

Report On

**Seasonal Workforce Strategies at Al-Modina Industries Ltd. : Balancing
Flexibility and Operational Efficiency**

By
Jannatul Ferdoush Mahima
ID 19104182

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

BRAC Business School
BRAC University
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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:

Jannatul Ferdoush Mahima
19104182

Supervisor's Full Name & Signature:

Takmilla Tabassum
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Takmilla

Tabassum

Lecturer

BRAC Business School

BRAC University

Kha-224,Merul Badda

Dhaka-1212, Bangladesh

Subject: Submission of Internship report on ‘Al-Modina Industries Ltd. company’s strategic hiring approach during peak season: A model of flexibility and Efficiency’ .

Dear Ma’am,

It is my immense pleasure to submit my internship report on ‘Al-Modina Industries Ltd. company’s strategic hiring approach during peak season: A model of flexibility and Efficiency’ to which I was appointed by your direction. I am working as a HR intern at Al-Modina Industries Ltd., Kushtia Sadar from March 3, 2024 to an extended period until October 5, 2024. This report will showcase a collection of activities in Al-Modina Industries Ltd. and how I have been able to make my contribution to them through my work.

I have attempted my best to finish the report with the essential data and recommended proposition in as compact and comprehensive a manner as possible.

I hope my efforts will satisfy the requirements of the report required for graduation.

Sincerely yours,

Jannatul Ferdoush Mahima

19104182

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Al-Modina Industries Ltd. and the undersigned student at Brac University.

I, Jannatul Ferdoush Mahima agree to maintain the confidentiality regarding any information from Al modina industries, during my internship and will not disclose any confidential information even after the conclusion of my tenure with the company.

Student's full name and signature:

Jannatul Ferdoush Mahima

19104182

Workplace supervisor's full name and signature :

Golam Farhad

Manager, human resource

Al-modina industries ltd.

Acknowledgement

I would like to express my heartfelt gratitude to Almighty Allah for making the entire internship experience not only manageable but also enriching. His blessings allowed me to overcome challenges and made every step of this journey a valuable learning experience. I am deeply thankful for the opportunity to grow, develop new skills and build upon my existing knowledge throughout this internship.

I would also like to take this opportunity to acknowledge the significant role played by my internship advisor, Takmilla Tabassum, Lecturer at Brac Business School, Brac University. Her guidance, support, and constructive feedback were so helpful in shaping my learning during this period. Her patience in providing insights has been invaluable and also I am grateful for her continuous encouragement and consideration throughout the process.

Furthermore, I extend my sincere appreciation to Md. Golam Saber, the Proprietor of Al-Modina Industries Ltd., and Md. Golam Farhad, the Manager of the Human Resources Department at Al-Modina Industries Ltd. Their unwavering support, mentorship and trust in my abilities allowed me to not only complete this report but also gain a deeper understanding of the practical workings of a professional environment. They had always been available to advise, share their experience, and lead me through the intricacies of my tasks. Without their understanding and thoughtful guidance, this report and my overall internship experience would not have been possible.

This has been one of the most valuable internships in my academic and professional life. This internship has given me an opportunity to put theoretical knowledge into practice in a real-world environment, hone my skills, and gain a broader perspective of the business world. I am deeply appreciative to everyone who made this experience so rewarding and enriching. Their support and encouragement have not only helped me complete this report on time but have also inspired me to continue my learning journey in the professional world.

Executive Summary

This research report focuses on the evolving employee training practices at Al-Modina Industries Ltd., a Bangladeshi manufacturing company specializing in cotton-based products. As training and skill development are closely tied to performance in manufacturing sectors, the study explores how global events like the COVID-19 pandemic and the economic recession have impacted the training and recruitment system at Al-Modina. In addition, the research investigates the willingness of employees to participate in international training programs which is also important for future workforce development in an increasingly globalized cotton industry.

The primary objectives of this study were to assess the current training practices at Al-Modina Industries Ltd., to understand how those practices changed before and after the COVID-19 pandemic, to evaluate how economic downturns influenced training budgets and priorities and to explore employees' interest in cross-border training opportunities.

To meet these objectives, a qualitative research approach was used. Data was collected through informal discussions and interviews with employees and HR personnel at Al-Modina. Publicly available documents and reports on employee training trends during the pandemic and recession were also reviewed to provide relevant context. Although internal training documents were not available, observations and secondary research helped shape the overall analysis. The ethical standards were observed by ensuring all the responses made by the respondents were anonymous and confidential. The findings of the research point out that Al-Modina Industries Ltd. passed through intensive training programs during the pandemic. Before COVID-19, training was mostly physically present training, and more to the point, on the job training, especially in technical jobs. Nevertheless, as soon as the pandemic began, training was forced to be online. There were advantages and limitations to this provision of digital learning. Although it allowed decreasing spending and ensuring continuity after lockdowns, it also did not allow providing effective skill-stressing training. The workers showed interest in blended learning, during which online training is supplemented with face-to-face meetings on a somewhat regular basis. What made things worse was the world economic recession. Major areas of concern that the company concentrated on during training were health and safety, machine operation and compliance. The most typical things being compromised were soft skill training, digital skill training and leadership skill training. With the budget reductions, Al-Modina made sure that maintenance of the necessary training was being done, especially the ones that must be undertaken to meet the standards of operation and safety. With regards to the preparedness of the employees to undergo international training, the answer was mixed. Most of the employees had interests in overseas training but time and travel issues, the risk to health and during peak seasons presented problems that influenced participation. Surprisingly, after the pandemic, virtual international training was of more interest since an individual would have access to international practices without the inconvenience and the cost of travelling. Al-Modina Industries Ltd. had been seen to be a structured but participative type of leadership with a strong hierarchy and open door culture meaning that the different levels of

employees were allowed to comment on the size. Such a leadership approach has assisted the company to meet the challenges posed by the pandemic and the slowdown of the economy. Nevertheless, curricular leadership training of middle-level management teams would enhance effective operation in long-term perspectives. This research paper draws the conclusion that despite the fact that Al-Modina Industries Ltd. has made important attempts to respond to environmental pressures by using its training system, there is still an opportunity to achieve something more. The strategies to be implemented in the future must involve investing in blended learning platforms, extending digital skills training and, last but not least, reintroduce global exposure programs remotely or in real life with time. These steps would help the company prepare its workforce for ongoing industry changes and maintain its competitive position in both local and international markets.

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List of Acronym

CBT- Computer-Based Training

LMS- Learning and Management System

L&D- Learning and Development

HRM- Human Resources Management

SCM- Supply Chain Management

HSE- Health, Safety and Environment

NDA- Non-Disclosure Agreement

Chapter 1: Overview of the Internship

1.1 Student Information:

Name: Jannatul Ferdous Mahima

ID: 19104182

Department: BRAC Business School (BBS)

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management and Marketing

1.2 Internship Information

1.2.1 : Company Information:

Name: Al Modina Industries Ltd.

