

Report On
The Impact of Sustainable HRM Practices and Extensive Training
on Sustainable Employee Performance: A Quantitative Study

By

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An internship report submitted to the BRAC BUSINESS SCHOOL in partial
fulfillment of the requirements for the degree of
BACHELOR OF BUSINESS ADMINISTRATION

BRAC BUSINESS SCHOOL
BRAC University
January, 2024

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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:

Anisa Afrin
19104088

Supervisor's Full Name & Signature:

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Letter of Transmittal

Dr. Nusrat Hafiz
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66 Mohakhali, Dhaka-1212

Subject: Report Submission on The Impact of Sustainable HRM Practices and Extensive Training on Sustainable Employee Performance: A Quantitative Study

Dear Madam,

I am thrilled to present my internship report, "The Impact of Sustainable HRM Practices and Extensive Training on Sustainable Employee Performance: A Quantitative Study", which I diligently created as part of my Bachelor's degree at BRAC University with your invaluable guidance.

Over the last three months, I have worked carefully to fulfill each of the requirements and have attentively followed your directions to prepare a comprehensive and well-researched report. I have gained valuable practical insights from my internship, which have enhanced my understanding of the professional environment. Your continuous guidance and support have been invaluable.

I hope the report accomplishes its goal properly.

Sincerely yours,

Anisa Afrin
19104088
BRAC Business School
BRAC University
Date: January 05, 2024

Non-Disclosure Agreement

This agreement is established and entered into by and between Aarong and the undersigned BRAC University student, Anisa Afrin (19104088).

Acknowledgement

I want to start by sincerely thanking Allah, the most merciful, who kept me in good health as I completed my internship and report. My supervisor, Dr. Nusrat Hafiz, has my sincere gratitude for her valuable guidance and constant encouragement. Her feedback and encouragement were essential in transforming the outcome of this research, and I am grateful for her guidance and expertise. In addition, I'd like to thank Dr. Md Asadul Islam, my co-supervisor, for his presence throughout this journey. I appreciate his availability and contributions during this learning journey. I am grateful to both of them for their contributions in making this internship a valuable and pleasant experience.

I want to express gratitude to the HR department of Aarong for the excellent experience I had as a recruitment and employee branding team intern. Special thanks to Ms. Mashiat Faria Noor Hridita, my on-site supervisor, for her suggestions and support. I appreciate the welcoming and pleasant working atmosphere fostered by seniors and fellow interns, which has considerably aided my professional development. I want to thank them all for their time, assistance, and insights, which I intend to utilize in my future human resources activities.

Finally, I want to express my deepest appreciation to my family and friends for their constant support and belief in my quest. Their support has been a driving factor behind my achievements, and I am grateful for the strength they have offered during my internship. Their encouragement has helped shape my professional endeavors, and I am grateful to have such a beautiful network of loved ones by my side.

Executive Summary

I wrote this report to fulfill my internship and graduate from BRAC University. It depends entirely on my internship experience at Aarong, Bangladesh's largest social enterprise. My internship paper is titled "The Impact of Sustainable HRM Practices and Extensive Training on Sustainable Employee Performance: A Quantitative Study." This report is divided into three chapters.

The first chapter describes my internship at Aarong in the Human Resources (HR) department, namely the Recruitment and Employee Branding Team. It contains my contributions to recruiting procedures and employee branding, the advantages of the internship, the problems encountered, and recommendations for improving the internship's process. My practical knowledge, skill development, and insights on HR procedures in a real-world corporate setting are highlighted in this chapter.

A thorough summary of BRAC's social business, Aarong, is given in Chapter Two. It explores the company's history, mission, vision, main brand highlights, management practices, marketing tactics, financial performance, operations management, and industry analysis, as well as closes with recommendations for future growth. Aarong's dedication to ethical standards, social effect, and its vital role in supporting artisans and communities are highlighted in the chapter.

The third chapter delves into the complex linkages that exist between Sustainable Human Resource Management Practices (SHRM Practices), Extensive Training, and Sustainable Employee Performance (SEP). 108 participants provide information using a Likert scale for evaluation as part of a quantitative study approach. SPSS has been utilized for statistical analyses involving descriptive statistics, correlation analysis, and regression modeling. The study reveals significant links between Sustainable Human Resource Management Practices (SHRM Practices), Extensive Training, and Sustainable Employee Performance (SEP), providing useful insights for a wide range of stakeholders. In the end, subsequently refers to several constraints, such as the small sample size and reliance on quantitative data.

Keywords: Sustainable HRM; Employee Performance; Extensive Training; Sustainability.

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List of Acronyms

HRM	Human Resource Management
AMO	Ability, Motivation and Opportunity
ET	Extensive Training
SEP	Sustainable Employee Performance
SHRM	Sustainable Human Resource Management
ANOVA	Analysis of Variance
AIDA	Attention, Interest, Desire, Action

Chapter 1:

Overview of Internship

1.1 Student Information

Name: Anisa Afrin

ID:19104088

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Human Resource Management

1.2 Internship Information

Period: 19/9/23–19/12/23 (3 months)

Company Name: Aarong

Department/Division: HR (Recruitment and Employee Branding Team)

Address: 346, Tejgaon Industrial Area, Dhaka-1208. (Aarong Centre)

Internship Company Supervisor's Information:

- Name: Mashiat Faria Noor Hridita
- Position: Manager, Human Resources, Aarong

Job Description/Duties/Responsibilities:

For Recruitment...

- Creating TOP sheets, written test marking sheets, and board copies
- Making initial contact calls for written exams and interviews
- Printing the question paper and the initial form for the written exam
- Checking the scripts and documenting the script scores in the written test marking sheets
- Editing TOP sheets and board copies for the finalized list
- Creating an assessment file for the panel members

- Coordinating interviews

Employee branding...

- Gathering initial information regarding Career fairs and making initial calls
- Creating organograms and LinkedIn carousels

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company:

Being an HR (Recruitment and Employee Branding Team) intern, I contributed to various areas of the company's HR procedures during my internship at Aarong. My educational experience prepared me to apply classroom information in a real-world situation, and I'm proud to emphasize the significant contributions I made during my three-month internship.

My contribution to the recruitment process is-

1. TOP Sheets and Written Test Marking Sheets: I actively contributed to the establishment of the TOP sheets & written exam grading sheets. These are crucial recruitment tools for the written exam. This required rigorous attention to detail and structure to ensure that all of the essential data was properly recorded.
2. Initial Calls: I initiated the first phone calls to prospective applicants for the written test and the interview. This necessitated good communication skills and the capacity to connect with prospects professionally and efficiently.
3. Preparing Question Papers and Initial Exam Forms: I found myself significant in preparation for written tests by putting together question sheets and initial exam forms. This assignment required an acute sense of personal accountability to guarantee that everything was on schedule.
4. Script Scoring: I had to examine the scripts and record the results in the Excel marking sheets. This work demanded accuracy and conformity to predetermined evaluation standards.
5. Updating TOP Sheets and Board Documents: I supported handling the modification of TOP sheets and board documents regarding the final round of candidates, making sure all information was correct and up to date.

6. Assessment File Prep: I assisted in the compilation of an evaluation file for panel members, ensuring that all essential documentation was structured and easily accessible.
7. Coordination of Interviews: I actively took part in organizing interviews, which included scheduling, getting in touch with applicants, and making sure the interview process went smoothly.

