Again, the sample shows a neutrality in agreement on the fact that the training provided contributes to handling customers (3.83) and providing customer service (3.63). The sample strongly agrees (4.63) that the sales training is essential to build up two-way communication between employee and employer / supervisor.



**Graphical Presentation of the above finding:**



*Figure 4: Sales Training and Employee Performance*

**4.4. Evaluation of the Sales training practices**

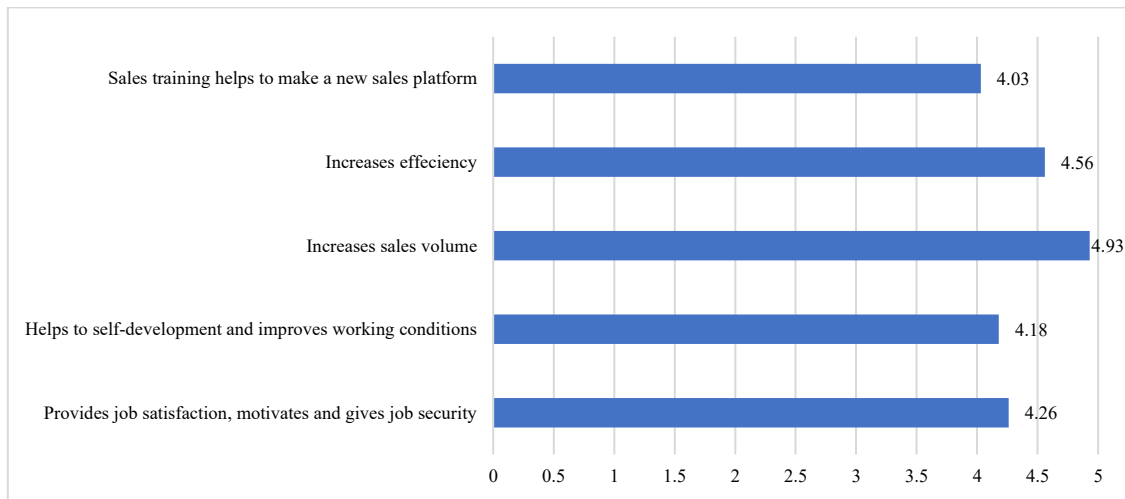
The final objective of the study was to find out and evaluate whether the sales training practices were beneficial and essential to the company or not. Again, the survey through questionnaire contained various pointers to indicate it, discussed as below:

**Table 5: Response Regarding Evaluation of the Sales training practices**

<b>Sl. No.</b>	<b>Parameters</b>	<b>Index</b>
<b>16.0</b>	Sales training makes the employees better with job satisfaction, motivates and gives job security	4.26
<b>17.0</b>	The sales training helps to self-development and improves working conditions	4.18
<b>19.0</b>	After sales training the sales ratio increased frequently	4.93
<b>20.0</b>	Sales training can make us more effective	4.56
<b>22.0</b>	Sales training helps to make a new sales platform	4.03
<b>Polar ques: 2</b>	Do you think sales training is essential for you?	Yes: 100% No: 0%
<b>Polar ques: 3</b>	Do you believe sales training is enhancing your job performance?	Yes: 97.5% No: 2.5%
<b>Polar ques: 4</b>	Would you recommend to your colleague to	Yes: 100% No: 0%

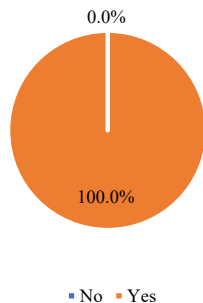
	participate in a sales training?	
<b>Polar ques: 5</b>	Do you think another more sales training is required for your career improvement?	Yes: 82.5% No: 17.5%

**Graphical Presentation of the above finding:**

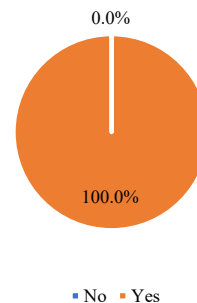


*Figure 5: Evaluation of the sales training practices*

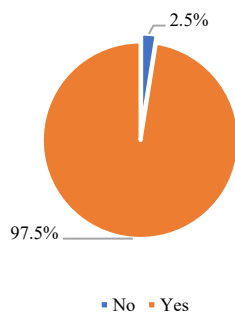
Further recommendation to colleague to attend training