Department: HRM

Tenure: March 1, 2024 to July 31, 2024

Address: 25, nuruddin ahmed road, harishankarpur, chauler border, Kushtia

Logo :



1.2.2 : Supervisors Information:

Supervisor's Name: Golam Farhad

Designation: Manager

Department: Human Resources

Organization: Al-modina Industries Ltd.

1.2.3 : Job Description/Responsibilities:

Key Responsibilities:

1. Human Resources (Primary Focus):

During my internship, I was primarily involved in the Human Resources department. I took part in the recruitment process by helping identify suitable candidates, scheduling interviews and maintaining records of previous applicants for future reference. I also supported the onboarding process by guiding new employees through company policies and helping them become familiar with the workplace environment. As an answer to business demands, I would update employee data and create not complex HR reports and statistics. Moreover, I also participated in the programs which were directed on the enhancement of employee engagement and inner communication in the institution. I was involved in the recruitment agenda that entails searching these candidates, setting up interviews and retaining available database records of individuals who submitted applications some time ago. I was also helping in orientation and on-boarding roles where new employees were made conversant on the rules and policies of the company. Moreover, I also attended to business needs in which employee records were updated and compiled statistics of HR as an aspect of work. Finally, I was actively involved in the activities aimed at promoting the rise of the employee engagement and communication levels in the workplace.

2. Cross – departmental Relationships:

During my internship, I was also able to join several departmental teams; this provided me with an understanding of how other units overlap to carry out an entire project successfully. I collaborated with the operations team to assist deployment activities that helped to improve communication between the department and make work done in timely and organized features. The cross functional exposure made me realize the need to coordinate, plan and be flexible to deliver projects on time. Further, I supported the process in the logistics and procurement teams by keeping up to date records of catalogs, purchase orders and inventory records, this would minimize chances of delays or errors in the supply chain. I was also tasked with reviewing, and checking documentation as a way of ensuring consistency and accuracy. To facilitate quality assurance, I made sure that the activities in the project were within the internal regulations and policies within the company, which further affirmed my knowledge of how quality analysis promotes the integrity of the project. These experiences helped to shape a better view of the coordination of efforts provided by various departments to meet strategic goals and how even the smallest details must be paid attention to, communication is necessary and accountability is a requirement in a busy work place. I was able to come together with various departmental workforce to learn the applicability of their operations in a project and concentrate on it. with the operations team in areas of deployment to achieve project communication among various departments on time. In addition, I assisted the logistics and procurement activities by maintaining catalogs, orders and so on so as to circumvent irregularities. I also provided quality assurance in the projects where I followed the corporate policies on what is done as part of the scope of work.

3. Fieldwork Assignments:

I participated actively in fieldwork, including understanding and solving operation problems. As part of the responsibilities that I was assigned during this internship, I had the opportunity to be actively involved in the fieldwork assignments during which I have had the experience of addressing the current operational challenges in real life. Through close interactions with onsite teams, I could monitor processes, work and where possible contribute to solving a problem at hand, as they presented themselves. This tour exposure opened my eyes and made me realize more about the practical involvements at operations rather than the

theoretical information I learned in a classroom. Interacting with the farmers, seed companies etc were something that I have never experienced. I was also part of organizing communication between the field employees and other departments so that the work process could be flat and operational requirements met timely. Through these activities, I not only had the chance of building my problem solving and communication skills but also became very responsive to the fact that team work and adaptability are more important when working in a dynamic work environment. I also had an opportunity of organizing with the field team in order to improve efficiency and operation fluidity of processes.

4. Skills Acquired:

During the internship time, I acquired plenty of skills related to the practical work that enhanced my professional and personal development. The lesson on being able to change and deal with various forms of responsibilities also in different sections was one of the most important lessons learned because, as a result of this experience, I have a well-rounded perception of how various functions work towards organizational achievement. Laboring under the banner of the Human Resources department, I received firsthand experience of the fundamental HR operations including, but not confined to, recruitment, coordination, onboarding, records keeping and employee relations. These episodes were beneficial in terms of the increase of my organizational and communication abilities, particularly, in the work within a team in order to cover deadlines and remain efficient. Also, my experience on the fieldwork made me use the techniques of problem-solving during the time of real-life situations when fast thinking and collaboration were needed to respond to operational challenges quite frequently. Altogether, this experience sharpened my ability to manage tasks under pressure, communicate effectively with diverse teams, and contribute meaningfully to both structured and flexible work environments. I had the ability to perform various tasks within the organization. Moreover, attained firsthand experience of different HR intermediating functions. I had good organizational, communicational, and teamwork abilities. I learned the application of problem solving skills in field work.

1.3 Internship Outcomes

1.3.1: Student's Contribution to the Organization:

As an intern at Al-Modina Industries Ltd, I worked in different departments of the HR team. My focus area was recruitment. Specifically, I assisted in hiring new employees for the company's production during peak periods. I participated in interviewing candidates, reviewing resumes and making documents necessary for the welcoming of new employees. Further, I updated and recorded employees, settled holidays and helped the HR department to conduct numerous activities enhancing the employees' productivity. I also assisted in enhancing the effectiveness of HR databases and also assisted in the preparation of human resources functional internal reports and therefore assisted in the improvement of human resource functions.

1.3.2: Benefits to the Student:

I was fortunate to acquire hands-on skills in human resource management during my internship, specifically at a manufacturing and oriented toward exports organization. I learned more about HR duties like hiring, leave management, and employee relations in the setting of a seasonal, high-demand company. I gained important insight into workforce planning and management dynamics over varying production cycles thanks to Al-Modina Industries' distinctive peak-season hiring strategy. I also discovered how HR policies support the business goals of the organization and have a direct impact on worker engagement and productivity. I also improved my communication, time management, and data analysis abilities by working in a disciplined team setting.

1.3.3: Difficulties faced during the internship period:

Although knowing that the internship was interesting, I experienced a number of difficulties. The company's employment procedure during the busiest period of year moved quickly, which was the main challenge. I found it difficult to maintain accuracy and consistency when handling candidate information and screening resumes because of the large number of job postings and the need to fill positions as soon as possible. Additionally, I occasionally found it difficult to keep up with the steady stream of administrative work because HR was responsible for managing high amounts of requests for leave during busy times. In addition, there was a learning curve for the company's internal HR software and systems, which at first made it more difficult for me to complete jobs quickly. But I was able to adjust quickly with the help of my supervisors and coworkers.