My contribution to the employee branding process is-

1. Information Acquiring: I was in charge of acquiring firsthand knowledge regarding employment events. Making preliminary calls to the organizations led to Aarong's network expansion and enhanced the company's participation in such events.
2. Organograms and LinkedIn Carousels: I helped create organograms and LinkedIn carousels, which are essential tools for showing the company's structure and identity on professional platforms.

1.3.2 Benefits to the student:

Being an intern at Aarong in the Human Resources Recruitment and Employee Branding Unit throughout my BBA program provided excellent insights and practical experience. Throughout, I had the opportunity to apply my academic knowledge by solving real-world difficulties. Also, it helped me acquire a better grasp of a variety of managerial responsibilities within the enterprise.

I also enhanced my interpersonal and communication skills, as well as my organizational talents. Effective communication, especially the ability to consider the perspectives of others, is critical in an organizational setting. I established the practice of prioritizing work and meeting deadlines, and I realized how important it was to thoroughly comprehend assignments before beginning them. This experience also showed me the importance of establishing connections in my field and understanding the perspectives of others. I learned about the

dynamic skills expected of new graduates, such as time management and multitasking, and I realized the value of punctuality in the workplace.

I gained knowledge of their presentation traits, what a brand colour is, and where we can use it. All this information helped me present in the team meeting, where I got the opportunity to present- The Use of CANVA.

1.3.3 Problems/Difficulties:

Throughout my internship, I confronted several hurdles that, while challenging, proved beneficial to my professional development. One noteworthy challenge was managing short deadlines and balancing many jobs at the same time. While navigating these difficulties, I improved my time management abilities and acquired the art of efficient prioritizing. These challenges, while challenging at times, were important opportunities for me to hone my skills and improve my organizing talents. As I successfully overcame each problem, I gained confidence in my talents, eventually translating these obstacles into useful learning experiences that have prepared me with the necessary skills for future pursuits.

1.3.4 Recommendations:

1. **Diverse Assignments:** Give interns a wide range of projects relating to many facets of human resources, including recruiting, staff engagement, and talent development. Student interns can gain a broad grasp of HR practices and build flexible abilities by working on a variety of projects.
2. **Regular Feedback Sessions:** Arrange frequent feedback meetings for interns and supervisors. Constructive comments may help interns realize their strengths and

weaknesses. It also serves as a forum for students to ask questions, ask for help, and improve their abilities based on comments.

3. **Networking Events:** Plan networking events during which interns may engage with professionals from other departments, developing relationships and increasing their professional network. Networking opportunities are crucial for job advancement and can lead to future employment chances.
4. **Recognition and Appreciation:** Recognize interns' efforts and accomplishments through a formal appreciation program. Appreciating their work, whether through certificates, rewards, or public acknowledgment, promotes morale and pushes them to thrive in their professions.

Chapter 2:

Organization Part

2.1 Introduction

Before giving an overview of Aarong let me share with you how it all started. In order to Share the story of Aarong, I must share the story of BRAC first because it is the Social Enterprise of BRAC. Sir Fazle Hasan Abed, an executive at a global oil corporation, felt impelled to aid in the aftermath of a harsh battle for freedom and a devastating hurricane that tore through his native Bangladesh. He started BRAC, which started as a tiny relief initiative in 1972. Sir Fazle quit his job as the foundation took shape, and after that, he never glanced back. Nearly 50 years of BRAC's development was fuelled by Sir Fazle's vision and leadership, which transformed many lives in his native country and all across the world. BRAC's initiatives in schooling, health care, empowering youth, economic empowerment, agriculture, and other areas now serve 100 million people throughout Asia and Africa. (Powering people to rise above poverty 2023) As in the battle a lot of family lost their earning members BRAC started to give them financial loans. Sir Fazle Hasan Abed wanted to make sure that these families can become self-sufficient and start earning. He started to look for ideas that can make these families self-sufficient. So BRAC, the world's biggest development organization, began employing rural women in handicraft manufacture in 1976. Initially, the products they offered were only acquired by a few dispersed shoppers in Dhaka. They used to sell the products first and give the payments to them after all products were sold. Payment delays were prevalent until BRAC stepped into the picture and formed Aarong, guaranteeing that rural women received prompt reimbursement. This is how Aarong began its journey as a social Enterprise of BRAC. (Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

2.2 Overview of the Company

2.2.1 Aarong

Aarong, which means 'village fair' in Bengali, is one of the most popular lifestyle retail chains in Bangladesh. It was founded in 1978 with a modest but laudable goal in mind: to empower rural craftsmen and eradicate poverty. Aarong now has 28 retail outlets around the country, selling over 100 fashion and lifestyle product lines. This ethical company uses fair trade principles to help 70,000 craftspeople while setting high quality and workmanship standards. It skilfully combines both contemporary and traditional elements, winning over people both domestically and overseas. (Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

In the last 40 years, Aarong has created a distinct market for handicrafts, revitalizing Bangladesh's rich cultural heritage and improving the lives of over 325,000 people. This comprises 650 small enterprises alongside the Ayesha Abed Foundation, which serves as Aarong's manufacturing hub. Artisans who work here also have access to a variety of well-being services, such as health insurance, micro-credit, savings alternatives, legal assistance, childcare for working moms, rights awareness, benefits from the government, and gratuity payments upon retirement. (Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

Aarong provides a diverse selection of unique products, from pottery to jewelry made of diamonds, silk, and cotton textiles to brass as well as leather products. Aarong has become a household name in Bangladesh largely because of its excellent logistics and supply network.

Its global presence, which includes fair-trade platforms and a virtual store, continues to support Bangladeshi crafts. This expansion provides new options for artisans to retain their traditional art forms and professions. (Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

2.2.2 Mission:

Their purpose is to empower individuals and communities affected by poverty, illiteracy, sickness, and social injustice. Their initiatives attempt to produce large-scale, positive changes by implementing financial and social programs that help women and men reach full potential. (Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

2.2.3 Vision:

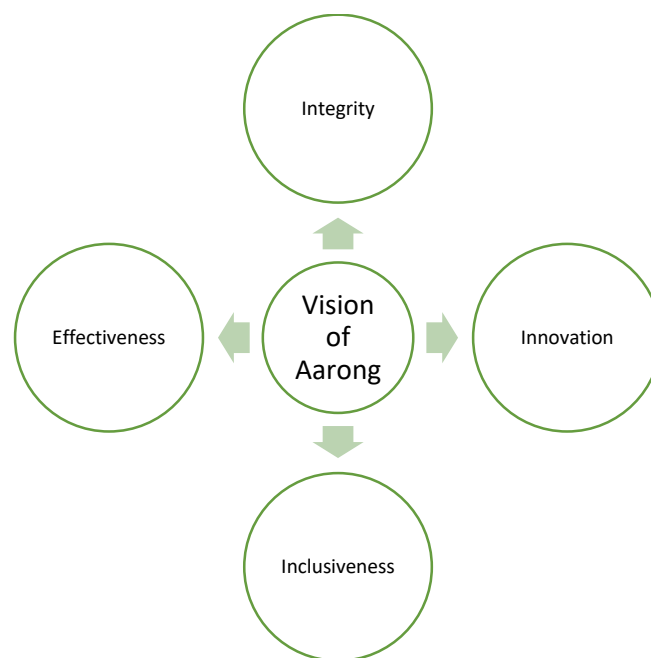


Figure 2.1 Vision of Aarong

(Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

2.2.4 Major Brand Highlights:

1. TAAGA

Beginning: 2003

Specialise in Women's fusion wear

Outlets: Shop-in-shop inside all Aarong outlets

Products: Apparel & accessories

2. TAAGA MAN

Beginning: 2018

Specialise in Men's ethnic & western wear

Outlets: Shop-in-shop inside 25 Aarong outlets

Products: Apparel & accessories

3. HERSTORY BY AARONG

Beginning: 2017

Specialise in Women's haute couture

Outlets: Aarong Banani, Tejgaon, Uttara and Chattogram Sholoshahar

Products: Apparel

4. AARONG EARTH

Beginning: 2020

Specialise in Herbal skin & haircare

Outlets: All Aarong outlets

Products: Face, body & hair care

(Aarong: Ethically made handcrafted products: A BRAC social enterprise 2023)