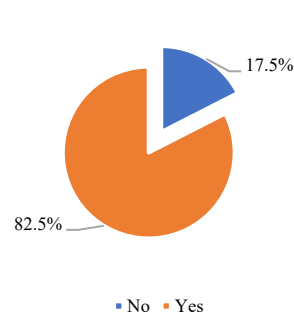
Is sales training essential



Did the training enhance your skill



Is training necessary to enhance skills



*Figure 6: Polar question analysis for evaluation of sales training practices*

## Chapter 5. Summary & Analysis of the findings

This chapter synthesizes and analyzes various findings from the study in attempts to answer the research questions and objectives outlined in Chapter 4. It provides an in-depth exploration of meaningful patterns, themes, and relationships identified from data collection, hence giving insight into phenomena under investigation. The study of the sales training practices in PWCIL shows that there is a positive impact and also a positive sales volume growth.

- 1) At first, we see that the sample of employees both managers and executives agree to the fact that there is a need of Training need analysis. Training needs analysis involves assisting managers, supervisors, and the management in identifying knowledge, skills, and abilities that employees need to perform appropriately within their jobs. It enables and allows organizations to relate or link their trainings geared toward the attainment of some specified business goals and objectives. This will allow trainings to be kept focused and effective. It identifies performance gaps within organizations and allows for appropriate interventions targeted toward improving the general performance. Finally, TNA can uncover those training needs related to compliance, safety, or even legal necessities for the workers so that they are able to work in a safe and compliant manner. Finally, TNA provides a systematic approach to training planning and resource allocation, maximizing the effectiveness and efficiency of training initiatives within the organization. Even if this perception cannot be found in the new employees or the junior levels but managers and seniors have the perception of the need.
- 2) Next is the design and implementation of the training programs in association with the TNA. Here it is seen that the employees feel the training programs may not be adequate to the needs. To go deeper to understand the problem, I have conducted informal meeting with the sample of employees, where they have presented that the content of the training maybe adequate but the delivery of the training is not up to the mark. Again, it was found that since the training workshop was only for a day, organized in the head office of PWCIL, the executives and managers arriving from far away have very limited time to attend the meeting so the content that is being delivered is cramped up to very limited time where the participation of the audience was not possible. But the content that was developed was designed to accommodate the understanding level of both the senior and junior level employees, hence the clarity of the message of the training has been developed. Also, it was found that the periodic training was not being done. The reason

found out was that the company is focusing on developing the root level customer base to develop the foundation of sales. Due to which it did not invest in training session. But in the previous year, the company felt that the training is necessary to upskill the field force to make efficient and tune up the sales force. Due to which the periodic trainings is being started. Since the sales points, retailer network, distributor network is being formed on a national level, some of the managers do feel that at present the volume training given is adequate, but the volume, content and level of training is to be increased in the very near future. Periodic training helps to keep up with the demands of employees changing their skills and developing knowledge in relation to changing job requirements, standards of the industry, and technological changes. This help immensely in keeping employees up-to-date with the best practice, regulations, and compliance standards related to their roles. More importantly, periodic training facilitates employee development, motivation, and engagement by manifesting an organization's serious concern towards the growth of its people. It also instills, within the organization, a culture for constant learning, innovating, and adapting. Periodic training can, last of all, contribute to better job performance and productivity, as well as overall organizational effectiveness.

- 3) As per the survey each of the members of the sample feel that there is a positive relationship between training programs and the employee performance. The relative relationship between employee performance and employee training is quite significant and diverse. Training helps the employees to gain knowledge, skills and the necessary abilities to perform their assigned responsibilities in an effective and efficient manner. In cases where employees are trained, they develop a sense of managing their job tasks, creating problem solutions, and executing proper decision-making. This will in turn lead to better job performance due to the reason that the employees have mastery of their jobs. Additionally, training is directly proportional to employee motivation or morale. If workers feel that the organization is actually developing them, they tend to be more engaged and more committed to their duties. This might yield better levels of productivity, job satisfaction, and improved performance. Besides, training can take care of performance gaps by providing what employees need to succeed in their jobs. Organizations need to identify areas of deficiency among their workers and offer them with the necessary training intervention programs so that they are better placed to meet challenges and perform up to their potential. So, it can be said that, an organization's relation with its employee performance is interdependent. Training enhances employee performance by providing them with the knowledge and skills they need to excel in their

roles, while improved performance can also be an indicator of the effectiveness of the training provided.