1.3.4: Recommendations for Almodina Industries :

I would recommend Al-Modina Industries Ltd. to consider the modifications that follow in accordance with my observations throughout my internship:

First, Streamlining the Recruitment Process: Automation approaches, such AI-based resume screening software, might automate the recruitment process during high seasons. This would speed up the shortlisting of candidates without sacrificing quality.

Additionally, a more structured training program on internal HR systems for new HR interns or staff would help lower the learning curve and boost productivity. Employee Engagement Programs: Although the organization prioritizes hiring and managing employee leaves, more attention should be paid to staff engagement and retention, especially in the off-season. A stronger corporate culture may be promoted by putting in place more frequent feedback systems and recognition campaigns.

Lastly, growth of employee wellness programs by which I mean although the business has good operating procedures, improving employee wellness initiatives—like stress management during busy times—could enhance workers' overall mental health.

Chapter 2

Organization Part- Al-modina Industries Ltd.

2.1 :Introduction

2.1.1 History of the Company:

Al-Modina Industries, established in 1993, is a distinguished player in the Indian agro-processing industry. The company has earned a reputation for delivering high-quality products that reflect the essence of traditional Indian cuisine. With a comprehensive product range that includes cotton seed oil, cold-pressed mustard oil, processed deshi pulses, turmeric powder, chili powder, and coriander powder. Al-Modina Industries has become a household name trusted by millions across the country.

Al-Modina Industries has an extended manufacturing infrastructure comprising units with advanced technology for processing and packaging. Multiple locations house these units, collectively employing more than 700 committed employees. This skilled and efficient workforce forms the backbone of the company in keeping the products high in quality standards. Having an annual turnover of 250 crores, Al-Modina Industries stands out as a financially sound organization. The continuous growth and profitability of the company showcase how well it adapts to market dynamism and altering consumer preference. The financial stability will now enable the company to go for more expansion and diversification.

The vision of Al-Modina Industries is to be the symbol of faith and authenticity in the Agro-processing industry, preserve the cultural heritage of Indian cuisine by providing consumers with products that simply reassure them of taste and values, and confidently see its products as a perennial part of households across India and the world.

Al-Modina Industries takes its social responsibility towards society and the environment. The company is very keen on pursuing sustainability within its value chain, from manufacturing up to distribution. It promotes responsible sourcing and eco-friendly packaging, reducing carbon footprint and contributing to a healthier planet.

With almost two decades into the agro-processing industry, Al-Modina Industries has carved a niche for itself by constantly delivering quality products that resonate with Indian households. With its diverse portfolio, dedicated workforce, and commitment to quality and tradition, the company stands at the threshold of a bright and prosperous future. Al-Modina Industries is quintessentially the choice of the consumer in pursuit of the taste and authenticity of India's rich culinary heritage in daily life.

2.1.2 Overview of the Company:

Incorporated in 1993, AL MODINA INDUSTRIES has an almost two-decade-long legacy of pure tradition, authenticity, and quality in the sector of agro-processing. Founded on the pillars of quality, tradition, and authenticity, it has emerged as one of the important players in the sector and has been striving to fulfill the kitchen requirements of Indian households. It has been a journey of growth, innovation, and an unwavering commitment towards offering consumers nothing but the best that reflects the spirit of Indian cuisine.

2.2 Company Profile:

Name of the Company	Al- Modina Industries Ltd.
Industry	Cotton, Oil
Founded	June 10, 1993
Founders	Md Golam Saber
Headquarters	Harishankarpur, Kushtia Sadar, Kushtia
Parent	Diba Agro Based
Current CEO	Md. Golam Saber
Products	Cotton, Cotton seeds, Cotton oil, Cotton cake
Brands	Agroni Oil
Revenue	Increase US\$246.3 billion

Net income	Increase US\$35.47 billion (2022)
Total equity	Increase US\$159.3 billion (2022)
Region	8
Email	almodinaindustries@gmail.com

2.3 Management Practices

2.3.1 Leadership of Al-modina Industries Ltd.:

The leadership approach at Al-Modina Industries Ltd. reflects a thoughtful blend of democratic (participative) and transactional styles, supported by a well-defined organizational structure. The company operates with a distinctive hierarchy, which helps streamline decision-making processes and ensures that responsibilities are clearly distributed across all levels of management. The hierarchical arrangement, by interacting with the heads of the departments, allowed quicker implementation of decisions and better interests with the business vision of the firm. One of the strongest points of the Al-Modina leadership is an open communication, which can be illustrated with the open-door policy that allows the staff of all ranks to provide their feedback, concerns, or ideas. Such an inclusive practice leads to a culture of open and responsible workplace, where everyone feels appreciated and listened to. It will also foster trust efficiently and better relations between the employees and leadership hence leading to improved morale and productivity. The aspect of democracy in leadership can be identified in the manner in which the managers engage team players in consultations, especially on issues regarding solving problems and issues concerning improvement of operations. The employees are not just supposed to be individuals who take orders; instead, they grow in the company by offering their opinions, therefore, feeling they belong to the organization and hence their developments. Such engagement raises the ownership level and involvement of employees essential in an industry that is labor intensive such as textile industry. Conversely, the company has transactional leadership qualities too in the structured company environment. Tasks also have strict guidelines and often evaluations are conducted on the basis of set targets. Managers check the progress, provide feedback and make sure that all deadlines and quality levels are achieved. This is one way of being efficient, disciplined and consistent particularly when there is immense demand, hence smooth running of operations without interference. Nevertheless, although both of the approaches to leadership are beneficial to the success of the company, there is a very significant chance to improve the situation further, especially on the level of the mid-management. Close middle management is an element that connects the upper leadership team and employees on the front line and their effectiveness is directly linked to everyday operations of the business. They would be more competent in terms of making independent decisions and managing teams more confidently because intensive leadership training programs, like conflict resolution, team management and strategic thinking workshops, should be introduced. This would also mold them into future leaders of the organisation making them consistent to go from one leadership position to another giving the organisation intrastructural growth. To sum up, Al-Modina Industries Ltd. has not only developed a model of leadership to balance control and collaboration. The company is in a better position to succeed in a competitive industry in the long run through training and development of future leaders within the company, and through maintaining a rigid but free atmosphere.