2.3 Management Practices

2.3.1 Leadership Style and Benefits:

Aarong's leadership style can be characterized as a blend of autocratic and democratic approaches, contingent on the circumstances. The leadership of the company is flexible and can switch between these philosophies as needed. Here's a more thorough explanation of Aarong's leadership procedures:

Aarong's approach to management can be autocratic when situations call for quick decision-making, anonymity, or when time is of the essence. In these situations, decision-makers decide without consulting a multitude of individuals. To maintain efficient operations in an ever-changing company climate, this strategy is frequently required.

Aarong also practices democratic leadership, which promotes employee participation and engagement in decision-making. Team members are sought out for feedback and their opinions are valued by leaders. This approach fosters employee ownership, which can lead to additional creative approaches and increased engagement. (*Aarong, BRAC's Social Enterprises, and life: An interview with Tamara Hasan Abed, senior director, BRAC 2021*)

2.3.2 Human Resources planning:

One of the largest social enterprises in Bangladesh, Aarong, has a thorough HR planning procedure that covers hiring and screening, compensation, development and training, and performance evaluation. Below is a quick overview of all of the following elements:

Recruitment Techniques:

To hire staff, Aarong mostly conducts written tests if required for a certain position and then takes in-person interviews, concentrating on assessing individuals' credentials, aptitudes, and capabilities. The department of information technology may need computer literacy assessments as well. (Mazumder, 2020)

Sources for Hiring:

- External Source: Aarong posts job opportunities on BD jobs portal and LinkedIn page, allowing interested applicants to find out more about the positions.
- Internal Source: Aarong cherishes its current workers and promotes from within, especially for higher-level roles, to ensure a consistent professional advancement path for its personnel. (Mazumder, 2020)

Pay plan:

Aarong offers a fair remuneration plan to all employees, encompassing regular, part-time, and temporary employees. They provide insurance, overtime work facilities, incentives, and other advantages. Offering competitive pay and benefits is essential for drawing in and keeping talent. (Mazumder, 2020)

Initiatives for Training and Development:

Aarong understands the value of training in improving worker performance and the general success of the company. Even if some workers might already be skilled, training is offered to make sure workers are aware of their obligations and tasks as well as how to contribute to the company. It seems like Aarong is concentrating on improving the skills of its employees. (Mazumder, 2020)

Performance Appraisal System:

Employee contributions to the business and work performance are assessed by employees using the performance appraisal system, which is used by Aarong. Using Key Performance Indicators (KPIs) and Behaviourally Anchored Rating Scales (BARS) implies a systematic and objective evaluation procedure. Aarong is able to identify areas in which he needs to improve and acknowledge exceptional work thanks to this technique.

- Annual Performance Format: Aarong's performance assessment system comprises features such as performance planning, career growth and development, performance competencies, overall performance evaluation, and assessor evaluations and comments. This implies an all-encompassing method for evaluating employee performance. (Mazumder, 2020)

Human Resource Information System (HRIS):

Aarong maintains personnel data and information using a centralized HRIS. Maintaining documentation, overseeing the sizable staff, and guaranteeing the effectiveness and safety of HR activities all depend on this system. (Mazumder, 2020)

Leave Management Policy:

The Leave Management Policy at Aarong permits workers to take sick leave, paid time off, maternity leave, paternity leave, and unusual leave. The leave management protocol is organized well and respects legal and ethical criteria, which may add to employee happiness and work-life balance. Apart from leaves Aarong also provides Work from home opportunities to maintain the work life balance. (Mazumder, 2020)

In conclusion, Aarong's method for human resource planning is comprehensive and customized to meet the various demands of its employees. Recruitment, remuneration, training, performance evaluation, and leave management are given top priority to guarantee that they have a talented and driven team that will propel their company's development.

2.4 Marketing Practices

Aarong's marketing strategies are extensive and show their dedication to maintaining a competitive edge in Bangladesh's apparel business. To target various client segments and accomplish their corporate objectives, they employ a variety of tactics. Below is an overview of the main marketing techniques and tactics that Aarong uses:

Marketing segmentation:

Aarong understands the necessity of market segmentation in efficiently targeting distinct client segments. They divide their customer base according to several factors, such as geography, age, gender, and previous purchasing patterns. This segmentation enables them to adapt their advertising campaigns to specific consumer groups, assuring relevance and effectiveness. (Rusab, 2020)

Above the Line (ATL) and Below the Line (BTL) advertisement:

Both ATL and BTL marketing techniques are used by Aarong. They employ BTL strategies, such as delivering SMS and emails to clients instantly about new offers and items, in addition to their substantial presence in print media, such as newspapers and magazines (ATL). Better consumer involvement is typically achieved through more tailored BTL marketing. (Rusab, 2020)

Advertising Through Partner Businesses:

Aarong works with partner businesses from top lifestyle brands in Bangladesh. These alliances support Aarong in executing marketing on holidays such as Eid, Valentine's Day, and others. Significant attention and sales are generated by the campaigns, which frequently provide appealing prizes and bonuses. (Rusab, 2020)

Micro Campaigns:

Aarong uses micro-campaigns to increase sales of particular goods that might not be doing well on the market. They concentrate on promoting specific goods rather than the company as a whole. The goal of this strategy is to cater to certain consumer preferences and demands. (Rusab, 2020)

Brand Elements:

Aarong employs unique brand components for each of its product categories and sub-brands. For example, Taaga is targeted at a younger, more fashion-conscious clientele, whereas Aarong's primary brand emphasizes tradition and culture. Brand personality, messaging, and marketing initiatives are all examples of this distinction. (Rusab, 2020)

Customer Relationship Management (CRM):

Aarong prioritizes CRM, leveraging data to enhance customer interactions and customize marketing initiatives. To comprehend buying trends, tastes, and behaviour, they gather and examine consumer data. CRM aids in the personalization of marketing messaging and the provision of incentives to loyal consumers. (Rusab, 2020)

Digital Marketing:

Aarong has a solid digital advertising plan, with an important presence across social media sites such as Facebook and Instagram. They spend money on email advertising, search engine optimization, sponsored advertisements, and search engine marketing. Microsites and the Google Display Network are further tools in their online advertising toolkit. (Rusab, 2020)

AIDA Model:

Aarong structures its marketing efforts using the AIDA paradigm (Attention, Interest, Desire, Action). They may follow this strategy to learn how to draw attention, spark interest, arouse desire, and eventually compel action—like completing a purchase. It guarantees that their marketing initiatives are successful and client-cantered. (Rusab, 2020)

Strategic Marketing:

Aarong creates a thorough marketing plan that is in line with the goals of the different divisions of the company. Utilizing instruments such as SWOT analysis, they can recognize opportunities, threats, vulnerabilities, and strengths. This allows them to come up with well-informed choices and cope with changing market conditions. (Rusab, 2020)

Data-Driven Decision Making:

Aarong makes several decisions based mostly on analytics of data. They gather and examine information from several sources, such as client reviews, past transactions, and internet activity. They can make well-informed decisions about product development, marketing, and consumer interaction thanks to this data-driven strategy. (Rusab, 2020)

Aarong's marketing tactics are adaptable, data-driven, and focused on customers, making them a key participant in Bangladesh's apparel business. Their capacity to cater to various consumer categories, as well as their devotion to digital advertising and CRM, distinguishes them from their competition.