- 4) Finally, to evaluate the outcome of the sales practice, the survey shows that the sample totally agrees with the hypothesis that the training is very essential to achieve sales growth. Not only the seniors, but also the juniors and newly recruited employees feel that their own level of performance have increased exponentially due to the different training programs that have been provided. This positive growth can be seen in the yearly sales data that was collected from the sales department. it shown as below:

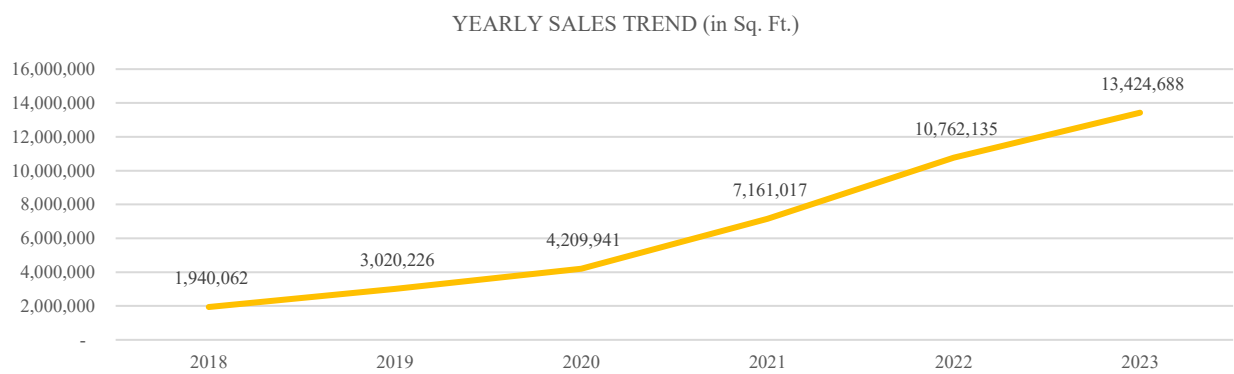


Figure 7: Annual Sales Trend of PWCIL (Floor Tiles)

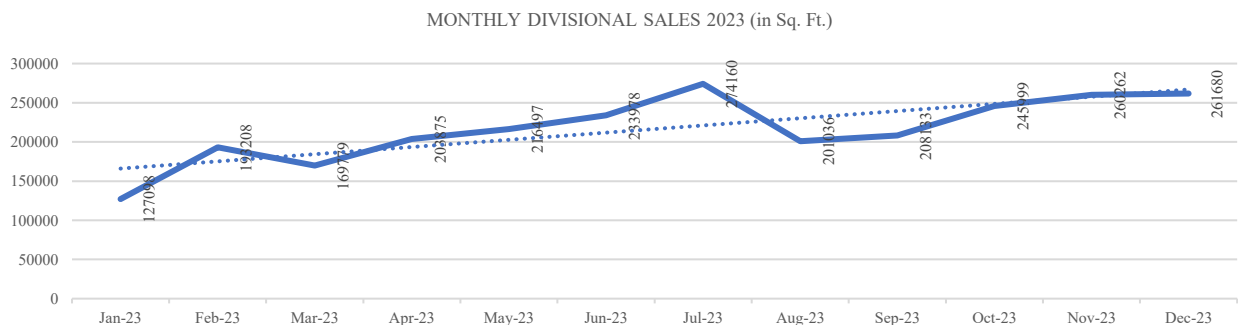


Figure 8: Monthly sales trend of Dhaka Division (PWCIL)

As per the graphs shown above the growth in 2022 and 2023 is due to the different training programs taken up by the HR department for the marketing department. Also, the development of the quality of the training program in 2023 contributed to the positive trendline in the sales volume growth amidst the national economic crisis in 2023. As such it can be seen that the training programs taken up by PWCIL proved to have a positive impact on the sales growth.

## Chapter 6. Recommendations

In view of this, it becomes imperative to ensure that the Training Need Analysis (TNA) process for sales training envisions programs resulting in exactly what the sales team requires to lead toward enhanced sales performance. The comprehensive TNA process must encapsulate elements of understanding unique requirements emanating from the role of sales, organizations' business objectives, and individual development needs of sales professionals. Further details with comprehensive recommendations to improvise a TNA-based sales training process are as below:

