

## Report On

# The Influence of Training and Development Programs on Employee Performance of Square Toiletries Ltd.

By

Farjana Absar  
18104066

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

Brac Business School  
Brac University  
November, 2022

© 2022. Brac University  
All rights reserved.

## **Declaration**

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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



---

**Farjana Absar**  
18104066

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

---

**Saif Hossain**  
Assistant Professor, Brac Business School  
Brac University

## Letter of Transmittal

Saif Hossain

Assistant Professor,

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: **Submission of the Internship Report (BUS400)**

Dear Sir,

I am very delighted to submit my final internship report entitled as “*The Influence of Training and Development Programs on Employee Performance of Square Toiletries Ltd.*” under your supervision. By submitting this report, I have fulfilled the last requirement of Bachelors of Business Administration (BUS400). As a means to complete BUS400, I have worked as an HR Intern at Square Toiletries Limited for three (3) months.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. The presented data and relationship between Training & Development programs as well as Employee Performance surely help the company to take important decisions in future.

Lastly, I am very thankful for your kindness and generosity during the process of completing this report. It would not have been possible to finish this report without your help.

Sincerely yours,



---

Farjana Absar

Student ID: 18104066

BRAC Business School

BRAC University

Date: November, 2022

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between **Square Toiletries Ltd** and the undersigned student at BRAC University **Farjana Absar (ID: 18104066)** for the commitment of avoiding the unauthorized disclosure of confidential information of the organization.

## **Acknowledgement**

First of all, I would like to thank Almighty Allah for giving the opportunity to complete my Bachelor's Degree from Brac University by keeping me healthy and safe. I am grateful to my parents who has been a constant support in the process of my aspirations. Secondly, this report could not be successfully completed without the help of my Supervisor Mr. Saif Hossain, Assistant Professor, Brac University and my Co- Supervisor Mr. Riyashad, Assistant Professor, Brac University. Lastly, I would like to convey my gratitude to Mr. Abu Saleh Yeasir Arafat Shamir, Ms. Anisha Hossain and Ms. Tamanna Mahmuda of Human Resource Department of Square Toiletries Ltd for providing me relevant information and data to wrap up my report.

## **Executive Summary**

The report titled “The Influence of Training & Development on Employee Performance of Square Toiletries Ltd” has been completed as a requirement for the course BUS400 (Internship). Based on the three months experience of being the HR intern of Square Toiletries Ltd, I have applied all my learnings to make this report fulfilled with relevant information. The tenure of my internship was all about gathering knowledge about how Human Resources work in real life as well as experiencing the corporate culture. For my report, I have chosen the topic based on Training & Development sector of STL to analyze how it is influencing the employees’ performance and wellbeing. This report concentrates on the relationship between T&D programs and employee performance. The first objective is to find out the current T&D programs practices and methods. The thorough analysis will provide the pros and cons of current programs. The second objective explains about the effectiveness of the present T&D programs. For instance, how much value it is adding to the employees’ performance. It will help to determine the positive or negative effect of Training & development. Lastly, it will help to find out how employees are implementing the learning in their job performance which eventually contribute in achieving organizational goals. The data was extracted from the primary and secondary resources and analyzed to determine the gaps between these dependent (employee performance) and independent variable (T&D programs). The methodology for the research included observation, documents and records to identify the current structure of T&D programs which also fulfills the first objective. Then, questionnaire and survey method were followed to know the effectiveness of current T&D programs. Lastly, interviews, questionnaire and survey were applied to evaluate the learnings of employees. Original responses via google form were collected from employees for proper analysis. In findings and analysis, a thorough explanation has been given with proper chart and numerical data attached to questionnaire. In the conclusion, some recommendations were given based on the data presentation and result to minimize the gaps between the T&D programs and Employee Performance.

## **Keywords**

Training; Development; FMCG; Employee; Performance;

# Table of Contents

<b>Declaration</b> .....	<b>ii</b>
<b>Letter of Transmittal</b> .....	<b>iii</b>
<b>Non-Disclosure Agreement</b> .....	<b>iv</b>
<b>Acknowledgement</b> .....	<b>v</b>
<b>Executive Summary</b> .....	<b>vi</b>
<b>Table of Contents</b> .....	<b>viii</b>
<b>List of Tables</b> .....	<b>x</b>
<b>List of Figures</b> .....	<b>xi</b>
<b>List of Acronyms</b> .....	<b>xii</b>
<b>Glossary</b> .....	<b>xiii</b>
<b>Chapter 1: Overview of Internship</b> .....	<b>1</b>
1.1 Student Information: .....	1
1.2 Internship Information .....	1
1.2.1 Period, Company Name, Department/Division, Address .....	1
1.2.2 Internship Company Supervisor’s Information Name and Position .....	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities .....	1
1.3 Internship Outcomes .....	2
1.3.1 Students contribution to the company.....	2
1.3.2 Benefits to the Student .....	3
1.3.3 Problems/Difficulties faced during the internship .....	3
1.3.4 Recommendation .....	4
<b>Chapter 2: Organization Part- Overview, Functions, Operations and Strategic Inspection</b> .....	<b>5</b>
2.1 Introduction.....	5
2.2 Overview of the Company .....	5
2.2.1 Vision.....	6
2.2.2 Mission.....	6
2.2.3 Quality Policy .....	6
2.2.4 Corporate Social Responsibility .....	6
2.2.5 Brands of Square Toiletries Limited.....	7
2.2.6 Departments of Square Toiletries Limited.....	9
2.3 Management Practices .....	9



2.3.1. Leadership Style.....	9
2.3.2. Recruitment and Selection Process .....	10
2.3.3. Compensation System.....	11
2.3.4. Training and Development .....	13
2.3.5. Performance Appraisal System.....	13
2.4 Marketing Practices .....	13
2.4.1. Marketing Strategy.....	14
2.4.2. Target customers, targeting & positioning strategy .....	15
2.4.3. Advertising & Promotional Strategies .....	16
2.4.4. Critical Marketing Issues & Gaps.....	16
2.5. Financial Performance and Accounting Practices .....	17
2.6. Operations Management and Information System Practices .....	17
2.7 Industry and Competitive Analysis.....	17
2.7.1 SWOT Analysis .....	18
2.7.2 Porter’s Five Forces Model.....	20
2.8 Summary and Conclusions .....	22
2.9 Recommendations/Implications.....	22
<b>Chapter 3: Project Part .....</b>	<b>23</b>
3.1. Introduction.....	23
3.1.1. Literature Review.....	24
<b>I. Training &amp; Development.....</b>	<b>24</b>
<b>II. Employee Performance .....</b>	<b>25</b>
<b>III. Theoretical Framework .....</b>	<b>25</b>
3.1.2 Objective(s).....	26
3.1.3 Significance.....	26
3.1.4 Limitations .....	26
3.2 Methodology .....	26
3.3 Findings and Analysis.....	27
3.4 Summary and Conclusions .....	39
3.5 Recommendations/Implications.....	40
<b>References.....</b>	<b>41</b>
<b>Appendix A.....</b>	<b>43</b>

## List of Tables

Table-1: Brands of Square Toiletries Ltd .....	8
--	---

## List of Figures

Figure 1: Departments of Square Toiletries Ltd .....	9
Figure 2: Hierarchy of Square Toiletries Ltd.....	10
Figure 3: Recruitment & Selection Process of Square Toiletries Ltd.....	11
Figure 4: Compensation System of Square Toiletries Ltd.....	13
Figure 5: Marketing Mix of Square Toiletries Ltd. ....	14
Figure 6: SWOT Analysis.....	18
Figure 7: Porter's Five Forces Model.....	20
Figure 8: HR Departments of Square Toiletries Ltd.....	23
Figure 9: Theoretical Framework .....	25

## List of Acronyms

4IR	4 <sup>th</sup> Industrial Revolution
B2B	Business to Business
B2C	Business to Customer
CSR	Corporate Social Responsibility
FMCG	Fast Moving Consumer Goods
HR	Human Resources
HRD	Human Resources Department
HRIS	Human Resource Information System
ISO	International Organization for Standardization
MIS	Management Information System
R&D	Research and Development
SOP	Standard Operating Procedure
STL	Square Toiletries Ltd
T&D	Training and Development

## Glossary

4IR	4IR refers to the 4 <sup>th</sup> Industrial Revolution where the mixture of technology, connectivity and automation are applied to industry works.
HRIS	Human Resource Information System is the integration of human capital management and automated technology to complete the day-to-day work in the organization
QMS	To attain the quality objectives and policies, Quality Management System includes different types procedures and responsibilities.
Theoretical Framework	The foundation which researchers create with the existing theories that serve the purpose of research arguments.