2.5 Financial Performance and Accounting Practices

- **Profit Allocation for Social Impact:** Aarong donates a considerable amount of its revenues to charity causes through BRAC, with the primary objective of assisting individuals in their personal growth. This shows their dedication to social responsibility and community development.
- **Investments in Development and Marketing:** After making charity-oriented contributions, the organization's residual income is reinvested in development and marketing operations. This promotes market expansion and company growth.
- **Supporting Artisans and Independent Producers:** Aarong utilizes its profits to buy items from artisans and individual producers, fostering local workmanship and providing cash to these organizations.

- **positive Profitability Growth:** Congratulations to Aarong for achieving revenue growth in 2020, proving they have shown good profitability growth. This illustrates their sound financial standing and commercial achievements.

According to interviews with internal employees, it came to light that Aarong maintains strict confidentiality regarding financial and accounting information (2023). This strict practice of confidentiality regarding financial information prevents transparency, making it harder for other parties to judge their financial condition and performance. Insufficient financial information makes it challenging to offer a thorough grasp of their business practices. This lack of thorough financial information also makes it difficult to analyse their financial strategy, which includes investment selection and cost management. Despite this, Aarong's dedication to social responsibility guarantees openness and responsibility.

2.6 Operations Management and Information System Practices

Aarong, a well-known fashion brand in the retail business, places a high value on effective operations management systems to maintain smooth operations. The corporation oversees a wide range of product lines, including women's and men's clothes and home furnishings. Aarong uses numerous enterprise resource planning tools to seamlessly connect and manage the whole supply chain process to handle such a diverse range of products.

The following are significant elements of Aarong's operations management and information system practices: Material Requirements Planning, Enterprise Resource Planning, Manufacturing Resources Planning, Warehouse Management System, and Customer Relationship Management. These technologies allow Aarong to continually check inventory levels, ensuring that items are easily available while reducing overstocking or shortages.

Additionally, Aarong uses an independent software system to track client information, such as membership program data and accrued points. This Customer Relationship Management system enables Aarong to personalize customer experiences, adjust marketing initiatives, and efficiently manage loyalty programs.

In conclusion, Aarong's operations management and database system practices are based on cutting-edge technologies like ERP and CRM systems, which guarantee efficient logistics oversight, inventory control, and personalized interaction with consumers, thereby boosting the brand's overall operational effectiveness.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

Forces	Assessment	Implication for Aarong
Suppliers' negotiating Power	Low for individual providers, but substantial overall because of Aarong's assistance and network.	Aarong has the power to persuade vendors to uphold ethical trade norms and superior quality.
Buyers' negotiating Power	Aarong's brand and moral values might prohibit severe price bargaining.	Aarong can keep up with premium prices and devoted clientele.
Threat of New Entrants	Low because of Aarong's well-known brand and commitment to moral behaviour. high obstacles to entry.	Aarong is shielded from fresh rivals who may just imitate its principles.

Table 2.1 **Five Forces Analysis**

Substitute Threat	Although there are alternatives, Aarong's emphasis on social effects makes it an appealing option for many.	Aarong's focus on moral behaviour may aid in preserving its place in the market.
Competitive Environment	There is some rivalry, but Aarong distinguishes itself with its varied product line, fair trade policies, and marketing techniques.	In the market, Aarong has a competitive edge.

Suppliers' negotiating Power: Aarong's suppliers, usually rural craftsmen and artisans, may have low individual negotiating power. However, Aarong's large network and dedication to enabling these suppliers offer it considerable influence. The group upholds fair trade standards and offers a variety of support services, limiting suppliers' ability to impose substantial pressure.



(Our artisans, Aarong ecommerce)

Buyers' negotiating Power: Aarong's consumers have modest negotiating power. While Aarong provides one-of-a-kind and high-quality items, clients in Bangladesh have options in the local and international markets. However, Aarong's strong brand and dedication to ethical standards may restrict purchasers' willingness to bargain hard on price.



(May & Rahman, 2020)

Threat of New Entrants: The threat of newcomers into the ethically created handcrafted items industry in Bangladesh is quite minimal. The company Aarong is dedicated to making a positive impact on society and has an impressive brand presence. Moving into this market with comparable values and scale might pose a huge barrier for newcomers.



(Nur, 2018)

Substitute Threat: There is a moderate risk of substitutes. While Aarong provides a distinctive combination of contemporary plus historical goods, there are other options for handcrafted and

stylish items. Aarong, on the other hand, is a favourite choice for buyers who value social effects because of its emphasis on ethical procedures and involvement in uplifting rural craftspeople.



(Kumudini handicrafts)

Competitive Environment: Competitive competition in Bangladesh's ethically created handcrafted items business is modest. Aarong is up against both domestic and international brands. Nonetheless, its devotion to fair trade, vast product lines, and robust retail network distinguish it. Collaborations with social media influencers, fashion events, and digital marketing tactics help the organization's competitive position.



(Aranya 2019)

According to this analysis, Aarong has a solid position in the marketplace because of its commitment to moral business conduct and a well-known brand, which helps to reduce risks from vendors as well as consumers. The obstacles to entry and the mild danger of alternatives also benefit Aarong, while its wide range of goods and marketing techniques offer it a competitive advantage in the market.