- **Take Input from the Sales Team:** This is one of the most effective ways to enhance the TNA process. Participation from the sales team as the training needs are being identified can be solicited in the form of surveys, interviews, focus groups, or one-on-one discussions. This will help an organization understand the challenges more clearly, urgencies, and areas which sales professionals think are indispensable for their success and how they would like to learn.
- **Performance Metrics:** These help in pinpointing objectively stated training needs. Some of the metrics are sales numbers, conversion rates, customer satisfaction scores, and the size of the average deal. Specific performance gaps can be traced from an analysis of these metrics, after which an organization can tailor a training program to effectively cover such gaps.
- **Business objective Alignment:** The TNA process itself needs to align with the overall business objectives of the organization and sales strategy. This will ensure concentration on the development of those skills and knowledge areas that will enable it to realize its business aims. When strategic priorities to the organization are clearly understood, the TNA process shall focus on those training needs with high impact on the bottom line.
- **Consider Individual Differences:** Usually, salespeople vary in experience or differences in learned skills and individual learning styles. Therefore, a well-built TNA process should take into consideration these individual differences to design the training programs accordingly for each salesperson. This may be achieved through individual-level assessments or targeted development plans aimed at satisfying special needs arising within any given team member.
- **Leverage Technology:** Integration of technology could bring immense efficiency to the TNA process. For example, ERP systems have critical data on sales performance, customer engagement, and market direction that helps decide where training is needed.

Moreover, e-learning platforms and online assessment tools can be leveraged while rolling out training and monitoring the progress of sales professionals.

- **Review and update regularly:** The business dynamics will continue changing rapidly along with the appropriate skills and knowledge necessary to sell effectively in that environment. The TNA process therefore calls for regular review and updating in step with the changes in organizational needs. Indeed, this may call for going back to the criteria identifying the needs, updating the assessment methods and/or involving new training technologies and methodologies.
- **Feedback:** Some of the best sources of information when it comes to testing the efficacy of the TNA process and also the impact of training programs are in the feedback from the sales executives themselves. Organizations should actively seek the views of selling teams on the relevance, usefulness, and applicability of the trainings being provided to them. This type of feedback can enable continual refinement of the TNA process, ensuring that training programs are targeted toward the actual needs of the sales team.

TNA improvement, therefore, in the domain of sales training is a strategic and holistic process, attuned to the specificity of the selling role with its basis in the business objectives of any organization and variation in individual salespeople. A good TNA process should consider sales team input, performance metrics, linking to business objectives, embracing individual differences, technology, review and updating on a periodic basis, and feedback. All these factors combined would greatly help an organization in the creation of an effective, relevant, and impactful sales training process.

## Chapter 7. Conclusion

### 7.1. Satisfaction of objectives

Specific objectives:

- a. To assess the impact of employee training programs on job performance and productivity within Pa-Wang Ceramic Industry Ltd, specifically the sales department.

As seen above, it has been found that there exists a positive correlation between the sales training given and sales performance of the team. It has also been shown that there is a steady and stable monthly growth, that has been as an effect of the periodic sales training, thus the objective has been satisfied.

- b. To assess the adequacy of existing training programs and their delivery.

The study further revealed that the training programs that were provided are adequate, but the participants of the study also revealed that the training program was not effective up to the standard mark. The reasons behind it were the shortage of time, the inconsistency of the training delivery and the irregularity of periodic training.

- c. To suggest ways to enhance sales training practices in the organization.

The study finally provides specific recommendations such as the customization of the training program based on the specific needs, integrating technology with the training programs, promoting continuous improvement strategies and development of new skills.

Major objective:

- a. To evaluate the effect of training programs on employee performance.

As a result of meeting all the specific objective, the study stands to satisfy all its objectives.

### 7.2. Concluding statements

Certain Bangladeshi sales training practices have specific bearing on the effectiveness of the sales force within the dynamic and highly competitive market environment. As the economy grows and evolves further, skilled and up-to-date sales professionals are needed more than ever before. Areas in which recommendations can be made to enable the sales training practices in Bangladesh to deliver better results are discussed below:



The first thing that would be required for the Bangladeshi market would be customization of the training program. It simply means that the content and delivery mechanism of training have to sit in harmony with the cultural nuances, market dynamics, and customer preference prevalent in Bangladesh. Customization of the training programs helps an organization ensure that the content is relevant, pragmatic, and directly applicable in everyday activities by a sales professional to fully maximize the effect of this training.

Secondly, technology integration plays a big role in increasing access and engagement in training. With the increased remote work and virtual interactions that have characterized the present century, using technology such as e-learning platforms, virtual classrooms, and mobile apps is quite effective in easily extending access to training to a geographically dispersed sales force. This gives uniformity in the delivery of training content while also offering interactive and engaging learning experiences that answer the needs of different learning styles.