# Chapter 1: Overview of Internship

## 1.1 Student Information:

- **Name:** Farjana Absar
- **ID:** 18104066
- **Program:** Bachelor of Business Administration
- **Major/Specialization:** Double Major in Marketing & Human Resources Management

## 1.2 Internship Information

### 1.2.1 Period, Company Name, Department/Division, Address

- **Period:** 3 Months (15<sup>th</sup> May to 14<sup>th</sup> August)
- **Company Name:** Square Toiletries Limited
- **Department:** Human Resource Department
- **Address:** 72, Mohakhali CA, Rupayan Center (11th Floor), Dhaka-1212

### 1.2.2 Internship Company Supervisor's Information Name and Position

- **Name:** Abu Saleh Yeasir Arafat Shamir
- **Position:** Assistant Manager, HRD, Square Toiletries Limited

### 1.2.3 Job Scope – Job Description/Duties/Responsibilities

- Preparing a job analysis for a new recruitment
- Sourcing CV from different platform like Bdjobs, Email, Career counsels of universities and offline submissions
- Creating pool from sourced CVs and sorting them according to the job description and job specifications
- Preparing written test attendance sheet for candidates

- Shadow checking of candidates' exam scripts and calculating total score
- Calling shortlisted candidates and inviting them to attend viva
- Preparing interview summary for shortlisted candidates
- Organizing CV, exam script, evaluation form and interview board with relevant documents
- Drafting recruitment proposal and offer letter
- Rechecking and revising important documents
- Assisting HR executives in daily tasks

## 1.3 Internship Outcomes

### 1.3.1 Students contribution to the company

The three months of internship at Square Toiletries Ltd, I was exposed to the daily activities of Human resource department and assisted the HR personnel to complete different kinds administrative tasks. I did my best as an HR intern to contribute value to the tasks given to me as much as I could. The major contributions towards the company are described below:

- **Documentation:** Documentation plays the most vital part of the HR department. To track down every status of the employees, there are several official documents which should be kept in personal files. For the newly joined employees as well as the existing employees, I had to record and organize their personal information like CV, proposal letter, offer letter, appointment letter, orientation form, medical and educational certificates etc. In addition to that, scanning documents and sending them via email was one of the parts of documentation.
- **Recruitment Process:** As a local FMCG giant, Square Toiletries Ltd needs an enormous man power to compete in the market. As a result, they must go through a continual recruitment procedure to find the suitable pool of candidates. I have contributed most to the recruitment process of Square Toiletries Ltd. For every vacancy, an applicant has to go through a rigorous assessment like written test, first phase of interview, second phase of interview, negotiations etc. I have been involved in every

step of the process like CV sorting, attendance making, interview summary, making phone calls, drafting offer letter etc.

- **Co-operating Coworkers:** Communicating with the senior managers and HR professional via email was a daily task. Making a scan copy or necessary photocopies to every document was one of the important tasks to assist coworkers. In addition to that, I have also assisted in inter department communications, for example, providing important documents to sales department or marketing department.

### **1.3.2 Benefits to the Student**

In my opinion, the experience of 3 months of internship was not just a criterion which I need to fulfill but it was more than that. These 3 months have taught me how the corporate world works. I was exposed to a fully different work culture. As I was the younger one in the department, I got to learn a lot from the senior colleagues. They have shared their life long experiences, work ethics with me which made me wiser than before. The environment of STL is very disciplined in every aspect and they maintain punctuality very strictly. As a result, it taught to arrive in office in time and maintain a strict deadline for works. Being an HR intern in STL made me very confident about overall HR knowledges which I have read in books during my undergraduate life. Applying them in real practices enabled me to grow professionally.

### **1.3.3 Problems/Difficulties faced during the internship**

Although, all the senior colleagues were very helpful towards making me understand the work, there were some challenges which I have encountered as an intern. The most challenging part was to cope up with a new environment which I have never been before like the 9-hour office work and multi-tasking. As, I have never worked as full timer employee, it was overwhelming at first but the friendly environment made it enjoyable after a week. Also, by doing multi-tasking I have learned how to prioritize the work according to the importance.



### **1.3.4 Recommendation**

As an intern, I have been directly involved with the recruitment process of STL. Although, there are a lot of aspects of HR like payroll, performance management, HRIS (Human Resource Information System) etc. It would be a wonderful learning experience if I could explore those areas.

## **Chapter 2: Organization Part- Overview, Functions, Operations and Strategic Inspection**

### **2.1 Introduction**

Founded by Samson H. Chowdhury and his three friends, a pharmaceuticals company started its journey in 1958. The name “SQUARE” has mainly come from the resemblance of accuracy and quality. In addition to that, Mr. Samson has stated that, one of the reasons behind naming it “SQUARE” because they were four friends when they started their venture. Fast forward to five decades later, Square Group is now known to be one of the biggest conglomerates of our country with some diversifies area like consumer goods, textiles, hospital, advertising agency, television channel, herbal medicine, information technology etc.

### **2.2 Overview of the Company**

In 1988, by creating a separate division of Square Pharmaceuticals initiated the journey of Square Toiletries Limited. This fast-moving consumer goods organization became private limited company in 1994. With the slogan “As Unique As You”, STL has created an individualism and uniqueness to a national level. Keeping our cultural heritage in mind, Square Toiletries has tried to engage from the root level in order to provide quality products. Their values and principles have outsmarted all other local FMCG companies. Square Toiletries Limited claims to have three pillars which helped them to stand strong in the industry. These are; well-being of society, employee and consumer. Earning profit is not the first priority of them, they tend to focus more on the social responsibility and driven towards customer satisfaction. With the two fully automated plants of Rupshi and Pabna, Square Toiletries Limited is thriving towards innovating new products and packaging. Their committed R&D department is continuously improving the quality of existed products as well as launching new products according to customer demand. They are not only producing locally but also internationally. Besides Asia STL is currently exporting to Middle East, Europe, Africa, Australia and North America. Since 2001, international business of Square Toiletries Ltd is continuing to do B2B (Business to Business) and B2C (Business to Customer) globally.

From the very beginning Square Toiletries Ltd had specific Vision, Mission and Quality Policy to run their business. According to their official website (source: (<https://squaretoiletries.com/we-care> ) the statements are given below:

### **2.2.1 Vision**

“We make every attempt to comprehend the different wants of the customer and translate those needs into goods that satisfy them in a distinctive way with high-quality goods, excellent service, and reasonable prices.”

### **2.2.2 Mission**

- “To consider knowing consumers as one of our most valuable assets and make every effort to comprehend their changing needs in order to provide the highest level of satisfaction.
- To provide consumer goods at a fair price while upholding a stringent standard of quality. We endeavor to make our goods compliant with global quality standards through ongoing R&D and innovation.
- To sustain a friendly work atmosphere so that STL's most valuable resource—its people—can grow and flourish. Additionally, a high degree of motivation of employees and fulfillment is strived after.
- To make every effort to create a social order free of wrongdoings, anti-environmental behaviors, unethical, and corruptive activities. This includes truly upholding one's duty to the government and society with the highest ethical standards.”

### **2.2.3 Quality Policy**


- “Committed to doing all possible to comprehend consumer demands in order to maximize satisfaction and establish market leadership.
- Strive to maintain the highest level of quality standards in accordance with the international standard ISO 9001: 2008 and to continually improve production technology.
- Devoted to achieving quality goals through ongoing staff training and fostering a positive workplace culture.”

## 2.2.4 Corporate Social Responsibility

As a responsible organization and a one of the largest local company, Square Toiletries Limited has been an active participant in corporate social responsibility. The company has established “Square High School & College” to make a revolutionary change in education. The leading brands have initiated CSR activities according to their product type. So, they are not only fulfilling the needs of the products but also helping the society and environment to be a better place. Senora has started manufacturing Bangladesh’s first biodegradable sanitary napkins which will dissolve in soil within 6 months. This product was launched in world environment day to be a part of ensuring healthy environment for generation.

Then, various health checkup booths were installed by Zerocal to provide health service to the citizen. Weight check, blood pressure check, glucose check and other checkups are included in these booths. After that, Supermom and Meril brand has been providing help by advising pregnant women about their mental and physical health. The prominent psychiatrist Dr. Mehtab Khanom is appointed to help mother and their children.

## 2.2.5 Brands of Square Toiletries Limited

SL	Type	Brand Name	Brand Identity
1	Baby Care	Meril Baby Lotion, Meril Baby Shampoo, Meril Baby Soap, Meril Baby Toothpaste, Meril Baby Olive Oil, Meril Baby Powder, Supermom Diaper	

2	Health & Hygiene	Zerocal, Sepnil handwash, Sepnil Soap, Sepnil facemask, WhitePlus Toothpaste, Magic Toothpowder, Rain Shower, Select Plus Shampoo, Meril Petroleum jelly, Meril Olive Oil	
3	Home Care	Xpel Aerosol, Shakti Toilet Cleaner, Spring Air Freshener, Maxclean dishwasher, Chamak Fabric Cleaner	
4	Protective Care	Meril Soap, Revive Powder, Revive Shampoo, Jui Hair oil, Senora Sanitary Napkin	
5	Men Care	Kool Shaving Foam, Kool Body Spray, Kool Gel & Lotion	

Table-1: Brands of Square Toiletries Ltd

(source: <https://squaretoiletries.com/brands-that-care> )