2.7.2 SWOT Analysis:

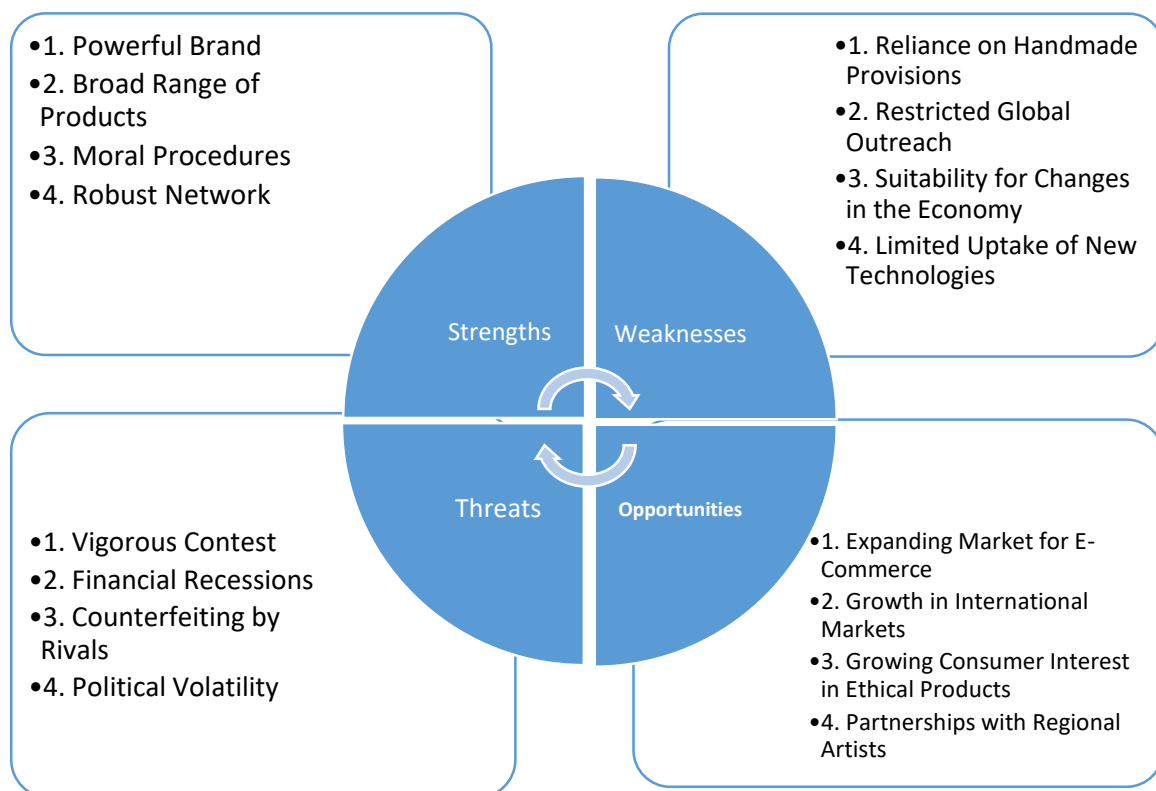


Figure 2.2: SWOT Analysis

Strengths:

Robust Brand: Aarong's well-established brand identity and standing as a socially conscious company foster consumer loyalty and trust.

Huge Product Selection: A wide variety of excellent handcrafted goods satisfy a wide spectrum of consumer tastes.

Ethical Practices: Aarong's dedication to fair trade and improving the community connects with socially concerned customers.

Robust Network: An expansive retail footprint and a developing digital platform offer a broad market penetration.



(About Aarong)

Weaknesses:

Dependency on Artisan Supply: Purchasing goods from artisan groups may cause problems for the supply chain.

Restricted Global Reach: Improving the use of foreign markets is hampered by a small worldwide reach.

Economic Downturns: Economic downturns can influence how much people spend on luxury, handcrafted items.

Limited Technological Adoption: Poor technology integration may make operations less efficient and negatively impact customer satisfaction.



(Ayesha Abed Foundation)

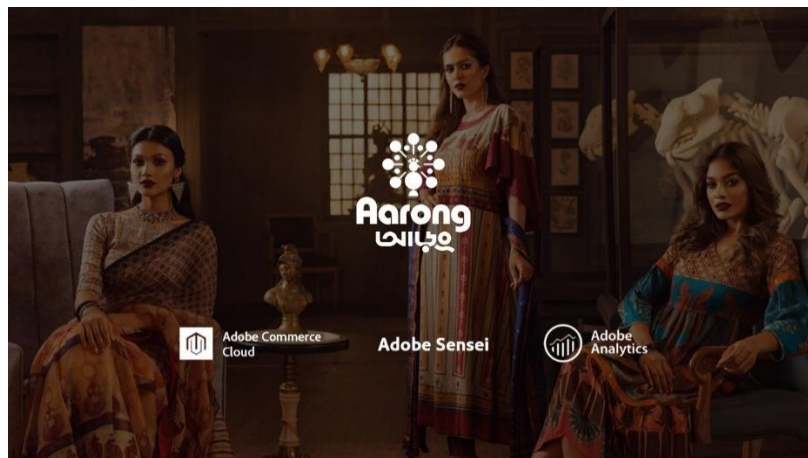
Opportunities:

Expanding E-commerce Market: By expanding towards online sales, businesses may capitalize on the growing trend of online purchasing.

Global Market Expansion: Investigating foreign markets can boost sales and increase brand awareness.

Rising Popularity for Moral Commodities: Aarong's goods are positioned to benefit from an expanding customer base for ethical products.

Cooperation with Regional Craftspeople: Developing relationships with crafters can result in new product lines and higher quality.



(Ranosys)

Threats:

Intense Competition: Local and multinational businesses selling comparable items compete for market share.

Economic Recessions: Economic downturns or financial crises may cause consumers to spend less on non-essential goods.

Competition Imitation: Competing businesses may copy Aarong's moral business model and ethics.

Political Instability: Political turmoil or policy changes in the region might have a negative influence on business and supply chains.



(Bangladesh: Political turmoil sparks fresh violence, 2015)

2.8 Summary and Conclusions

Aarong, a well-known lifestyle retail chain in Bangladesh, has a long history that stems from its collaboration with BRAC, an internationally recognized development organization. Aarong was founded in 1978 with the primary goal of empowering rural artisans and eradicating poverty while adhering to fair trade principles. Over time, it has developed into a well-known brand with 28 retail locations and a wide selection of goods, reviving Bangladesh's cultural heritage and enhancing the lives of more than 325,000 people. The mission of Aarong is to empower individuals and communities suffering from poverty, illiteracy, illness, and social injustice.

The company's success can be attributed to a combination of ethical practices, broad product lines, strong logistics, and effective advertising campaigns. Aarong's management practices, such as human resource management, recruitment, training, assessment of performance, and leave policies, are critical to its growth and success.

Aarong faces few threats from emerging competitors in the marketplace as a result of its strong brand presence and commitment to ethical practices. Aarong's support for fair trade limits suppliers' bargaining power, while buyers have limited negotiating power due to Aarong's unique product offerings and ethical standards. Despite a moderate threat of substitutes, Aarong's commitment to social impact and its distinct product mix set it apart in the market.

The core commitment to social impact, the fusion of traditional and modern products, and the devoted customer base of Aarong are what gives the company its distinct competitive advantage. While competitors can replicate specific elements of Aarong's business, imitating its profound dedication to uplifting local artisans and the beneficial social effect it created over the years is difficult. Aarong's position as a major player in Bangladesh's market for ethically made handcrafted goods is cemented by the strength of its brand and its devoted customer base.

Finally, Aarong's development from its modest beginnings to its current position as a well-known social enterprise is proof of the value of moral business conduct and its commitment to having positive effects on society. The effectiveness of Aarong is determined not only by its financial performance but also by its capacity to uplift individuals, communities, and Bangladesh's cultural heritage.

2.9 Recommendations/Implications

- **Enhance Financial Transparency:** While Aarong's dedication to social impact is admirable, there may be advantages that come from offering a certain quantity in terms of financial transparency to build trust with customers. They might think about disclosing certain financial data or mentioning how much money they donate to charitable causes. Customers could then more clearly see how their purchases directly affect them.

- Sustainability Initiatives: Given Aarong's emphasis on moral behavior, they might think about boosting their sustainability efforts. Utilizing eco-friendly materials, cutting waste, and encouraging recycling all fall under this category. By promoting these initiatives, Aarong can further improve its brand's reputation and draw in environmentally conscious consumers.