Thirdly, continuous learning and development within organizations should be encouraged in order to remain successful in sales training practices over a long period of time. This will ensure that the sales force is always ahead of the industry with current trends in techniques, up-to-date market insights, and new sales strategies. The ability for salespeople to learn continuously equips them with the skills to match changes in the market dynamics and customer needs, hence remaining relevant and effective in the field.

Setting in place effective mechanisms for assessing the efficiency of sales training programs, and obtaining trainees' feedback of the same, serves as a similarly important task where the aim is that of continuous improvement. Through regular impact assessments for the training initiatives, the organizations can identify gaps and take necessary steps to modify the quality and relevance of future training programs. This iterative approach toward training evaluation ensures that the training practices never depart from the dynamic needs of the sales force and, in fact, of the entire organization. Last but not least, the continuous development of technical and soft skills is of prime importance in that a sales professional must be armed with all types of skills. While technical skills may include product knowledge and sales techniques, so too are the soft skills of communication, negotiation, and relationship building equally important in making one successful in sales roles. Taking into consideration the holistic development of sales professionals, an organization can be well-assured that a sales force will not only deal with the various challenges the markets offer but equally deliver expected results. That is to say, it is through a strategic approach that focuses on customization, use of technology, continuous learning, review, and development in technical and soft skills that

sales training practices would be made to be more effective in Bangladesh. If these recommendations are followed, an organization will be endowed with a well-equipped sales force to hit the complexities of the Bangladeshi market, promote growth in sales, and contribute towards organizational success.

## References:

- ❖ Armstrong, M. (2014). *A handbook of human resource management practice*. Kogan Page Publishers.
- ❖ Blanchard, P. N., & Thacker, J. W. (2012). *Effective training: Systems, strategies, and practices*. Pearson.
- ❖ Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4).
- ❖ Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations: Needs assessment, development, and evaluation*. Wadsworth/Thomson Learning.
- ❖ Halawi, A., & Haydar, N. (2018). Effects of training on employee performance: A case study of Bonjus and Khatib & Alami companies. *International Humanities Studies*, 5(2). ISSN 2311-7796 Online; Arab American Encyclopedia - AAE – USA.
- ❖ Hasana, M. M., & Chowdhury, S. A. (2023). Assessing the influence of training and skill development initiatives on employee performance: A case study of private banks in Dhaka, Bangladesh. *Malaysian Business Management Journal (MBMJ)*, 2(2), 74-79.
- ❖ Islam, M. S., & Rahman, M. M. (2020). Impact of sales training on sales force performance: A study on selected pharmaceutical companies in Bangladesh. *Journal of Business and Technology (Dhaka)*, 15(2), 93-110.
- ❖ Kalli, K. A., Abba, Y. B., & Bukar, A. G. (2023). An assessment of the effect of training and development on employee performance: A review perspective. *World Journal of Advanced Research and Reviews*, 18(02), 258-270.
- ❖ Mohd, I. H., Julan, J., & Tuan Besar, T. B. H. (2020). Strategic training and development: The impact on employees' performance. *Journal of International Business, Economics and Entrepreneurship*, 5(2). e-ISSN: 2550-1429.
- ❖ Mission and Vision : Pa-Wang Ceramic Industry Ltd. (n.d.). Retrieved from Pa-Wang Ceramic Industry Ltd.: <https://www.romatiles.com.bd/pages/about-roma>.
- ❖ Noe, R. A. (2017). *Employee training and development*. McGraw-Hill Education.
- ❖ Rahman, M. M., & Islam, M. S. (2018). Sales training practices in Bangladesh: A study on selected multinational companies. *Journal of Business and Technology (Dhaka)*, 13(1), 1-14.