2.3.2 Departments of Al-modina Industries Ltd.:

The Al-Modina Industries Ltd. is organized with the following departments, which are fundamental for the running of the company's affairs:

- **Production:** Provides the means for products to be manufactured in line with quality standards.
- **Human Resource:** Entails recruitment, employee relations, payroll, training, and compliance aspects.
- **Sales and Marketing:** Engaged in the publicity of the products with regard to customer liaison, both local and abroad.
- **Logistics and Supply Chain:** Oversees the import/export functions and ensures timely delivery of raw materials and finished goods.
- **Finance and Accounting:** Manages company finances, budgeting, and financial reporting.
- **R&D (Research & Development):** Innovates new products and processes to stay competitive in the market

2.3.3 Recruitment Process and Leave Management of Al-modina Industries Ltd. :

The recruitment process at Al-Modina Industries Ltd. is shaped to meet the seasonal requirements of the business. During peak season, the company hires a large number of temporary and contractual employees. In doing so, the process commences by advertising available positions through different channels. This precedes a filtering process where only the fittest individual for a particular job is selected. Upon being selected, the new recruited employee undergoes a short, efficient orientation process. The company places tremendous emphasis on cultural fit and operational efficiency.

The electronic system has been put in place by the company in managing leaves; it tracks and approves leaves of the employees. The approval of leaves at peak seasons is keenly monitored to avoid disruptions on the production schedule. Nonetheless, there is still scope for improving this process by incorporating more automated systems that would handle leave requests and their approvals.

2.3.4 Training and Development Initiatives of Al-modina Industries Ltd.:

Al-Modina Industries Ltd. invests in the training of its employees to maintain higher standards of operations. The introductory training for new employees covers the policy of the company, safety standards, and specific job training. However, more continuous learning is necessary for the existing workforce in terms of leadership development and skills upgrading. I highly recommend implementing more formalized training schedules and offering career development programs that would help in enhancing employee retention and satisfaction.

2.3.5 Performance Management (PMP) of Al-modina Industries Ltd.:

The organization's performance evaluation system relies on key performance indicators (KPIs) and frequent assessments. Workers are assessed according to their personal achievements and their capacity to achieve the goals established at the beginning of the year. Although this system effectively aligns employee performance with company goals, providing more regular feedback and coaching could enhance employee performance and engagement. Moreover, implementing 360-degree feedback could offer a comprehensive perspective on an employee's performance.

2.4 Marketing practices

2.4.1 4Ps of Marketing Mix of Al-modina Industries Ltd.:



- **Product:** Al-Modina Industries Ltd. prides itself as being a manufacturer of a wide variety of quality cotton based products that have both local and also overseas markets. Their line of products consists of raw textiles, ready-made textiles, home textiles including bed linen and towels together with ready-made garments. The firm has paid immense importance to the quality of products, which is assured by not only using high-quality cotton but also adhering to the high manufacturing standard used by the company. They are constantly putting money into new equipment and advanced production changes in order to achieve stability, lastingness and client gratification. This dedication to quality enables them to develop long-term relationships with the client and serve well when the market demands keep changing.
- **Price:** At Al-Modina Industries Ltd. there is price concentration entailing high-value at competitive price. With escalating prices in raw materials along with international logistics, the company is also able to sustain fair pricing rules without reducing on the quality of the product. Their tactic is to achieve a balance between cost and sustainability, which would make them appeal to both bulk buyers and long run partners. They retain a reasonable margin that makes them suitable both to promote the growth of the business and to attract price-sensitive markets. Also, they could be flexible and customer-focused as pricing could be adjusted according to order volume, customization, and timelines of delivery. They vary in price on a daily basis.

- **Place (Distribution):** An effective distribution channel has been established that involves domestic and international markets. In Bangladesh, the company distributes its products by using regional distributors, wholesalers and direct B2C sales. Internationally, they will ship to various countries in Asia, Europe and the Middle East and make sure to match the regulatory and quality standards in the respective region overseas. The company does the business both directly exporting, collaborating with foreign agents, as well as long-term agreements with foreign buyers. They have been able to regulate both bulk and small scale exports efficiently making them the trusted supplier of the cotton industry in the world.
- **Promotion:** Al-Modina Industries Ltd. is engaged in both the old and the new promotion so that they can be more noticeable and acquire more new customers. They also attend trade fairs, textile expo, and exhibitions regularly related to the industry to display their new product developments and meet international purchasers. In fact, they go to the extent of persuading the farmers to join in the production of cotton more. The company has close ties with the distribution companies and sales agents that market their products by having direct approaches. Moreover, they attempt to do better in the field of digital marketing since it will become more significant in their promotional strategy.

2.5 Financial Performance and Accounting Practices:

Al-Modina Industries Ltd. programs a financially self-controlled system that concentrates on prolonged prosperity, budgeting and balanced revenue. The company also has a conservative financial approach implying that they are not excessive in taking risks, but rather emphasize being thrifty and making frequent profits via business core operations. They have financial planning whereby the budgeting is heavily involved at the start of every fiscal year, and their departments have their allocations under close watch to avoid excessive expenditure. Financial performance reports should be provided by managers on a monthly basis to monitor variances in the same day of the actual and projected costs or earnings. The company is working through a systematic and orderly process in relation to accounting that conforms to the International Financial Reporting Standards (IFRS). A digital accounting system is used to note all the transactions that include procurement, sales, payroll, and overhead, thus minimizing the number of manual errors occurring and making the process more accurate. Entries are made everyday by the trained accounting personnel and are scrutinized by the finance manager on weekly basis. By the end of every month, trial balances would be done in order to notice any stump and made adjustment then the accounts were then closed. Quarterly, the company is also preparing income/profit statements, balance sheets and cash flow statements that are later to be internally reviewed and be consigned to external audit. The third party auditors carry out these quarterly audits which determine whether the company is in compliance with the national laws and international accounting standards. It corrects any discrepancies that are identified and proceeds with an internal meeting, followed by the saw required to remedy the discrepancies.. In addition, Al-Modina keeps a strong focus on maintaining liquidity by monitoring its receivables and payables cycle carefully. Credit sales are monitored through strict payment terms, and follow-up systems are in place to reduce default risk. On the expenditure side, procurement and operational costs are managed through approval workflows and competitive bidding to ensure fair pricing. Overall, their financial discipline, combined with transparent and standardized accounting practices, helps the company maintain investor trust, fulfill regulatory requirements and make informed strategic decisions.