## 2.2.6 Departments of Square Toiletries Limited



*Figure 1: Departments of Square Toiletries Ltd*

*(Source: HR Department- Executives/Senior Executives)*

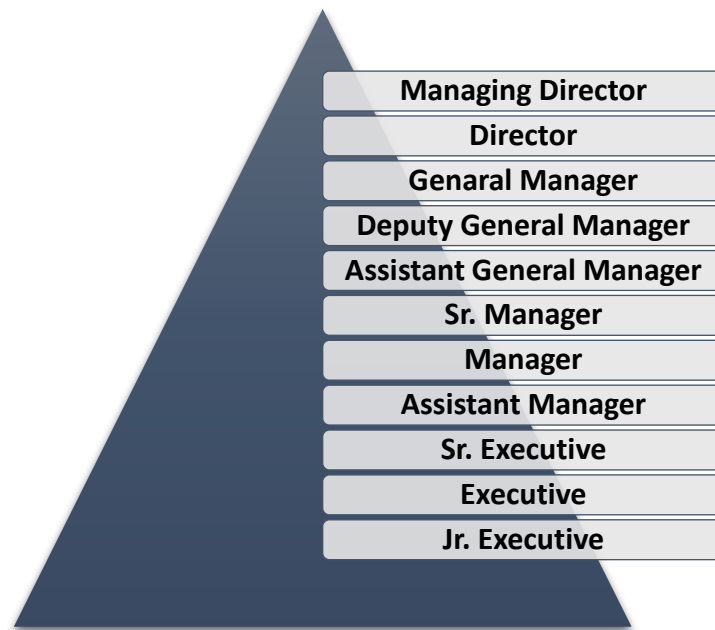
## 2.3 Management Practices

One of the most vital roles which a company plays in order to achieve goals and objective is the management practices. These processes and functions are mainly derived from Human Resource Department. In Square Toiletries Limited, management practices are different than any other local companies.

### 2.3.1. Leadership Style

According to German- American psychologists Kurt Lewin (1939), there are three basic leadership styles and the last one has emerged as a commonly grouped leadership style. They are Autocratic, Democratic, Laissez-faire and Transformational. From my tenure of 3 months internship, I have observed that STL maintains a mixed of democratic and autocratic leadership styles. For each department the democratic leadership style applies when there is a need of unanimous decision towards achieving target. For example, the trade marketing and sales department frequently holds meeting with every level of employees regarding any market situation. This type of leadership style gives every employee a sense of belongingness, motivated and opinionated towards his work. On the other hand, senior management applies

autocratic leadership style in order to take important decision in a short period time. The senior management of STL has prolong experience of leadership and industry knowledge. As a result, sometimes the autocratic leadership style justifies their work culture in order to eliminate risky situations.

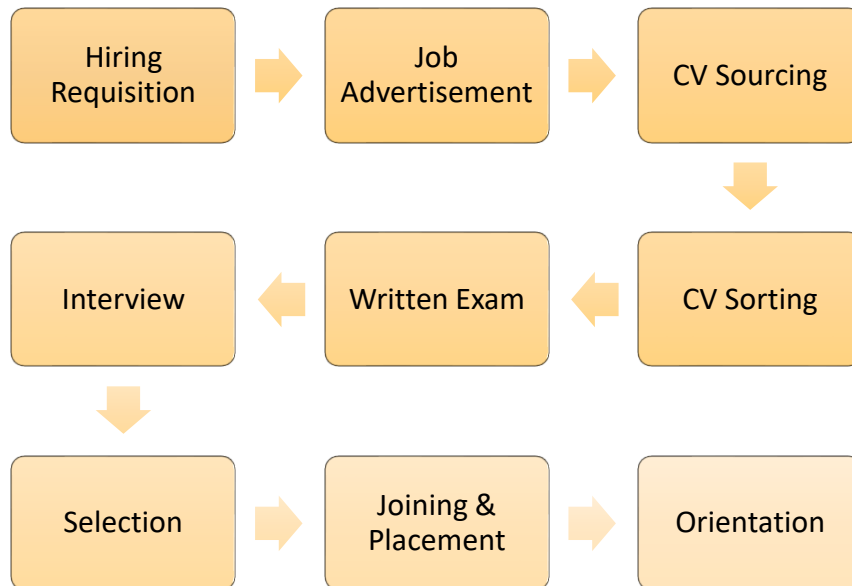


*Figure 2: Hierarchy of Square Toiletries Ltd  
(Source: HR Department- Senior Executive)*

### **2.3.2. Recruitment and Selection Process**

At present, there are more than 3500 employees working in Square Toiletries Ltd and the number of employees is on the rise because of the high demand of manpower. “Recruitment and Selection process” is the first step of HR department which needs to be fulfilled thoroughly as the next steps depend on it. The success rate of the rest steps become lower if the recruitment process is not executed properly. The HR department of STL is mostly equipped with 3-4 recruitments for different positions in a month. Before going for the process, there should be a hiring requisition from the respective department. After raising a hiring requisition with demanded manpower and approving by departmental head, it directly goes to the HR department for further process. According to the job description and specification, the HR department make job advertisement and posts it on different website like BDjobs, LinkedIn, Newspaper etc. After that, the HR professionals sort the candidates which are the best match for the post and invite them for written exam via SMS or phone call. Then, from the written

test, only the best performers get chance to go to the next phase which is interview. Sometimes, there are two phases of interviews for a position to select the best candidate. For example; For Management Trainee (MT) recruitment, there are 4 steps. They are written test, interview, Focus group discussion, presentation. Every recruitment is designed in a unique way to select



*Figure 3: Recruitment & Selection Process of Square Toiletries Ltd.*

*(Source: HR Department)*

the best candidate from the pool. After the final interview, the selected candidate gets the job offers and placement in the designated work station. In addition to that, orientation is a must for every newly recruited employee. Between the selection and joining process, there are a lot of paper work and documentation happens to check the background of employee. For instance; educational certificates, release letter of previous organization, medical certificate of fitness, national identification etc.

### **2.3.3. Compensation System**

Compensation system includes monetary and non monetary privileges offered by an organization for the employees. It is the most attractive and matter of consideration when a candidate applies for any job. Like other organizations, Square Toiletries Limited has its own compensation and benefits system. A thorough explanation is given below:

- **Basic Compensation Components**



1. Basic Pay: STL provides the basic pay to all the employees according to position, grade and experience. For example; the gross salary of a sales officer is ten thousand taka (10,000/-BDT) a month. Upon having experience, they will get twelve thousand (12,000/- BDT) a month. The company has probation period policy of 6 months where no benefits are added and only the basic salary will be paid. So, the basic salary varies from hierarchical positions.
2. Bonus: According to the calendar, an employee will get two (2) festival bonuses and three (3) incentives per year. After the completion of probation period, employees will get yearly bonuses which is equivalent to their basic monthly payment.
3. Profit Share Bonus: Other than the festival bonuses and incentives, employees get company's profit share bonus.
4. Leave Fare Assistance: Employees get LFA if they take leave for 8 consecutive days in a year and they will get a certain amount for this.

- **Variable Components**

1. Performance Bonus: Employees get performance bonuses upon achieving the KPI in every month. Although it is applicable after completing the probation period. The amount depends on the target achievements.
2. Overtime Allowance: STL provides overtime allowance according to the labor law of Bangladesh. An employee will get the allowances if he works extra hours after the designated 8 hours work.
3. Provident Funds & Gratuity: Every employee is a member of Provident Fund of Square Toiletries Ltd. In addition to that, they get gratuity amount upon retirement or separation from the employability.

- **Other Benefits:**

1. Lunch: STL provides lunch to their current employees in working days
2. Transportation: Employees get pick up and drop service according to their location.
3. Maternity Leave: Women employees get 2 times of maternity leave during their tenure in the organization.

4. Discount on Company products: 25% discount is given from the market price of the products of Square Toiletries Limited.

Basic Compensation Components	Variable Compensation Components	Other Benefits
<ul style="list-style-type: none"> <li>• Basic Pay</li> <li>• Bonus</li> <li>• Profit Share</li> <li>• LFA</li> <li>• Medical Allowance</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Bonus</li> <li>• Overtime Allowance</li> <li>• Provident Fund</li> <li>• Gratuity</li> </ul>	<ul style="list-style-type: none"> <li>• Lunch</li> <li>• Transportation</li> <li>• Maternity Leave</li> <li>• Discount on Company Products</li> </ul>

*Figure 4: Compensation System of Square Toiletries Ltd.*

*(Source: HR Department)*

### **2.3.4. Training and Development**

To have the maximum outcome from the manpower, it is necessary to make them up to date with this fast-moving world. Only training and development programs can enhance knowledge, skill and abilities. In Square Toiletries Limited, both On the job and Off the job trainings are offered for employees. For instance; field force training, in house training, managerial training etc.

### **2.3.5. Performance Appraisal System**

Performance appraisal system is used for measuring the productivity of employees along with the personality, skill set, knowledge. STL does quarterly performance review of their employees by doing evaluation from immediate supervisor. A 360-degree assessment system finds out all the improvement areas of employees which is required to achieve the company objectives. Constructive feedbacks help employees to perform better.

## **2.4 Marketing Practices**

Square Toiletries Limited largely depends on its marketing department. Being the leading local FMCG company, it grabs the attention of the consumers and competitors by their marketing approaches. There is a constant need of innovating new marketing approaches to sustain in the FMCG industry.