Chapter 3

Project Part

3.1. Introduction

A strategy approach known as "sustainable HRM" links HR procedures with long-term financial, social, and environmental goals. It acknowledges the value of human capital in accomplishing sustainability objectives and corporate performance. A comprehensive approach is provided by sustainable HRM, which integrates HR tactics with larger corporate objectives while taking into account the wider effects on people, communities, and the environment. By recognizing the significance of corporate culture, strategic leadership, and competitive advantage in promoting sustainable practices, this paradigm shift moves away from profit-centric techniques. This article investigates the relationship between Sustainable HRM and employee performance, focusing on strategies such as thorough training, selective recruiting, and performance management. Extensive training is critical in promoting long-term employee performance, which contributes to organizational success in a competitive corporate climate. This study provides strategic counsel on the effective adoption of Sustainable HRM practices, enhancing our understanding of the complex links between Sustainable HRM and organizational performance in today's economic context.

3.1.1 Background/Literature Review:

Sustainable HRM Practices:

- Definition and Core Principles:

The application of HRM techniques and tactics to enable the long-term attainment of financial, social, and environmental goals is known as sustainable HRM. According to Piwovar-Sulej (2021), this strategy takes into consideration both internal and external actions, allowing for

unanticipated outcomes and negative feedback (p. 90). Human resources are viewed as a significant asset within the company's aims and competitive advantage by sustainable HRM, which recognizes the critical role of humans in organizational performance and the achievement of sustainability-oriented goals.

The following are the fundamentals of sustainable HRM:

Integration with company Goals: Sustainable HRM links HR practices with larger company goals, focusing on the inclusion of economic, social, and environmental issues into HRM strategy

Long-Term View: Sustainable HRM, which differs from standard HRM, takes a long-term view, taking into account the long-term effects of corporate decisions on workers, the community, and the environment.

Strategic Approach: Sustainability is considered a competitive strategy that reflects the organization's ideology and long-term ambition, rather than merely a responsibility.

- **Integration of Sustainability in HRM Practices:**

Sustainable HRM is a paradigm change from traditional HRM practices, focusing on the larger consequences of company operations. Duvnjak and Kohont (2021) emphasize the necessity of knowing the worth of persons, their wants, and ambitions in accomplishing company sustainability goals. This strategy acknowledges that HR practices are critical to establishing a positive work atmosphere, encouraging dedication, and resolving issues.

Important components for incorporating sustainability into HRM procedures are:

1.Holistic Approach: Sustainable HRM, influenced by Ehnert's paradigm, incorporates organizational culture, strategic leadership, environmental fit, competitive advantage, crucial success elements, and change management, as opposed to profit-centric methods.

2. conflicts and Paradoxes: Duvnjak and Kohont emphasize conflicts that arise in sustainable HRM, particularly when balancing short-term vs long-term viewpoints and addressing both internal and external contexts in a symbiotic manner.

3. Motivations: The Ehnert paradigm places significant emphasis on the incentives for organizations' adoption of sustainability. These include the need to acquire employees, maintain workforce wellness, engage in skill development, and create trust.

In conclusion, Sustainable HRM respects the wider impact on people, the community, and the environment by incorporating sustainability concepts into processes, going beyond standard HRM. This strategy not only aligns HR policies with business goals, but also improves organizational performance through increased employee engagement, creativity, and favorable stakeholder relationships.

Extensive Training:

The role that human resource management (HRM) practices play in organizational development is too important to be overstated. Extensive training is an important part of human resource management that helps employees prepare for organizational changes. In the fast-paced corporate world of today, when adaptation is necessary for both survival and success, this is especially crucial (Alqudah et al., 2022).

Extensive training can be defined as the procedure of providing employees with a full and comprehensive educational opportunity to improve their knowledge, skills, and capacities. This form of training is essential in circumstances of organizational transition, as personnel must adjust to new strategies and settings.

Sustainable HRM Practices and Sustainable Employee Performance:

This study investigates the association between Sustainable Human Resource Management (Sustainable HRM) and Employee Performance. It implies that sustainable HRM approaches

generate stronger connections between employees and organizations, which leads to improved performance. Three essential Sustainable HRM practices—in-depth training, selective hiring, and performance management—are identified by the research as having a favorable impact on organizational results. Employees' improved skills, drive, and ongoing inspiration for company improvement account for training's long-term effects (Almarzooqi et al., 2019).

According to Pandey et al. (2023), sustainable HRM, as a component of strategic HRM, concentrates on long-term human resource development, regeneration, and rejuvenation. The AMO model, which includes activities that enhance ability, motivation, and opportunity, serves as the theoretical basis for the investigation.

According to the findings of Pandey et al. (2023), there is a considerable positive association between Sustainable HRM practices and the performance of employees. Ability-enhancing activities like training, occupational health, and safety; motivation-enhancing activities like rewards for environmentally friendly performance; and opportunity-enhancing activities like experience transmission and skill development for future use are several instances of sustainable HRM practices.

Based on the AMO model, employees require the capacity, incentive, and opportunities for sustainable behaviors, which favorably improves their performance. The AMO model highlights the necessity of providing employees with the required capability, incentives, and chances for long-term behavior change to improve their performance.

H1: There is a positive relationship between Sustainable Human Resource Management Practices and Sustainable Employee Performance.

Extensive Training and Sustainable Employee Performance:

To promote a healthy connection between employees and sustained performance, extensive training is essential. It improves skills, flexibility, motivation, and engagement, ultimately helping to long-term performance in the banking industry. This training is targeted to the organization's unique demands, ensuring staff are well-equipped to fulfill their obligations successfully. It also enables knowledge transfer by keeping staff up to date on business developments and financial rules. Finally, it increases employee confidence, which is a major driver of long-term performance since confident people are more inclined to take initiative and contribute to organizational success. (Khan et al.,2023)

Employee training is critical for organizational performance because it provides employees with the required skills and information to properly navigate their positions. This improves not only individual job performance but also the organization's efficiency and competitiveness. Comprehensive training assists personnel in adapting to changing market dynamics, technology advances, and corporate goals, fostering a culture of continuous development. Employees who have received proper training report greater levels of work satisfaction and engagement, which leads to much greater levels of retention. (Anwar, 2021)

In conclusion, extensive training is essential to maintaining sustainable employee performance. It provides employees with the necessary skills, increases flexibility, motivates them, and develops engagement. This training, which is personalized to the needs of the business, ensures that staff are well-prepared for their responsibilities and enables knowledge transfer. It improves organizational efficiency and competitiveness by cultivating an employee base that is adaptive, contented, and engaged over time.

H 2: Extensive training has a positive impact on sustainable employee performance.

3.1.2 Variables:

Independent Variables:

- Sustainable Human Resource Management Practices (SHRM Practices).
- Extensive Training (ET).

Dependent Variable:

- Sustainable Employee Performance (SEP).

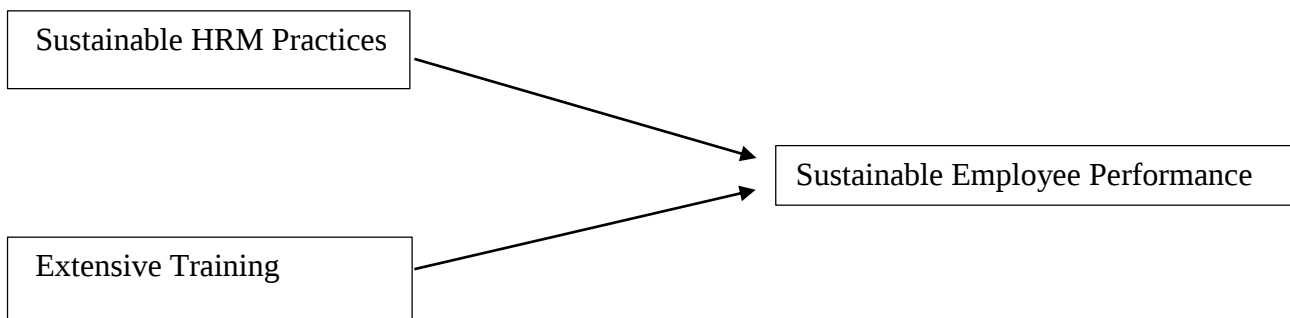


Figure 3.1. Study Model

3.1.3 Objective(s):

The objectives are to -

- Examine existing literature and empirical research to assess the present level of relationship between Sustainable Human Resource Management (SHRM) practices and Employee Performance.