2.6 Operations Management and Information System Practices:

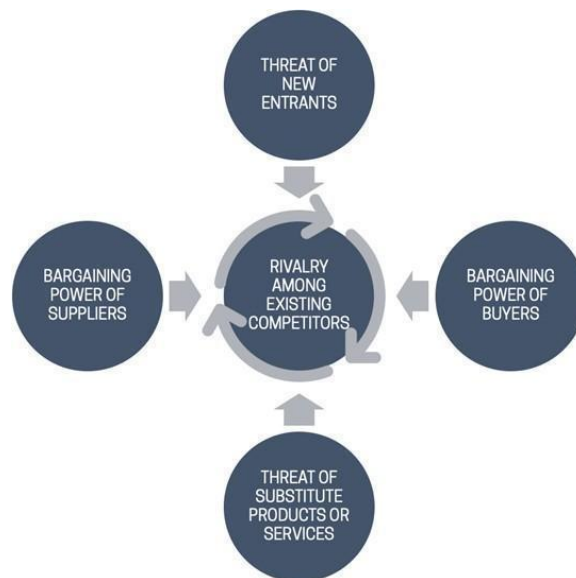
This company implements an integrated ERP system for operational activities regarding production schedules, inventories, and procurement. It may smoothen the supply chain and reduce operational inefficiencies. The improvement that can be made is its interface, so that employees may find it more user-friendly.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces:

- **Industry Rivalry (Competition Among Existing Players):** The cotton textile industry is highly competitive, both in Bangladesh and globally. Numerous established firms operate within the market and they offer similar products such as lint, fabrics, garments, and home textiles. This creates strong pressure on pricing, quality, and delivery timelines. While many companies compete in terms of volume and low-cost production, Al-Modina Industries Ltd. maintains its position by focusing on product quality, timely delivery and long-term client relationships. They have a huge long term client base. However, the open nature of the market and ease of switching between suppliers for buyers keeps the competition intense, requiring companies to continuously innovate and improve efficiency to stay relevant.
- **Threat of New Entrants :** The threat of new competitors entering the industry is relatively low. This is primarily due to the high entry barriers involved in setting up a textile manufacturing business. A significant amount of capital is required to invest in advanced machinery, skilled labor, factory space, raw material sourcing and compliance with environmental and labor regulations. Additionally, building a trusted brand and establishing export trade networks takes time and credibility, which new businesses generally lack. Al-Modina's existing infrastructure, supplier relationships and customer base give it a competitive advantage that would be difficult for a newcomer to replicate quickly.
- **Bargaining Power of Suppliers:** The bargaining power of suppliers in the cotton industry is moderate. Cotton is a globally traded commodity, but the number of reliable suppliers who can meet consistent quality standards is limited. Since Al-Modina operates on large production volumes, it requires stable and timely supply of raw cotton and dyes. However, the company has developed strong, long-term partnerships with its key suppliers, which allows it to secure better pricing and reliable delivery terms. This reduces its vulnerability to supply disruptions or sudden price fluctuations. Nonetheless, in times of cotton shortages or global price hikes, suppliers may still gain some upper hand.

- **Bargaining Power of Buyers (Customers):** Buyers in the textile market also hold moderate bargaining power. Since the textile industry is saturated with many competitors, customers—especially international buyers—have the option to negotiate on pricing, delivery conditions, and customization. However, Al-Modina Industries Ltd. has a strong reputation for delivering high-quality, durable cotton products, which gives it some leverage in negotiations. Its reliability, compliance with international standards, and ability to meet bulk orders on time help reduce customer defection and price pressure. Moreover, long-term contracts with regular clients provide stability and reduce dependency on one-time buyers.
- **Threat of Substitute Products:** The threat from substitute products is relatively low. Although synthetic fabrics such as polyester and nylon have become popular in certain applications due to their low cost and versatility, cotton remains the preferred choice for consumers who prioritize comfort, breathability and environmental friendliness. Especially in the home textile and fashion sectors, cotton products continue to hold strong demand due to their natural quality, durability and skin-friendliness. Moreover, rising awareness about sustainability is further reinforcing the preference for natural fibers over synthetic alternatives. This helps Al-Modina remain relevant and competitive, particularly among eco-conscious buyers.



2.7.2 SWOT analysis:



- **Strengths:** A strong brand name is also one of the main strengths of Al-Modina Industries Ltd; first, this concerns the local market and secondly, this concerns the clients in foreign countries. Through the years the company has established the trust in its products as a part of its quality control systems, prompt services, and fair commerce activities. Their cotton-made products are famous for their durability, finish, and comfort that has provided them with competitive advantages in the market where it is not the case if it is cheap already. Al-Modina also has a well-set global distribution system which enables them to sell to clients in various countries without much dependence on one market. They also have a strong foundation because of the way they have sought to ensure that they maintain their long standing supplier and customer relationship hence being stable in their operations even when the market conditions have fluctuated. The investment of the company such as quality assurance processes and modern machinery enables them to uphold high standards on their production.
- **Weaknesses:** In spite of its strengths there are some weaknesses facing the company. Among the prominent weaknesses, seasonality of demand has to be mentioned related to the textile industry. Because the demand comes at certain times of the year. Like festival times or export cycles, the business entity will have to depend much on seasonal or incidental employment to increase production volume. Such reliance on seasonal labor may create irregularities in operations, problems with the continuance of the same level of quality and a rise in the expenses on training or onboarding.
- **Opportunities:** Some of the major opportunities include the ability to attain new international markets, particularly in those areas where there is growing demand for high quality and sustainable cotton products. The untapped demand in Africa, Latin America and some parts of

Southeast Asia may provide growing economies in the market. The other big opportunity is diversification of products. The company can tap into new customer categories by offering new lines of products like organic cotton goods, environmentally-friendly packaging, or tailored textile products etc which will help in limiting excessive dependence on their small-sized products catalog. Additionally, growing global awareness around sustainable and ethical production gives Al-Modina a chance to position itself as a responsible manufacturer, which can attract more international buyers and possibly fetch higher price points.

- **Threats:** Al-Modina, like most of the textile companies, exists under external threats that it cannot completely control. The issue of low cost producers especially in countries such as India, Vietnam, and China is one of the most urgent ones. These nations may have almost the same products but at cheaper prices because labor and production is cheaper and it may put economical pressure on the prices offered by Al-Modina particularly in highly cost-sensitive markets. The other threat is the volatility in cotton prices that is determined by the dynamics in the world agriculture, climate, and international trade policies. A sudden rise in the price of raw materials may move the scales of profit margins unless the company has the prospects of transferring the same to consumers which is not always the case. Furthermore, any shifting of international norms on exports, employment and environmental protection might generate some challenges in sustaining the current due smooth globalism.

Chapter 3: Project Part

3.1. Introduction

3.1.1. Background :

Al-Modina Industries Ltd. is a manufacturing company established in Bangladesh, which deals with manufacturing and exporting of high quality cotton based textile and garments. The company has developed a good reputation of consistency in product, operation discipline and meeting international standards which has changed over the years. Being a labor intense organization, Al-Modina largely depends on the efforts of its employee base thus rendering their training and development earmark being a significant component in its long term business strategies. Training in manufacturing industries and specifically textile and garments sector, does not only involve technical skills training but also involve safety training in the workplace, machine handling skills, quality assurance training, compliance issues and more recently, training in digital literacy. Al-Modina has traditionally put emphasis on continuous education in the form of in-house trainings and on-floor hands-on style learning. Nonetheless, the emergence of COVID-19 pandemic issues and the beginning of economic recessions around the world has disrupted the process of conducting training and its prioritization to a large extent. The study examines the changing employee training practice in Al-Modina Industries Ltd.-especially amidst the COVID-19 pandemic and economic recession in the world. It also investigates how willing employees are to engage in cross-border training programs, which are crucial for global business expansion and skills development in today's interconnected market.