### 2.4.1. Marketing Strategy

To examine the primary marketing strategy, the analysis of marketing mix (4p's) needs to be done. A The marketing mix is made of four components. They are Product, Price, Place and Promotion. According to STL's product line, it can be explained the below mentioned way:

- **Product:** Square Toiletries Limited has more than 40 products in different segments

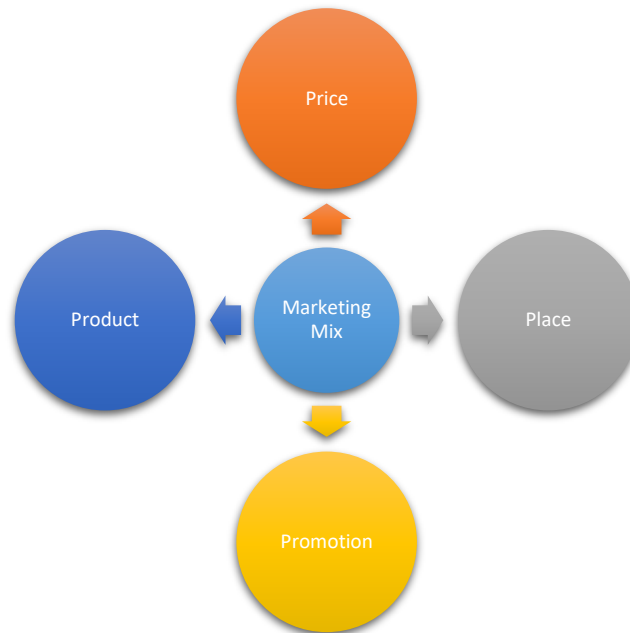


Figure 5: Marketing Mix of Square Toiletries Ltd.

(Source: <https://marketingmix.co.uk/4ps-in-marketing/>)

like home care, health and hygiene, fabric care, baby care, men products and women products. The 20 brands of this products are well known to the consumer because of their international quality. Firstly, Senora, Meril, Revive, Jui are dedicated towards womanhood. Under these brands, they have sanitary pads, hair oil, soap etc. Secondly, men product line is called Kool. From shaving foam to deodorant, Kool has all the necessary toiletries product for manhood. Thirdly, the brand Supermom has comfy diapers for babies. Also, Meril baby shampoo, baby lotion, flavoured toothpaste for the growing kids. Fourthly, Sepnil hand wash, face mask, hand sanitizer, Magic toothpowder, Zerocal sugar substitute, Select plus shampoo, White Plus toothpaste, Rain Shower, Meril skin care products are dedicated to health and hygiene sector. Lastly, to keep home and fabric clean, STL has Xpel aerosol, Shakti Toilet cleaner, Spring air freshener, Max clean dishwash and Chaka detergent for washing clothes. All these products have an innovative and attractive packaging which is eye catching to the consumers.

- **Price:** Square Toiletries Limited tries to keep the price reasonable for the lower middle class to upper middle-class people so that they can afford it. By not making it a luxury brand, they have set the price in a way that people can buy daily necessary products in a lower price. All the products have a standard price while being in the competition for other FMCG companies. For instance; Meril soap bar costs 50 taka (100 gm) whereas Lux soap cost 52 to 55 Taka (100 gm). Also, often there is discount or free goodies added with the product to increase the sale.
- **Place:** the distribution channel of the products is scattered not only all over Bangladesh but also it is exported to other countries as well. For Bangladesh, the approach to reach every grocery store and local stores is aggressively done. From making all the products from main plants Salgaria (Pabna) and Rupshi (Narayanganj) to distributing to every district of Bangladesh, they have vast market coverage. The transportation that they use is both their own and third-party delivery system.
- **Promotion:** For Promotional activities, the company holds both online and offline communication with their target market. From billboard to social media marketing, they have placed their product promotion very effectively. For example; they follow aggressive marketing for their top selling product “Senora”. They not only promote this product for selling purpose but also to create an awareness for women health and hygiene. Likewise, all the products have their own unique approach for promotional channel.

#### **2.4.2. Target customers, targeting & positioning strategy**

As Square Toiletries Limited has more than 40 products, it is not possible to have similar target market, targeting and positioning strategy for all the current products. As a result, they have separate target customer and positioning for each of them. A proper explanation is given below for the top brands of STL:

##### **Senora:**

It aims to reduce the hassle and maintain female hygiene at the time of menstrual cycle. Being a sanitary pad brand, the target market is undoubtedly the Female consumers. From age 12 to 40, all the women are the target market. Also, they have introduced Senora Teen, specially made for teenage girls who experience period for the first time. In addition to that, for the

women from rural area and with low income, they have sanitary pad in cheap price which is called Femina.

**Zerocal:** This product is mostly targeted towards for health-conscious people and aged people who have diagnosed various kinds of diseases like diabetes or heart block etc. The age limit for zerocal is 17 to 45+ for both men and women.

**Kool:** Kool is designed for Men. It has a manly and rough approach to its product to make the brand look attractive to targeted consumers. The age group is 17 to 30+ and specially the students and new job holders are the primary target. Men from metropolitan cities, Urban areas and main district towns are attractive target markets according to them.

### **2.4.3. Advertising & Promotional Strategies**

The advertising and promotional strategy of Square Toiletries Limited is very diversified. Both online and offline marketing campaigns have impacted the consumers mind effectively. The TVC and OVC of the brands are accurately targeted towards consumer with a neat message. Although, the OVC are more appreciated to consumers because of the shift of digital marketing era. As people are spending their time more on YouTube, Facebook, Instagram, Tiktok the OVC are much more cost effective to reach more people within short period of time. Beside of OVC, they follow celebrity endorsement for their brand. For instance; Cricketer Mashrafe Bin Mortaza, Actress Jaya Ahsan etc. are the brand ambassadors of their top brands. Moreover, billboards, car, posters are used for offline branding.

### **2.4.4. Critical Marketing Issues & Gaps**

For marketing department, the issues and gaps that they face regarding their brands are numerous. Sometimes, there are some untapped target groups that is not even aware about the products. So, the lack of brand awareness is one of the issues that STL face. Also, not all the consumers are cautious about their lifestyle and health. As a result, it is very tough to make them understand the purpose of the product. For example; Excessive sugar intake is bad for health whereas Zerocal can be a better option instead of sugar.

## **2.5. Financial Performance and Accounting Practices**

Square Toiletries Ltd sees numerous financial transactions in a day. Likewise, it is very important to keep the track every transaction and maintain transparency. Except the transaction, there are also other financial and accounting practices that the responsible department does. The financial situation is only be known when the representation of liquidity, solvency, efficiency, profitability, leverage, market-value, etc. are in good condition. So, to assess the conditions, numerical data from the current financial statements needs to be in formula. Due to confidentiality, STL could not share their financial data to assess the present condition for this report.

## **2.6. Operations Management and Information System Practices**

The operation management is solely depended on the commercial and sales department. Commercial department has the responsibility of gathering raw material of the product and sending to the plants. Also, they have their own distribution channel and transportation system to carry out all the raw materials and produced goods. To run these activities smoothly, STL uses supply chain management system. To track and keep the record, they use various software like PPIC (Product Planning & Inventory Management), QMS (Quality Management System), RMIS (Raw Material Management) etc. The main responsibilities of MIS practices are:

1. Data Analysis & Reporting
2. Sales Process Automation
3. Supply Chain
4. Rolling Forecast & Target
5. Claim Disbursement

## **2.7 Industry and Competitive Analysis**

To find out the current position of Square Toiletries Ltd in the FMCG industry, an internal and external environmental analysis can provide the proper information. SWOT and Porters Five Forces Model will bring out the real time market analysis and help to know which competitors are giving tough competition in the market. SWOT analysis will disclose the strength,

weakness, opportunity and threats of STL. On the other hand, in terms of profitability, Porters Five Forces model will include facts about customer, suppliers, industrial rivalry and substitute products in current market.

### 2.7.1 SWOT Analysis



Figure 6: SWOT Analysis

(Source: <https://businessmodelanalyst.com/swot-analysis-everything-need-to-know/>)

**Strength:** in the FMCG industry, the square is a market leader. The company has managed to develop a decade-long legacy with an extravagant brand image, which helps the company 2 leverage the acceptability of its products among its customers. Secondly, the company is run by experienced management, which helps the company to achieve various strategic objectives. Thirdly, the firm has several motivated employees who work at their best for the company's various fringe benefits. The company uses an objective stretch strategy to utilize the human resource capacity. Speaking of the product, the company has a standard certification (ISO 9001:2000). This helps it benchmark its competencies with the industry's best practices.

Moreover, Square toiletries also possess a large manufacturing facility maintaining all the safety and security protocols and producing all of its products with the utmost quality. One of the biggest strengths after the production is its distribution channel. The company has a vast and remote distribution channel which helps it reach the remotest corner of the country—covering most of its targeted geographics. In terms of pricing, square follows the best cost pricing strategy. This means the firm minimizes the cost and value drivers, resulting in a quality product with a comparatively lower price than its competitors. They are making it more approachable and attractive for consumers.