- Evaluate the complete effect of in-depth training on worker performance and ascertain the extent to which training interventions lead to positive results.
- Investigate the interconnection of Sustainable Human Resource Management (HRM) practices, extensive instruction, and Employee Performance comprehensively, and combine the influence of these aspects to discover synergies that lead to a sustainable and positive work environment.

3.1.4 Significance:

This research has substantial implications for many different parties. Managers and executives inside organizations may get strategic insights on how to apply Sustainable HRM practices effectively, coordinating HR plans with overarching business objectives. HR professionals will discover practical suggestions to improve staff motivation and abilities, especially concerning extended training. By emphasizing sustainable employee success, the study immediately benefits workers, fostering a pleasant workplace culture. Scholars and academicians get a useful resource for comprehending the complex connections between Sustainable HRM practices and corporate results. Policymakers and business regulators can utilize the data to develop guidelines for encouraging sustainable HRM. All things considered, this study has applications that are beneficial to HRM procedures, company success, and worker satisfaction.

3.2 Methodology:

This study applies a quantitative research technique to evaluate the association between Sustainable Human Resource Management Practices (SHRM Practices), Extensive Training, and Sustainable Employee Performance (SEP). For a thorough study, both primary and secondary data are used.

Primary data is gathered directly from individuals through surveys. To assess respondents' perceptions, a Likert Scale with a scale of 1 (Strongly Disagree) to 5 (Strongly Agree) is used. The survey is sent to 108 participants to guarantee an appropriate sample. Previously published publications and academic databases are available through platforms such as Google Scholar, MDPI, ResearchGate, Emerald Insight, and Wiley. This adds to the study's depth and context.

Descriptive statistics are used to provide the overall demographic information of the respondents. Correlation analysis examines the correlations between Sustainable Employee Performance and Sustainable Human Resource Management Practices, as well as between Sustainable Employee Performance and Extensive Training. Furthermore, regression analysis is used to assess the combined influence of Sustainable Human Resource Management Practices and Extensive Training on Long-Term Employee Performance. I have used SPSS to conduct these analyses.

This study follows research ethics guidelines, assuring participant anonymity and voluntary participation. All participants provide informed permission, and their rights and privacy are maintained throughout the study.

3.3 Findings and Analysis:

3.3.1 Descriptive Statistics:

Descriptive data displays the general demographic information for all respondents (n=108).

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Male	68	63.0	63.0	63.0
	Female	40	37.0	37.0	100.0
	Total	108	100.0	100.0	

Figure 3.2: Frequency distribution based on gender

When evaluating the dataset, it becomes evident that it contains a significant representation of 108 people, with 68 men (63%) and 40 females (37%). While males outnumber females somewhat more, the difference is not significant. The data's completeness is encouraging, as all 108 samples give correct gender information, indicating that there are no missing values. The cumulative percentage column supports this by ensuring that every participant in the sample fits under the stated male or female categories. This completeness in data collection provides a firm foundation for any subsequent analysis and assures a full grasp of the gender distribution in the sample.

		Age(years)			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	25-35	79	73.1	73.1	73.1
	36-45	18	16.7	16.7	89.8
	46-55	8	7.4	7.4	97.2
	56 and above	3	2.8	2.8	100.0
	Total	108	100.0	100.0	

Figure 3.3: Frequency distribution based on age

Examining the statistics, it is clear that a sizable proportion of the respondents are between the ages of 25 and 35, accounting for 73.1% of all participants. The 36-45 age group accounted for 16.7%, while the 46-55 and 56 and above age groups accounted for 7.4% and 2.8%, respectively. The total percentages show that roughly 90% of respondents are between the ages of 25 and 35, and 36% are between the ages of 36 and 45. Notably, there are no values that are absent in the dataset, suggesting that each of the 108 people provided accurate information.

		Educational Qualification			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Bachelors	53	49.1	49.1	49.1
	Masters	50	46.3	46.3	95.4
	Doctoral	2	1.9	1.9	97.2
	Others	3	2.8	2.8	100.0
	Total	108	100.0	100.0	

Figure 3.4: Frequency distribution based on Educational Qualification

The study revealed that the majority of participants held a Bachelor's degree, comprising 49.1% of the total, followed by 46.3% of those with a Master's degree. A minimal percentage of 1.9% had a Doctoral qualification, while 2.8% were "Others." All 108 participants provided valid data for their qualifications, providing a comprehensive understanding of the educational

background. The cumulative percentage of those with a Bachelor's or Master's degree rose to 95.4%, revealing the diverse educational qualifications of the surveyed individuals.

		Job Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1–5 years	59	54.6	54.6	54.6
	6–10 years	16	14.8	14.8	69.4
	11–15 years	19	17.6	17.6	87.0
	16-above	14	13.0	13.0	100.0
	Total	108	100.0	100.0	

Figure 3.5: Frequency distribution based on Job Experience

The study of the survey data provides crucial findings about the respondents' job experiences. The respondents were divided into four groups depending on their years of employment experience: 1-5 years, 6-10 years, 11-15 years, and 16 years or more. The majority of responders, 54.6%, had 1-5 years of experience. The percentage of responses declines with increasing experience levels: 16.7% have 6–10 years of experience, 17.6 percent have 11–15 years, and 13 percent have 16 or longer. Additionally, all 108 replies were full, showing that there was no missing data for years of experience among survey participants.

Descriptive Statistics			
	N	Mean	Std. Deviation
Sustainable Employee Performance	108	3.5255	.94098
Extensive Training	108	3.5895	.93906
Sustainable Human Resource Management Practices	108	3.5463	.83725
Valid N (listwise)	108		

Figure 3.6: Mean, Standard deviation and frequency

Data was collected from 108 individuals using a Likert Scale, with values ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree." The descriptive statistics indicated that the mean percentages for Sustainable Employee Performance, Extensive Training, and Sustainable Human Resource Management Practices were 3.52, 3.59, and 3.55, respectively. These ratings range from "Neutral" to "Agree" on the scale. The standard deviations, which indicate the spread or variety in responses, were 0.94 for Sustainable Employee Performance and Extensive Training, showing an average spread, and 0.84 for Sustainable Human Resource Management Practices, indicating slightly reduced variability.

In simpler terms, the data indicate that, on average, participants tended to agree with the questionnaire items, since their mean scores for all three variables were somewhat higher than the neutral point of 3. However, the moderate standard deviations show that there is a considerable degree of variability in replies, implying that participants' viewpoints differ. This means that, while there is a general tendency to agree, there is still some variation in how participants evaluate Sustainable Employee Performance, Extensive Training, and Sustainable Human Resource Management Practices.