3.1.2. Objective(s)

This research seeks to explore the current landscape of employee training at Al-Modina Industries Ltd., particularly in the context of global challenges such as the COVID-19 pandemic and economic recessions. Each objective is outlined below in detail :

Firstly, to assess the current state of employee training practices at Al-Modina Industries Ltd. The first objective focuses on understanding how training is currently structured and delivered within the company. This includes examining the types of training offered (e.g., technical, safety, compliance, or soft skills), the frequency of sessions, the departments involved, and the methods used (in-person, online, or blended). It also involves evaluating the role of the HR department in managing training schedules, content development, and feedback mechanisms. This assessment will provide a baseline understanding of how much emphasis the company places on workforce development and whether training is aligned with operational goals.

Moreover, if we analyze the changes in training programs before and after the COVID-19 pandemic. This objective aims to trace the evolution of training practices due to the disruptions caused by the pandemic. Before COVID-19, many manufacturing firms relied heavily on face-to-face, hands-on training. During and after the pandemic, there was a global shift toward digital and remote learning tools. This study will investigate how Al-Modina adapted its training during this period—whether it implemented digital tools, postponed programs, focused only on critical training, or reduced training frequency. Understanding these changes will help identify which adaptations were effective and which areas still require attention.

In addition, the professionals ought to scrutinize how the global economic recession will influence training budgets and planning. Commonly, economic recessions caused by global crises (which is not an exception, either), also lead to budget reductions not only within the departments but also when it comes to training. This aim discusses how financial pressure has impacted on the investment of employee development into Al-Modina. It looks into whether the company justified few crucial training programs and postponed on the scheduled developments or implemented cheaper training alternatives. It also reflects on whether lack of budget affected the quality of training, involvement of workers or long-term workforce upskilling process. This impact needs to be analyzed to better understand a balance between the cost control and human capital development during hard times in economics. They are supposed to consider the willingness and readiness of the employees to engage in cross-border training programs as the growth of business globally trading internationally or abroad necessitates the use of cross-border training as an instrument to develop skills and competencies at the international level. The aim of this objective is the levels of openness and readiness of Al-Modina employees to participate in training programs that are not restricted to the countrywide setting. It takes into account the aspects of language, cultural flexibility, family dependency and exposure to international practices earlier. Asking the employees their view on possible traveling overseas to participate in a training session, participate in online virtual international sessions or collaborate with international groups will allow the company to recognize the mentality and motivations of their

employees. This will be especially relevant in case Al-Modina is going to expand the exports or engage in partnerships in overseas markets. The final thing is to plan possible areas to improve strategy in training in accordance with international trends. Through the data so received and analyzing the industry, the paper shall make some recommendations to the research question on what ways Al-Modina can modernize and strengthen its training structure. This can involve the introduction of a digital learning environment, providing resources in multiple languages, raising the depth of training or even investing in leadership training of those managers that are at intermediary levels. The aim will be to make the training strategy of the company relevant, scalable, and in tandem with the international best practices when it comes to the development of the workforce. Such gains would not only ensure Al-Modina bounces back out of the recent problems but also future proof the personnel in a transforming business environment.

3.1.3. Significance

The study is of great importance to Al-Modina Industries Ltd. because it illuminates how external shocks, especially the current COVID-19 pandemic and global economic depressions have affected the company in terms of employee training strategies. In such a competitive industry like the manufacturing industry, flexibility to adjust training models according to the global issues is very important in maintaining workforce effectiveness and organizational survival. The results of the current research will give useful information regarding the effectiveness of Al-Modina in adopting digital training platforms and the extent to which such programs have been successful in satisfying both employee and organizational requirements. It will also point out the merits and demerits of the existing training practices giving the management an informed choice on whether to expand, modify or restructure what is there on the ground. Additionally, the research analyzes the possibility of integrating international training programs at the company training development system providing strategic direction on how to equip the staff to work globally and widen the global operations. The research helps to understand more closely how Al-Modina has managed to engage in human capital investment without jeopardizing the cost-efficiency, by looking at how training budgets have been handled under financial constraint periods. Lastly, by researching how Al-Modina can best train its workers, the study does not just help the company improve its recruitment process, but it also helps add to the discussion of workforce development in the textile manufacturing industries specifically in light of global crises.

3.2. Literature review:

Employee training is generally recognized as one of the major sources of organizational performance especially in manufacturing sectors where efficiency in operations, quality of products produced and the safety standards in a workplace are the key elements in ensuring sustainability and competitiveness. The importance of a good training system in a company like the Al-Modina Industries Ltd., becomes even more critical considering what they produce as in this case they use complex machinery, use developing techniques of production or adherence to both local and international standards. [Noe (2017)] argues that constant training helps the employees to stay up to date with the changes in technology and adjust to new ways of production and maintenance of safety. Ongoing employee development not only contributes to higher productivity but also enhances job satisfaction and reduces turnover, as workers feel more competent and supported in their roles. It is especially vital in manufacturing where any failure on knowledge or skill recall may be costly and cause damage to a machine or even cause injuries. Moreover, it involves knowledge of sustainability relating with practices, product certifications and labor laws in the international market. These global standards are hard to achieve without the necessary training and this can interfere with the capability of the company to grow or continue its international alliances. Besides the techniques, the organizational flexibility is enhanced through staff training. As stated by [Armstrong and Taylor (2019)], companies that invest money into training can be more responsive to the changes in the market, shifts in the economy or externally imposed disruptions like the pandemic or recession. During uncertain times, trained staff will be more willing to apply creative ideas and adapt to new modes of work mobility, such as the use of digital tools, or hybrid models. In the case of the Al-Modina Industries Ltd., training is not only one of the branches of support but it must be a long-term resilience and growth strategy. Since it depends on seasonal labor as well as the export markets, the company should introduce a skilled and flexible labor force via constant, specific training efforts. Through the literature review, this paper will discuss how training programs have been changing in manufacturing organizations due to the impact of the global events and how these changes can relate to the realities of organizational operation that Al-Modina is facing.

3.3. Methodology

The qualitative research methodology has been chosen to identify the impacts of the COVID-19 pandemic and the economic recession on employee training in Al-Modina Industries Ltd. to understand the phenomenon as thoroughly as possible within real-life situations. To conduct the research, the study was based on primary as well as secondary sources of data along with the collection of narratives instead of numeric data.