**Weaknesses:** Like every other corporation, the company has its cons. In the modern and civilized world, where everything is run by technology, and every bit of operations has been integrated with specific technologies, square lacks its technological integration in day-to-day operations. Although the company has experienced management and a motivated workforce to complement that, sometimes the vertical organogram hinders the short-term decision-making process and stretches the process unnecessarily, which could be avoided. One of the enormous value drivers of any company is employee learning opportunities and skill training. The firm lacks routine training opportunities. One of the significant reasons for not using employee utilization is its conservative office culture. Furthermore, the square has a somewhat autocratic leadership system, creating resistance to creative liberties. In my perception, one of the significant weaknesses of the products is their presentation, especially the packaging.

**Opportunity:** there are various opportunities for square toiletries that can be used to leverage its current profitability and market presence. The company is well known for understanding the demographics. They tried to provide the product with the utmost quality at a minimal cost. Although this industry lacks customer retention and loyalty, square minus two made its foundation throughout the time. Nevertheless, to grab the most opportunities, the company should consider related diversification to the cosmetics and skin care industry. The market is very attractive to explore, with yearly revenue of \$534 billion globally and \$9.1 billion domestically. The company has managed to specialize in understanding its demographics and the parent company has an abundant resource of various chemicals. Combining both of this expertise, square toiletries can diversify into the cosmetics and skin care business, and they can manage to maximize profit. Furthermore, STL's needs much attention. Social media marketing is not up to the mark, which can be a massive threat to the future as most brands are moving towards social media due to its reachability and economic viability.

**Threats:** Apart from executing various strategic management, attaining competitive edges, and overcoming various bottlenecks, the company has its threats to tackle. The first and foremost is the increasing number of domestic and international competitors. The threat of new entrants is very high due to the vast market size and many consumers. If the company does not sustain their research and development for constant innovation in products and increase the value drivers for most services, other competitors can overrun the company. In recent times, one of the significant threats to the company is the unpredictable economic condition of Bangladesh. Due to various domestic and international problems, the country has been



undergoing some economic stretch. For which, it is affecting the consumers as well as the production.

## 2.7.2 Porter's Five Forces Model

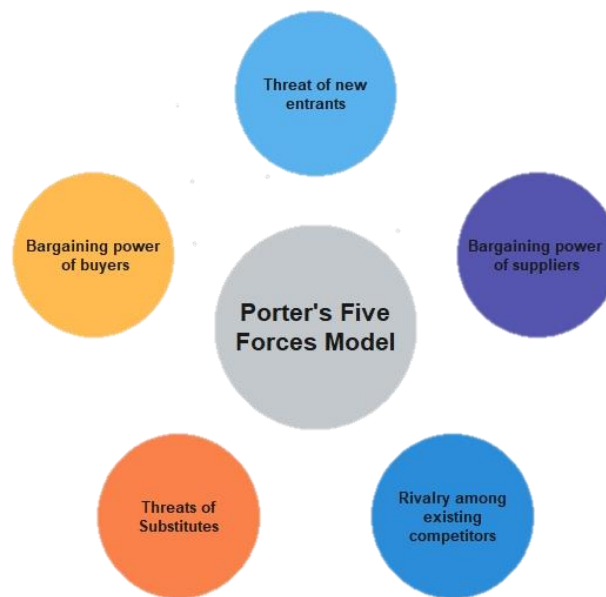


Figure 7: Porter's Five Forces Model

(Source: <https://www.edrawmind.com/article/porters-five-forces-analysis-definition-and-examples.html> )

**•Bargaining Power of Suppliers:** It plays a vital role in Porter's five forces. It helps us to identify the supply of the industry. Suppose there is an abundant number of suppliers. In that case, the power of suppliers becomes low if the number of suppliers is low compared to the demand. This results in the supplier's higher bargaining power. Square toiletries limited has an abundant number of resources with colossal manufacturing plants. Maintaining all the best practices and certifications, it tries to perform all of its production with in-house manufacturing plants. However, the company tries to source some of the products overseas, resulting in the moderate bargaining power of suppliers.

**•Bargaining Power of Buyers:** this component is very high in these FMCG industries. There are several competitors in the domestic market, followed by various international competitors making the whole market backed by players. This gives the buyers many alternatives. Furthermore, the switching cost of the brands are meager, and the demography is very price

sensitive. So having many options at the same price points empowers the consumers with many options. So, in this industry, the bargaining power of buyers is very high.

**•The threat of new Entrants:** STL has a legacy of 50 years. The company is well known for international standard products in budget. It is a company that knows its demography and purchase habits very well. Due to high brand loyalty in the current industry, good brand recognition among its customers, and high initial capital investment, a threat of retaliation from existing global and domestic competitors creates a high barrier for this industry. All of this accumulates and creates a low threat of new entrants.

**•The threat of Substitution:** The higher the substitutional products are available in the market, the higher the threats to the existing industry. The worst part is that it does not have to be in the same industry. It reduces the suppliers' bargaining power and enhances buyers' bargaining power. Square toiletries have a plethora of brands, Such as JUI, Merrill, super mom, Chaka, Chamak, senora, kool, spring, Sepnil, ZeroCal, rain shower, Max clean, etcetera. These products cannot be replaced with other products in this price segment. Although some other alternatives or substitutes are available in the market, they require a higher switching cost for the consumers. Keeping the consumer profile in mind, the price-sensitive demography will not be encouraged to switch to a higher price brand. They are resulting in a low threat of Substitution.

**•Competition in the industry:** This indicates the amount of pressure the competitors create on one another operating in the same industry. There are plenty of companies in the toiletries and cosmetic industry in Bangladesh; among them, 10 are actively fighting with each other in terms of covering market share. Some domestic brands can be named Square, "Imperial chemical industries" also known as "ACI", Keya, Kohinoor, Lal Bagh chemical, cute, and Lily cosmetics. They were followed by multinationals such as Unilever, Marico, kumara, etc. The industry is filled with both international as well as domestic players. Where Unilever Bangladesh has taken the lead in terms of market share. Nevertheless, square toiletries are also leading the market when it comes to domestic companies. As a result, the competition in the industry is high. However, the competitors do not try to price the product aggressively. The companies try to maintain the price ceiling and floor, resulting in "high" competition instead of "very high."

## **2.8 Summary and Conclusions**

To summarize the thorough inspection of Square Toiletries Ltd, it can be said that every department has their own unique way of functioning. Thus, they have their individual SOPs' (Standard Operating Procedure). Certainly, all the departments are interconnected and disturbance within the departments can bring error to the central operation.

## **2.9 Recommendations/Implications**

As we know perfection is hard to achieve but the imperfection thing that make an organization stronger in future by working on those. One of the strengths of Square Toiletries Ltd is they have all well functions department which play vital roles to stand out in the FMCG industry. Although, overcoming some lacking will lead to a more productive work environment. I would like to propose some recommendations:

- I. The present work culture of STL is very traditional. To cope up with the fast-moving world, the work culture needs to be changed according to the demand. A strategic and new work culture should be introduced to motivate the employee.
- II. There should be more tech savvy approach to get the work done smoother and faster. For example; introducing more software adaption so that employees do not have to work manually. Manual works are generally very time consuming and faulty.
- III. In recruitment process, they should maintain a good fresher and experienced ratio for the company which make increase innovative ideas from fresher and expertise from experienced employee.
- IV. There should be recreational activities for employees as they need to work for hours in office. Refreshment will make them attentive to their work.
- V. Rather than using paper for documentation, they can use cloud storage to record and keep their data. Excessive paper usage is very harmful for the environment.

## Chapter 3: Project Part

### The Influence of Training and Development Programs on Employee Performance of Square Toiletries Ltd.

#### 3.1. Introduction

In this modern era of Human Resources Management, training & development programs have become a significant part of business practice. It is just not only limited to ordinary T&D programs like orientation or general overview about company, but it is now a form of creating skilled manpower for the organization. Academic researchers, business practitioners, human resources generalists have adopted the new way of training the employees to get utmost engagement and performance in the workplace. According to Cole (2002), In order to gain skill, knowledge, attribute, competencies and the ultimate worker performance in the organization, training is a much-needed tool to achieve the target or standards. Likewise, Square Toiletries Ltd mainly focuses on payroll, recruitment, HRIS and administration in their HRD Department. However, in my opinion, there is less activities in training and development sector of STL. My report “*The Influence of Training and Development Programs on Employee Performance of Square Toiletries Ltd.*” aims to find how current T&D programs are affecting employees’ performance and what further needs to be taken care of in order to increase organizational productivity. At present, STL has a total of three (3) branches of their HR department. They are Corporate Headquarters (Dhaka), Rupshi Plant (Narayanganj) and Pabna

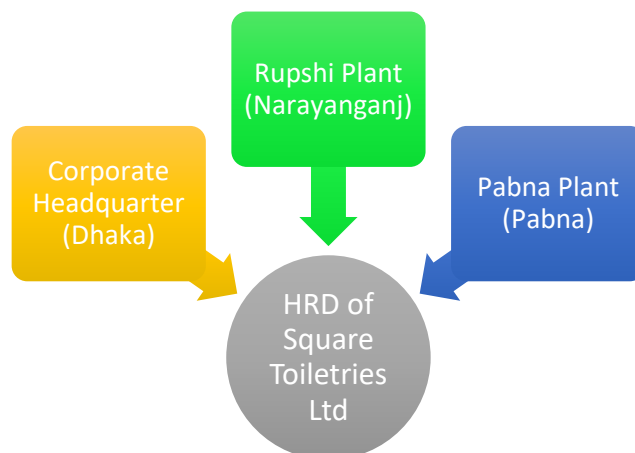


Figure 8: HR Departments of Square Toiletries Ltd

(Source: HR Department)

Plant (Pabna). Hence, there are different positions and hierarchy of management in these branches. For instance; Executive level, Non-Executive Level, Field Forces, Plant workers etc. As a result, there has been a vital need of various types of T&D programs.