- ❖ Rodriguez, J., & Walters, K. (n.d.). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 4(25). e-ISSN: 2454-6615.
- ❖ Saks, A. M., & Haccoun, R. R. (2020). *Managing performance through training and development*. Cengage Learning.
- ❖ Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74-101.
- ❖ Siddique, M. A. B., & Uddin, M. N. (2017). Sales force training and development: A study on pharmaceutical companies in Bangladesh. *Stamford Journal of Business Studies*, 2(2), 40-53.
- ❖ Zahra, S., Iram, A., & Naeem, H. (2014). Employee training and its effect on employees' job motivation and commitment: Developing and proposing a conceptual model. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(9), 60-68.
- ❖ Afroz, N. N. (2018). Effects of training on employee performance - A study on banking sector, Tangail Bangladesh. *Global Journal of Economics and Business*, 4(1), 111-124. e-ISSN: 2519-9293, p-ISSN: 2519-9285.
- ❖ Alhidayatullah, & Aziz, M. A. (2022). The role of job training in improving employee performance. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1). ISSN: 2829-8217.
- ❖ Company Profile: Pa-Wang Ceramic Industry Ltd. (n.d.). Retrieved from Pa-Wang Ceramic Industry Ltd.: <https://www.romatiles.com.bd/pages/about-roma>.
- ❖ Wiki Project, B. (2015, October 23). *Ceramics industry in Bangladesh*. Retrieved from Wikipedia: [https://en.wikipedia.org/wiki/Ceramics\\_industry\\_in\\_Bangladesh](https://en.wikipedia.org/wiki/Ceramics_industry_in_Bangladesh)

## Appendix

### Survey Questionnaire

#### Sales Training Practices: A case study on Pa-Wang Ceramic Industry Ltd.

I am doing an internship report to determine the impact of Sales Training Practices on Pa-Wang Ceramic Industry Ltd. as a result I need some information regarding the organization's Sales Training Practices to hope complete my report. Therefore, I am requesting to provide the answer of the following questions from your own perception, attitude and believes.

#### Section-A: Demographic Information

Please tick the relevant site-

1. **Name:**
2. **Position:**
3. **Department:**
4. **Contact Number:**
5. **Gender:** (1) Male (2) Female
6. **Your age** (a) 25 or less than 25 (b) 25-30 (c) 31-35 (d) 36-40 (e) 41 or above
7. **Length of Service:** (1) Less than 1 Year (b) 1-3 years (c) 3-7 (d) 7-12 years (e) 12 Years or more

#### Section-B: (Employee perception about Sales Training)

Honestly answer the below topics by using tick marks:

SN	Statement	Response pattern				
		Strongly Disagreed (01)	Disagreed (02)	Undecided (03)	Agreed (04)	Strongly Agreed (05)
1	How effectively do you agree that the current TNA process identifies your individual training needs as a sales professional?					

2	Do you agree with the relevance of the training content provided based on the TNA findings?					
3	To what extent do you agree that the TNA process aligns with the current challenges and demands of the sales role?					
4	How clear are the expectations set by the TNA process regarding your training goals and objectives as a sales professional?					
5	Do you agree that the TNA process effectively identifies the knowledge and skills required to excel in your sales role?					
6	Sales training helps to enhance the technical skill have impact on performing job					
7	The instructor level of content knowledge was satisfactory					
8	The Training allowed for ample time for question & discussion					
9	The sales training was more effective & the participants received a lot					
10	Sales Training help employees to generate new idea for making new customer/retailer/dealers					
11	Training program helps to reduce conflict, absenteeism					

	and employee turnover					
12	Sales training help to maintain sound marketing management by aiding in understanding and carrying out sales policies					
13	Sales Training development help to promote job competency and communication skills					
14	Sales training improve the customer handling capacity					
15	Sales training are essential for reducing supervision and build up sound management-subordinate relationship					
16	Sales training makes the employees better with job satisfaction, motivates and gives job security					
17	The sales training helps to self-development and improves working conditions					
18	Sales training helps to provide better customer service					
19	After sales training the sales ratio increased frequently					
20	Sales training can make us more effective					
21	The training objective is clearly understandable					
22	Sales training helps to make a new sales platform					

**Section-C: (Polar Question)**

1. Does your organization provide monthly sales training?  
(a) Yes                      (b) No
2. Do you think sales training is essential for you?  
(a) Yes                      (b) No
3. Do you believe sales training is enhancing your job performance?  
(a) Yes                      (b) No
4. Would you recommend to your colleague to participate in a sales training?  
(a) Yes                      (b) No
5. Do you think another more sales training is required for your career improvement?  
(a) Yes                      (b) No

**Section-D: Open Question**

1. What you learnt from sales training & after getting sales training how can you help your organization?

-----  
-----  
-----  
-----

2. Please mention some sort of problems or lacking related sales training in PWCIL.

-----  
-----  
-----  
-----

3. Please, give your opinion(s) and Suggestion(s) for improvement the sales Training in PWCIL.

-----  
-----  
-----  
-----