3.4 Research Approach

A qualitative approach was selected over quantitative methods, as the focus was on collecting insights from those directly involved in training design and implementation rather than broad statistical trends. Qualitative methods allowed for flexibility in questioning, deeper exploration of organizational behavior and the ability to interpret the underlying reasons for decisions made during periods of crisis.

3.5 Primary Data Collection

The primary data for this research was collected through semi-structured interviews with key individuals from Al-Modina Industries Ltd. These interviews were conducted with:

- Two Human Resource Managers, responsible for recruitment, training, and employee development.
- One Senior Operations Executive, who had experience coordinating departmental functions and staff training across production units.

These individuals were chosen using purposive sampling, as they hold direct experience and knowledge about the company's training practices before and after the COVID-19 outbreak. The interviews were conducted in a mix of in-person and online formats (Google Meet), depending on participant availability and convenience.

Each interview lasted between 25 to 45 minutes. A flexible interview guide was used to steer the discussion, covering areas such as:

- Training strategies used before the pandemic.
- Adjustments made to training during lockdowns and remote work.
- Financial limitations due to the global economic recession.
- The company's adoption of virtual training platforms.
- Perceptions of employee interest in international or cross-border training programs.

To ensure reliability, follow-up questions were asked to clarify statements, and notes were taken during each session. All participants gave verbal informed consent, and their identities were kept anonymous throughout the research.

3.6 Secondary Data Collection

Secondary data was collected from:

- Publicly available company documents (such as company profiles and promotional materials found online).
- Industry case studies related to the textile sector in Bangladesh.
- External research reports, including:
 1. Harvard Business Review (2020) on digital learning adaptation during COVID-19.
 2. McKinsey & Company (2020) reports on workforce learning and budget priorities during economic crises.

Due to limitations in access, confidential company-specific documents like internal training budgets or performance evaluation reports were not made available. However, relevant insights on expenditures and training formats were gathered through interviews.

3.7 Ethical Considerations

Ethical integrity was maintained throughout the research process. Participants were:

- Clearly informed of the purpose of the study.
- Ensured anonymity and confidentiality of their responses.
- Given the option to withdraw at any time during the process.

No audio recordings were made unless permission was granted, and interview notes were securely stored. The study did not involve any physical intervention, deception, or conflict of interest.

3.8 Sample Size

The total number of participants was three, drawn from departments most closely related to employee training. While the sample size is small, it provided access to rich, experience-based insights from senior-level professionals directly involved in training management.

3.9 Limitations of the Study

Despite its strengths, the study faced several limitations:

- Limited access to internal HR documents restricted the ability to verify certain financial data or training completion metrics.
- The sample size was small, which may not reflect the views of all employee levels across the company.
- No surveys or questionnaires were used with lower or mid-level employees, which limits understanding of training from a broader employee perspective.
- The company's internal decisions and financial records related to training investments were largely discussed but not formally documented or shared.

Despite these constraints, the methodology employed was sufficient to provide an informed, qualitative view of the strategic shifts in employee training at Al-Modina Industries Ltd., especially in response to external global challenges.

3.10 Findings and Analysis

3.10.1 Training System Before and After the Covid-19 Pandemic

Before the Covid-19 pandemic, Al-Modina Industries Ltd. heavily relied on in-person training programs. On-site, the programs allowed employees to interact with trainers, attend workshops, and participate in hands-on activities with a special focus on safety and handling of machinery. Moving post-pandemic, though, the company adjusted by adopting virtual training platforms that leverage webinars, e-learning modules, and video tutorials. Although moving to virtual training sessions was a necessity, Prior to the COVID-19 pandemic, Al-Modina Industries Ltd. predominantly relied on in-person training sessions, particularly for technical and machine-handling skills. These applied programs, enabled the employees to be supervised in learning as well as having practical exposure within the real time workplace. Nonetheless, due to the arrival of the pandemic and further restrictions, the company had no other choice but to switch quickly to virtual training platforms to continue developing their workforce in compliance with health and

safety measures. During interviews with personnel in the management department, it was explicit that this change was not a smooth one. This was a challenge which employees, especially those in technical departments, were carrying out with a lot of trouble in changing to the new structure. A number of employees complained about difficulty concentrating on long web-based sessions, especially where the material involved demonstrations that needed physical actions or using equipment. One HR manager said, it was impossible, however hard we made it interactively, the physical training experience just could not be matched in online session. This observation conforms with trends in the world. As pointed out by Bersin (2020), virtual training adaptation was quite challenging to manufacturing companies, particularly designing the training to accommodate tattoo learning or device operating jobs. The responses gathered among the Al-Modina employees indicated that a blended learning method, which would encompass both digital training and the occurrence of occasional face-to-face workshops, was preferred. Shifting to a hybrid model has become considered an efficient way of training even in the era after the pandemic, particularly when it comes to industries in which not only knowledge but practical skills development is essential (OECD, 2021). The combination of the two formats resolves such limitations in both, allowing safety and accessibility without sacrificing practical competencies in learning. In addition, managers observed that there are certain technical skills that can hardly be imparted in a remote setting, especially those that involve interacting with the factory machines requiring physical presence, observation, and monitoring repetitions. Additionally, Li & Lalani (2020) from the World Economic Forum point out that while digital learning platforms offer flexibility, they can often lead to disengagement if not designed to be interactive and context-specific.

This issue becomes the focus of a study by Salas et al. (2020), which revealed that virtual training may be effective when it comes to cognitive tasks but is unproductive when it comes to kinesthetic or procedural skills. Also, we did not have informal peer learning and mentorship during the pandemic, which was an issue. Also in pre-pandemic environments, new or junior workers gained experience by observing seniors on the production floor, and this was no longer the case in the virtual format. This is consistent with reports by the Harvard Business Review (2020) which indicated that there was a huge decline in on-the-job learning and sharing of information in remote arrangements in the manufacturing companies. Finally, although the pandemic necessitated the change in the delivery of training in the company, the results indicate that Al-Modina Industries Ltd. will have to shift towards

more balanced training approach. In the future, it will be crucial to adopt hybrid models, offer simulation-based tools whenever advantageous, and go back to occasional in-person sessions in the case of high-skill work since such methods are the only ways to ensure good quality training and employee engagement.