### **3.1.1. Literature Review**

In a competitive business environment, every organization must have a competitive advantage to survive the industry. According to Aboyassin & Sultan (2017), to have a sustainable competitive advantage, organizations need to have a comprehensive HRM practices. Elnaga & Imran (2013) states that a company's most valuable asset is considered to be the employees who are the fundamental source of competitive advantage. As a result, looking after employees' wellbeing and their performances is a mandatory thing for any organization. According to Krietner (1995), no matter how competent candidates are chosen at the time of recruitment, there remains a deficit between what an employee should know and what an employee knows. Hence, T&D programs are necessary for both employee and organizational performances.

#### **I. Training & Development**

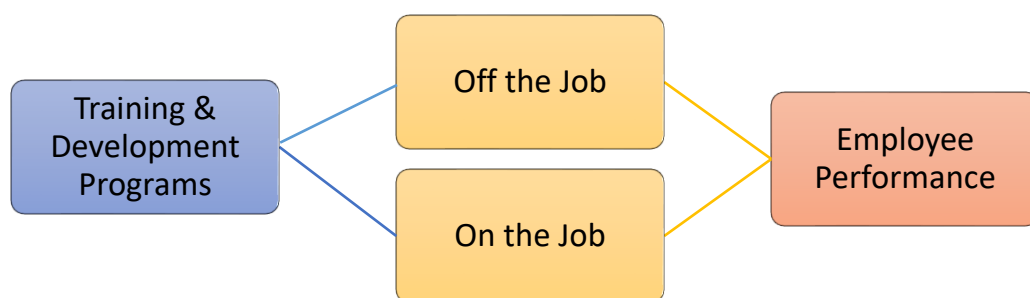
To enhance the level of skill, knowledge and competency, a planned and systematic activities need to be implemented which is also known as training (Nassazi, 2013). In Square Toiletries Ltd, requirement-based training programs are being offered to the departments. Firstly, the HR department conduct a "Training Need Assessment" in every department to know about the need of specific training program according to the skill gap. Like a survey, upper management fills out a form and provide to the HR department. After that, the concerned HR department takes necessary steps to conduct T&D programs. An organization can provide two kinds of training programs. They are On the Job Training and Off the Job Training. There are several training programs that are included in on the job training. For instance; Job orientation for newly joined employees, Internship programs for undergraduate students, Field forces training, Excel training for Sales Officer are some of the constant training programs of STL. On the other hand, the requirement-based training programs Quality management System Training (QMS), SOP Training, Fire Drill Training, Labour Law training etc. In addition to that, there are few off the job training programs for the employees. If needed, Trainers from outside organization are hired to provide specific T&D programs to the employees.

## II. Employee Performance

Organizational performance is directly related to the employee performance. Hence, there are lot of factors that affect employee's performance like work environment, work culture, work pressure, lack of skills etc. According to Asim (2013), the function which is mainly responsible for employee performance is Training and Development. In Square Toiletries ltd, employees' performance is assessed by different type of performance evaluation model. The key performance indicator is not the same for every department. For example; in Sales & Trade Marketing department, KPI is measured by how much of the products have been sold by the Sales Officers in the field. However, the HR department measure their KPIs' by assessing how many new candidates have been on boarded, how fast the payroll system has worked or how productive the employees are in the department. When it comes to T&D programs, their employee performance is less likely to be related with each other. There are very few T&D programs in their organization which affect employee performance.

## III. Theoretical Framework

According to the research, it can be said that there is an affirmative link between Training and Development programs and Employee Performance. Researchers have found T&D programs have a major influence in both employee and organizational performance. By applying the theories, following framework is suggested:



*Figure 9: Theoretical Framework (Source: Sandamali et al, 2018)*

### **3.1.2 Objective(s)**

The study's goal is to discover how the training and development (T&D) programs are influencing employees' performance. So, the main objectives are:

1. To understand the current T&D practices and methods
2. To measure the effectiveness of T&D Programs on employee performance
3. To evaluate how employees are implementing the learnings from T&D programs in their job performance

### **3.1.3 Significance**

With the purpose of helping Square Toiletries Ltd, I have included all the relative information about the relationship between employee performance and T&D programs. Also, this report contains a thorough findings and analysis about the current T&D programs and how it is affecting the organization. While trying to collect data from various resources, I did not find enough report on this topic. As a result, all the presented data are collected from original and primary sources. I intended to come up with a solution based on my personal experience as an intern and data with the recommendation which can be used for betterment of the company.

### **3.1.4 Limitations**

Being one of the largest local FMCG company, Square Toiletries Ltd was strict to share the internal information regarding my research topic. So, unavailability of relevant data, small sample size and lack of proper research method implication were some of the hindrances in the way of completing the research paper.

## **3.2 Methodology**

In this research paper, descriptive and exploratory research methods have been applied to collect relevant data. The extracted data are mostly qualitative with a few quantitative data like graphical analysis or percentage etc. Both primary and secondary data were collected to create logical findings. As a primary data collection, I had to take interviews of from senior management to entry level management to collect overall information about the organization. They were very kind to share important information regarding my topic. To support my first objective, I got to know the methods and practices of current T&D programs by observing and gathering relevant information from documents. For my second objective which was measuring

the effectiveness of T&D programs, I conducted google survey questions to get response as much as I could from the employee to know the influence and opinion about training and development programs. Lastly, for my third objective, I had to take short interviews of employees and got responses from the survey which supports the criteria of this report. Moreover, As a secondary data collection, I have taken help from various research paper on internet, newspaper, academic literature to establish a theoretical framework.

### 3.3 Findings and Analysis

Training and development are a formal process in an organization focused on helping the employees develop various skills and deepen their learning and knowledge to acquire the common strategic objectives of an organization. It helps an organization utilize its capacity but also helps the employees to reach their untapped potential. It increases productivity by increasing performance and improves employee retention by making them feel valued. I will try to systematically analyze the current training and development program by evaluating the survey responses.

#### 3.3.1 Current Training Methods and Practices

In this finding and analysis segment, I represent the quantitative data set and will try to explain the phenomenon using our qualitative approach while gathering the data. There were 41 respondents, 30 male and 11 female, from the survey that I conducted.

Have you gone through any T&D (Training & Development) programs recently?  
41 responses

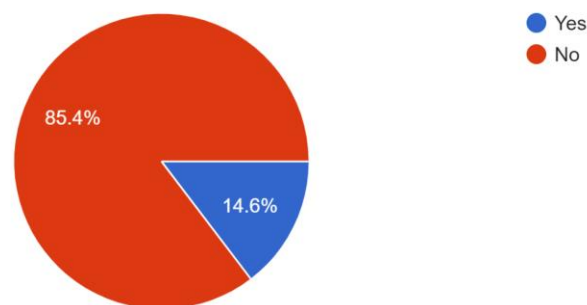


Chart 1: 3.3.1- A



**Analysis:** **85% (35 respondents)** of my respondents have not done any training and development program recently. In contrast, the remaining **15% (6 respondents)** have undergone some training and development program. After further analyzing the sample, I found out that those who have received some training and development belong to commercial retail, also known as the sales department. So, it can be interpreted that the training and development program has a routine in the sales department, whereas no such activities take place in other departments at that frequency.

If yes , What kind of training did you have?

41 responses

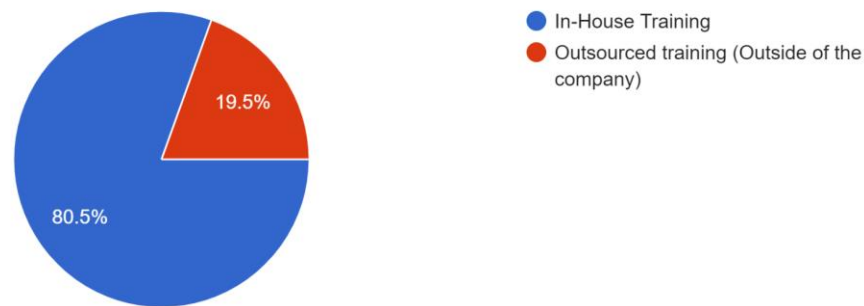


Chart 2: 3.3.1- B

**Analysis (3.3.1- B):** The respondents who have received in-house training (**80.5%**), also known as internal training, such as onboarding, team introduction, workflow management, etcetera. These pieces of training have been conducted by their respective executives of the departments. However, this is very preliminary training. According to the respondents who have received the internal training, they often get additional training while conducting various operations, tasks, and projects. They get help from their experienced superiors to carry out the assigned tasks. Respondents also acknowledge it as a learning opportunity. In contrast, some of the respondents have also received some outsourcing training (**19.5%**) that required them to learn outside the company. This outsourced training is basically for the upper management and more tailored for the senior employees for their professional efficiency.