3.3.2 Correlations:

Correlations

(Sustainable Employee Performance and Sustainable Human Resource Management Practices)

		Sustainable Employee Performance	Sustainable Human Resource Management Practices
Sustainable Employee Performance	Pearson Correlation	1	.823**
	Sig. (2-tailed)		<.001
	Sum of Squares and Cross-products	94.742	69.344
	Covariance	.885	.648
	N	108	108
Sustainable Human Resource Management Practices	Pearson Correlation	.823**	1
	Sig. (2-tailed)	<.001	
	Sum of Squares and Cross-products	69.344	75.005
	Covariance	.648	.701
	N	108	108

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 3.7: Correlation of Sustainable Employee Performance and Sustainable Human Resource Management Practices

Hypothesis 1 study demonstrates a strong link between Sustainable Human Resource Management Practices (SHRM Practices) and Sustainable Employee Performance (SEP). The Pearson Correlation Coefficient, which is a measure of this association, was estimated to be 0.823, indicating a high positive relationship between the two variables. Simply, when SHRM Practices improve, so does Sustainable Employee Performance. As the p-value is less than 0.001 which is less than 1%, it conveys that the correlation is by random chance. Simply, it indicates that there exists substantial proof to back up the claim that there is a positive

relationship between Sustainable Human Resource Management Practices and Sustainable Employee Performance.

Correlations
(Sustainable Employee Performance and Extensive Training)

		Sustainable Employee Performance	Extensive Training
Sustainable Employee Performance	Pearson Correlation	1	.808**
	Sig. (2-tailed)		<.001
	Sum of Squares and Cross-products	94.742	76.379
	Covariance	.885	.714
	N	108	108
Extensive Training	Pearson Correlation	.808**	1
	Sig. (2-tailed)	<.001	
	Sum of Squares and Cross-products	76.379	94.357
	Covariance	.714	.882
	N	108	108

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 3.8: Correlation of Sustainable Employee Performance and Extensive Training

Hypothesis 2 study demonstrates a notable link between extensive training and Sustainable employee performance. The statistics show a strong positive association, with a Pearson Correlation Coefficient of 0.808. Simply said, as the quantity of extensive training improves, so does the level of sustained employee performance. A p-value of less than 0.001 indicates that this connection is very unlikely to take place through coincidence, demonstrating the validity of the association. The correlation's strength, 0.808, shows the favorable influence of extensive training on employee performance even more. All things considered; the data strongly supports the hypothesis that Extensive training has a positive impact on sustainable employee performance.

3.3.3 Regression:

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.862 ^a	.742	.737	.48228	.742	151.166	2	105	<.001

a. Predictors: (Constant), Sustainable Human Resource Management Practices, Extensive Training

Figure 3.9: Model Summary

The independent variables (sustainable HRM practices and Extensive Training) account for 74.2% of the variation in sustainable employee performance, according to the model summary's R-squared (R^2) value of 0.742. This suggests that the model explains a significant percentage of the variation in employee performance. The adjusted R-squared, which takes into account the number of predictors in the model, is 0.737, which is somewhat lower than R^2 but still considered a good match.

The F Change value is 151.166, with a Sig. F Change value smaller than 0.001. The addition of independent variables improved the predictive accuracy considerably, demonstrating that Sustainable Human Resource Management Practices and Extensive Training have a significant influence on Sustainable Employee Performance.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.320	2	35.160	151.166	<.001 ^b
	Residual	24.422	105	.233		
	Total	94.742	107			

a. Dependent Variable: Sustainable Employee Performance

b. Predictors: (Constant), Sustainable Human Resource Management Practices, Extensive Training

Figure 3.10: ANOVA^a

In the Analysis of Variance (ANOVA), the F value is 151.166, displaying an important connection between the independent factors and the dependent variable. The p-value (Sig.) is less than 0.001, indicating that the result is highly statistically significant. As we know F value is greater than the p-value, your hypothesis is not rejected. The F value (151.166) is significantly bigger than the p-value (0.001) in this situation, validating the hypothesis's significance.

3.4 Summary

The study examined the association between Sustainable Human Resource Management Practices (SHRM Practices), Extensive Training, and Sustainable Employee Performance (SEP) using data from 108 respondents. Descriptive data offered a thorough picture of the participants, highlighting a balanced gender distribution, a major age group of 25-35 years, a wide range of educational degrees, and a wide range of career experiences. The Likert Scale-based data analysis found that, on average, participants agreed with the questionnaire questions relating to Sustainable Employee Performance, Extensive Training, and Sustainable Human Resource Management Practices. The correlation study validated Hypothesis 1, revealing a substantial positive link (Pearson Correlation Coefficient of 0.823) between SHRM Practices and SEP. Similarly, for Hypothesis 2, extensive training demonstrated a significant positive connection (Pearson Correlation Coefficient of 0.808) with Sustainable Employee

Performance. The regression analysis supported these findings even more, with the independent variables (SHRM Practices and Extensive Training) accounting for 74.2% of the variation in SEP. Davidescu et al. (2020) support Hypothesis 1, which implies a favorable association between SHRM practices and Sustainable Employee Performance (SEP). They investigate how genuine human resource management (HRM) must grow to embrace sustainability, focusing on the long-term development and regeneration of human resources. They suggest that sustainable human resource management, as an extension of strategic human resource practices, is critical for responding to changing work contexts. Their findings show a high correlation between employee growth, job flexibility, job happiness, and job success. Furthermore, Karim et al.'s (2019) paper supports Hypothesis 2 by demonstrating that training and development improve employee performance. It was discovered that personnel who undergo training exhibit increased awareness, motivation, and improved performance. The study reveals that continual training is vital for improving employees' quality of life and overall growth, which is consistent with our premise that intensive training favorably improves long-term employee performance. In a nutshell, Davidescu et al. (2020) demonstrate that sustainable HR practices, such as flexible work arrangements, improve employee happiness and performance, which is consistent with our findings. Additionally, Karim et al. (2019) corroborate our hypothesis by demonstrating that training improves employee performance, hence reinforcing the relationship between Sustainable HR Management Practices, extensive training, and Sustainable Employee Performance. However, possible limitations, such as sample size and the generalization of findings to larger groups, must be acknowledged.

3.5 Concluding Remarks

Last but not least, this study investigated the complex link between Sustainable Human Resource Management Practices (SHRM Practices), Extensive Training, and Sustainable Employee Performance (SEP). According to the study, there is a substantial positive

association between SHRM Practices and SEP, as well as Extensive Training and SEP. The regression analysis confirmed these findings, underlining the significant impact of these factors, which accounted for 74.2% of the variation in SEP. These findings confirm previous research by Davidescu et al. (2020) and Karim et al. (2019), which found that sustainable HR practices and thorough training improve employee performance. While the study provides useful insights for managers, human resource professionals, researchers, politicians, and regulators, it also notes possible limits, such as sample size constraints and the need for cautious extrapolation of findings. In light of these findings, the study underlines the necessity of strategically adopting SHRM Practices and Extensive Training to promote a sustainable and good work environment, eventually improving corporate performance and employee happiness.

3.6 Research Limitations and Future Directions

While this study provides useful insights into the relationship between Sustainable Human Resource Management Practices (SHRM Practices), comprehensive training, and Sustainable Employee Performance (SEP), several limitations must be acknowledged. The small sample size of 108 individuals may limit the findings' generalizability to broader groups. Furthermore, depending solely on quantitative data gathered via surveys opens the door to response bias and could not fully reflect the intricacy of the relationships that are the subject of the study. Future study efforts might include bigger and more diverse samples, as well as qualitative methodologies, to provide a more thorough explanation of the observed occurrences.

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