3.10.2. Impact of the Global Economic Recession on the Training System:

The world economic challenge, which was enhanced by the post-COVID-19 process, has set a key imprint upon the aspects of workforce training and development in various sectors. As with most other companies, Al-Modina Industries Ltd. was experiencing financial pressure, and this directly affected this company in the form of investment in employee training programs. With the costs of production increasing and consumer demands varying, it was considered necessary that the company review in its operational scale of expenditure and re-allocation to the most path breaking aspects of the business. One of the first programs that would be affected by these budget cuts would be training programs especially those that are said to be long term and of non-essential nature. This situation was not in any way exceptional to Al-Modina. Patterns depict that approximately 74 percent of the studied organizations have been reducing budgets relating to learning and development (L&D) during the pandemic and that subsequent economic recession (Deloitte, 2021). On the same note, a report by McKinsey & Company (2020) on workforce development pointed out that firms operating in manufacturing industries in the global scene have been reacting to issues of economic pressure by either postponing or canceling training efforts in leadership, team-building and soft skills and have rather focused on compliance and health/safety training. The same was the case with Al-Modina Industries. Some developmental training like leadership programs, cross functional workshops and face-to-face team building activities were delayed or cancelled during the recession when it was just basic training necessary to meet immediate needs. Online training was chosen as cost effective training at the company as the alternatives that removed travel costs, accommodation, physical structure and printed content. The priority would be virtual modules that address skill areas that are vitally important, including machine operation, safety in the workplace, safety and hygiene protocols, and regulations to be adhered to. This was also a reprioritization of training agenda. This movement has shifted more than employee development based on the broader aspects but on core competences needed to maintain operations on the basis of OECD Skills Outlook (2021), which conserved that most firms directed training activities on upskilling in critical disciplines as part of cost reduction efforts in budget constraints.

To Al-Modina, the issue of keeping the compliance training up-to-speed, particularly health and safety training, became essential in safeguarding the company as well as the workforce without jeopardising its legal landscape in the exportation market. But, with the recession, it was also revealed that there is a

deficiency in on-line proficiency. Although some of the employees led a perfect fit to virtual training formats, there were those who were not able to cope since they were not technologically literate. The increase in the needs of the workforce to be trained on basic digital tools, video conferencing systems and access to online resources was on the rise. This is consistent with the world trends; according to Harvard Business Review (2020), the organizations which did not focus on bridging the gap in digital capabilities have experienced low employee engagement and outcomes in virtual training. In spite of the restrictions, Al-Modina Industries Ltd. was able to maintain a background of necessary training even in the recession. The fact that the company did not abolish the process of employee development entirely, provided it with the opportunity to keep its employees technically competent and compliant. Not only has this procedure helped to curb the risks involved when faced with economic uncertainty, but it also prepares the organization to upskill in the future when financial situations normalize.

3.10.3. Availability of Time and Willingness to Participate in Training Abroad

Access to Time and Desire to Travel Abroad to Train: The desire of the employees in Al-Modina Industries Ltd. to travel abroad to train in a foreign country was reported to be moderate to high with several docking factors being influential in this regard. Most of the employees showed a favorable attitude toward foreign training because they acknowledged that it could increase their technical skills, expose them to international best practices and offer them career growth. They were however willing but on the premise of the relevance, timing and remuneration (structure) attached to such training opportunities. Time availability is among the most often issue mentioned, especially because the company is a seasonal producer. The months when there is the highest production are the months in which the employees are most occupied in meeting the export and domestic needs thus finding time to undergo off-site or overseas training is hard. This is in line with the report in one publication in the International Journal of Human Resource Studies (2022), where it is stressed that employee engagement in a cross-border training program is highly dependent on workload patterns and working schedules, particularly in manufacturing sectors. Additionally, the openness to international training depended also on the fact that the training should be visible in its correlation with job functions and its direct contribution to the career. This is in line with the World Bank report titled, Skills Towards Employment and Productivity (STEP) (2021), which indicated

an increased propensity on workers to make time to train themselves, particularly in other countries where there is a stronger feeling that there is a direct application to the daily job or a future promotion. Payment to miss the normal duties was also instrumental.

Some of the employees explained that they would be more motivated to apply to the programs held abroad in the case of some benefit or promises of job security in case of absence. A study conducted by SHRM (2020) reveals that staff members who engage in international training programs have increased rates of commitment with the help of remunerated training leave, travel reimbursement, as well as commendation-based awards provided by the company. Along with these logistical issues, the safety of health and travel also turned out to be psychological deterrents especially following the COVID-19 pandemic. Some of the employees have shown reluctance to travel abroad because it will be dangerous to their health, they are uncertain of the process of visiting another country, or they are not sure how the situation will develop in the country they will visit, which reflects the message provided by McKinsey & Company (2021) survey as part of 68% of respondents working in both sectors indicated that they would rather use local or virtual training in the post-pandemic world, as travelling does not seem safe to them. Due to these shifts in preferences, Al-Modina Industries Ltd. has been keen on engaging in new arrangements, which include international-based training virtually, in partnership with foreign entities and training agencies through online mediums. Employees noted that such digital substitutes were more affordable, convenient, and would not significantly complicate the usual working process, and that was more attractive. This trend is mirrored globally, as noted by the Harvard Business Review (2021), which observed a 45% rise in employee engagement in cross-border training when such programs were delivered virtually and offered flexible schedules.

Basically, willingness to engage in international training remains strong among employees, participation depends heavily on timing, incentives, relevance, and delivery method. Virtual international programs may serve as a viable long-term solution, balancing the need for global exposure with operational realities and employee comfort.

3.11 Summary and Conclusions

The study revealed several important trends regarding Al-Modina Industries Ltd.'s training system:

- The Covid-19 pandemic forced a change to digital training, and it has been really difficult to keep technical skills training interesting.
- Tight budgets in the recession have translated to concentration on core competencies with noncritical training programs either delayed or cut back.
- There is a moderate to high willingness among staff to undertake international training, but lack of time and travel are big inhibitors.

In a nutshell, Al-Modina Industries Ltd. has been able to grasp the changing environment with respect to the training programs. However, it will be better if it makes the training programs more flexible and blended with virtual and in-person elements.

3.12 Recommendations and Implications

Based on the results, the following recommendations are being proposed:

Follow Blended Learning Models: Al-Modina should continue with digital training but add in-person or hands-on workshops for the technical skills, specifically for the operation and safety training of machineries.

Invest in e-international training: The company should gradually encourage virtual international training programs that will help the employees develop global competencies without having to travel.

Continue Investing in Employee Development during an Economic Slowdown: Al-Modina should not slow down investments in training during economic slowdowns, specifically for skills related to strategic areas such as digital, innovation, and leadership competencies.

Monitor employee feedback: There should be a mechanism in place for regular surveys and feedback so that the training programs can confirm whether the employees' needs and preferences are met and improved.

These recommendations are supposed to optimize the training resources and enhance employee performances, in particular, while the company is recovering from the devastating pandemic and economic slowdown.

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