Can you mention any of the skills that you have gained after the training program? (you can choose more than 1 option)

41 responses

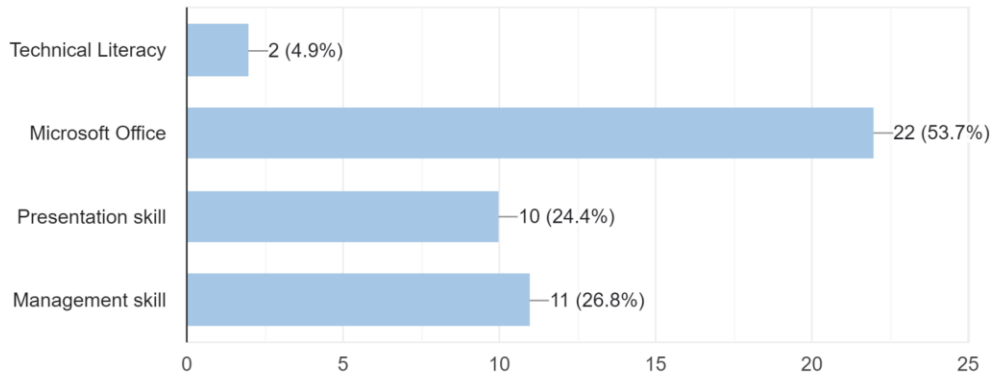


Chart 3: 3.3.1- C

**Analysis (3.3.1-C):** As mentioned earlier, most of the respondents who received in-house training have received the training throughout their operational execution rather than through a tailored training development program. The firm acknowledges this as a part of its collaborative culture and learning jargon. As a result, most respondents are more proficient in myriad technical skills, such as MS Office (54%) and technical skills (5%). While also developing some soft professional skills like management (26.8%) and presentation skills (24.4%). According to a few respondents, those who show noticeable improvements in their soft skills have a higher chance of leading various projects.

How many projects/tasks were led by you after the T&D program ?

41 responses

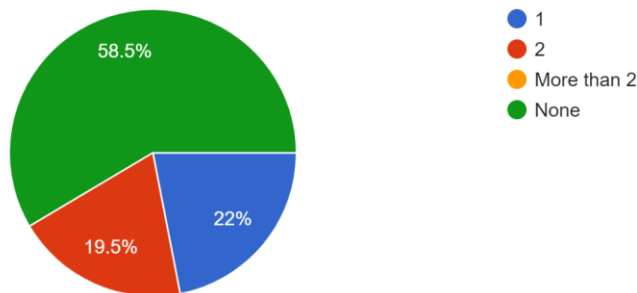


Chart 4: 3.3.1- D

**Analysis (3.3.1- D):** This pie chart tends to prove the statement made by our respondents earlier. Analyzing the pie chart, I can see that 58.5% have never led any project due to having fewer soft skills which also means there is less leadership quality building among the employees. At the same time, 41.5% have led one or more projects due to developing soft skills.

### **3.3.2 Effectiveness of T&D Programs on Employee Performance**

In this part of the report, I will try to shed light on the benefits and effectiveness of the training received by the employees in their day-to-day performance.

Do you find the T&D programs useful in order to gain personal & professional growth?  
41 responses

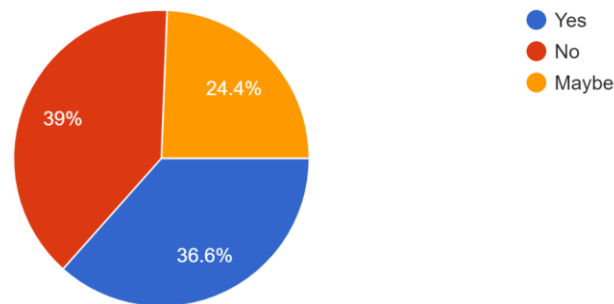


Chart 5: 3.3.2- A

**Analysis (3.3.2- A):** Here, the majority (39%) of the respondents do not find the training and helpful development. In comparison, 24.4% are still unsure about its effectiveness, while 36.6% of the respondents feel that the training and development are helping them enhance their skills and knowledge. Upon further questioning, we found the primary reason behind the perceived uselessness is the scatteredness of the training and development program, which the company acknowledges as a collaborative learning experience. If the whole learning experience can be a full-fledged training and development program, 39% of the respondents could measure their current position prior to the task and improve themselves accordingly.

"The programs helps me to plan my actions better."

41 responses

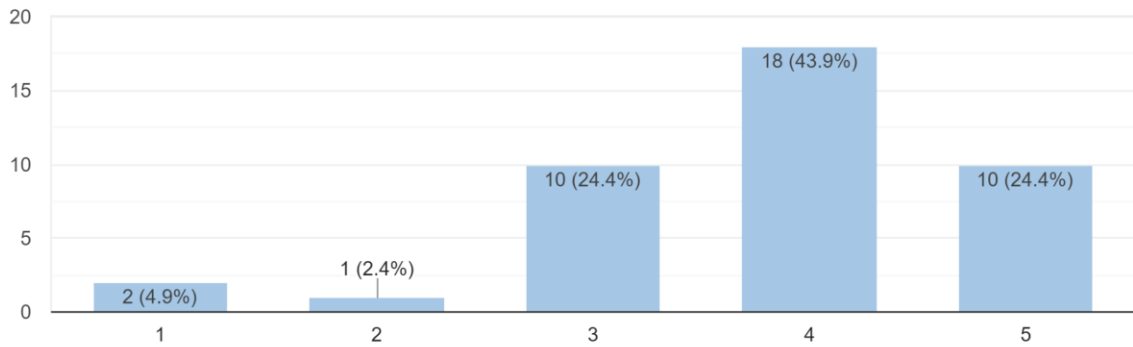


Chart 6: 3.3.2- B

**Analysis (3.3.2- B):** 68.3% of the respondents agree that they can plan their work better than before. It is necessary to state that those who previously expressed their displeasure about this sporadic training are also included among the respondents. They state that working through various projects can more efficiently recast the time and resources required for any task. However, 7.3% disagree by stating that no significant changes have been noticed while sorting their tasks. At the same time, 24.4% are still unsure about their current state. From here, we can interpret the effectiveness of the training and development allocation of resources among most of the employees.

"I am more punctual and committed toward my team"

41 responses

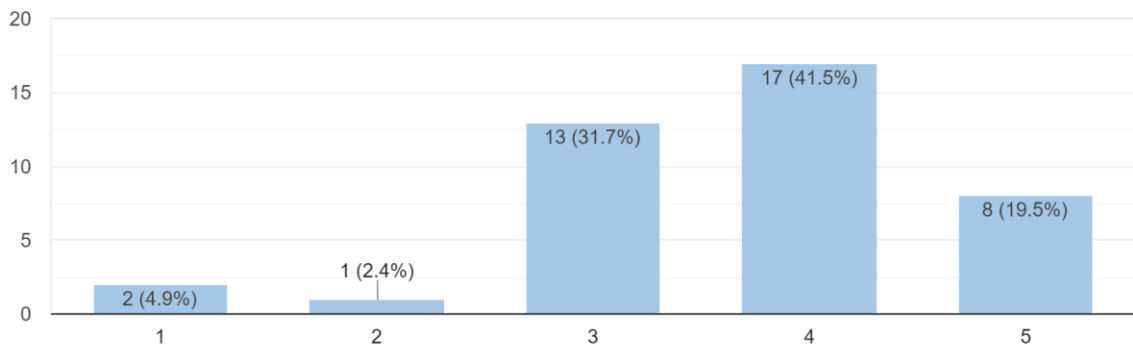


Chart 7: 3.3.2- C

**Analysis (3.3.2- C):** This bar chart represents the statement of punctuality and reliability. Where **19.5%** strongly agree with the statement and just **41.5%** agree. In comparison, **7.3%** of the respondents either strongly disagreed or showed their disagreement, leaving the remaining **31.7%** of respondents neutral. The bar chart has positively indicated the relationship between training and learning and employee reliability, an essential aspect of an ideal employee. This also proves the effectiveness of the current training and development catering punctuality and reliability.

"I can figure out a few ways to solve a problem. "  
41 responses

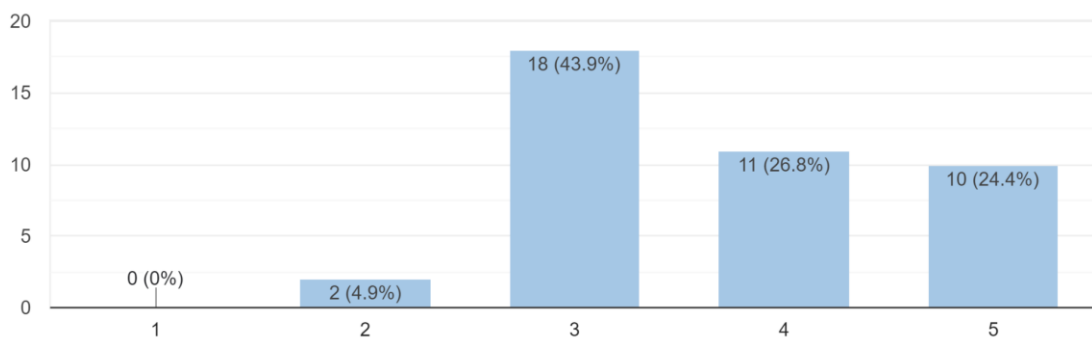


Chart 8: 3.3.2-D

**Analysis (3.3.2-D):** The pie chart above represents the statement, “*I can figure out a few ways to solve a problem,*” which shows the critical thinking ability of the employees and their approach toward any problem. **51.2%** of respondents assert that they have developed these critical thinking abilities while working in the company. In contrast, **5%** of respondents disapprove of the statement leaving the rest, **39%**, in a neutral position. The ones who agreed were always open to feedback and suggestions and often criticized for the proposed solution, believing these moments of stress helped them cater to the approach of critical thinking.

"I feel more valued "

41 responses

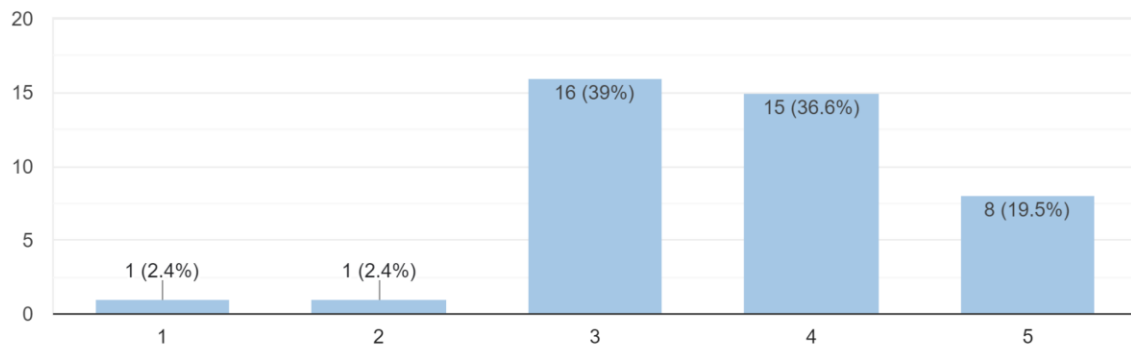


Chart 9: 3.3.2-E

**Analysis (3.3.2-E):** Lastly, the bar chart holds the question where we asked about their perceived values. In response, **56.1%** feel more valued for all the learning from the company and its people. They also feel very thankful to their senior employees for shaping them. They also expressed slight displeasure toward others, for which they sometimes feel uncomfortable around the office people. **39%** of respondents are neither valued or unvalued. Whereas the remaining **4.8%** of respondents strictly denied the statement. The above chart indicates that those who acknowledge the training feel valued and belong to the organization. This sense of belongingness has an untapped employee base who still fail to assess their value in the organization. Well-rounded training and development would help them understand their position.

After analyzing all the illustrations, it is safe to say that the current method (“Learning by doing”) effectively improves the employees' performance, productivity, commitment, belongingness, and other professional and technical levels. Nevertheless, I have also viewed much impassiveness and confusion while talking to them personally. The phenomenon occurred due to the lack of a formal, routine training and development program. The effectiveness would be greater if the company integrated training and development after frequent intervals.

### 3.3.3 Implementation of the learning from T&D Programs into Job

#### Performance

To evaluate how employees are implementing the learning from T&D Programs in their job performance, I have asked several questions to the respondents about achieving targets, coping up with the work culture or being empathetic or kind in the workplace which reflects the learning of T&D programs. Below mentioned data are explained thoroughly:

"I can sort & plan my tasks better than before"

41 responses

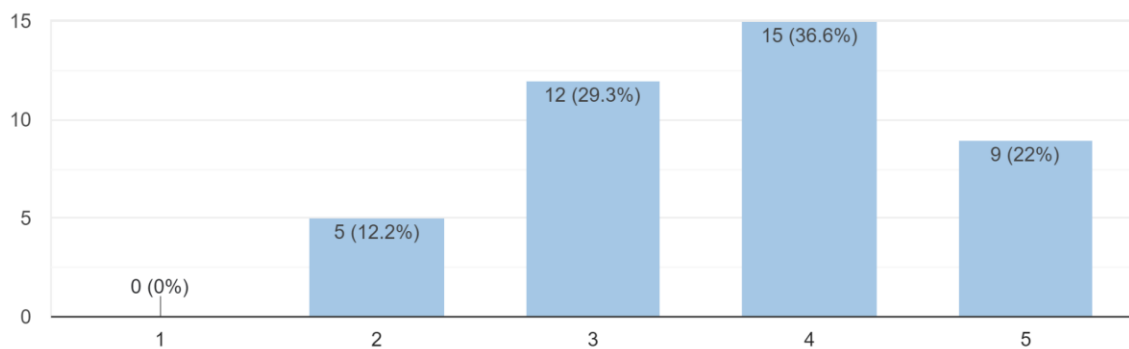


Chart 10: 3.3.3 - A

**Analysis (3.3.3 – A):** The bar chart depicts the shift in planning and designing capability of any given task. The majority (58%) agree that they can plan or design any given project or campaign in due time using minimum resources and ensuring maximum output than before in both allocation and deployment of resources. This gives them a competitive edge in any given task and also helps them reduce wastage. In comparison, **12.5%** of respondents disagree with the statement, and **29.3%** are unsure about the transformation.

"I am good at achieving target/KPI "

41 responses

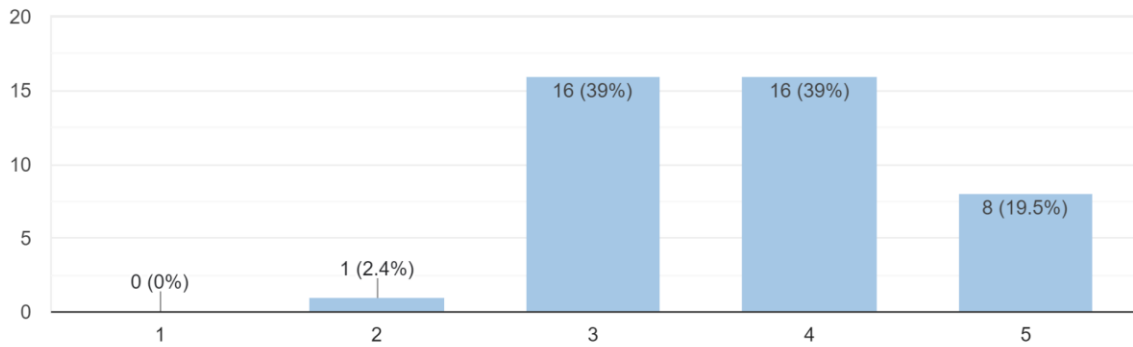


Chart 11: 3.3.3 - B

**Analysis (3.3.3 – B):** From scale 1 to 5 was set to measure the intensity of achieving target/KPI where scale 1 is equivalent to “strongly disagree and 5 is “strongly agree”. Out of 41 respondents, **58.5%** of the respondents, which is a majority among all of them, have agreed that T&D programs have made them better at achieving targets. As a result, it can be said that the hand on experience and guidance from superior in the workplace are impacting positively on employee performance T&D. On the other hand, **39%** were neutral about achieving targets. Lastly, **2.4%** disagreed with finding T&D programs helpful at achieving targets.

"I can cope up with the work culture better than before"

41 responses

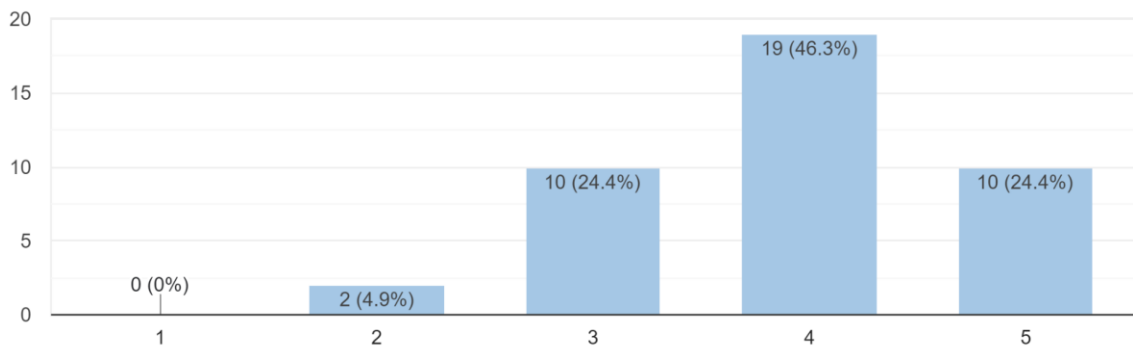


Chart 12: 3.3.3 - C



**Analysis (3.3.3 – C):** Coping up with work culture is one of the important criteria to perform better in the workplace. If any employees find difficulty to cope up, it will negatively affect their personal and professional life. **24.4%** have strongly agreed that they can cope up with the work culture. Consecutively, **46.3%** agreed, neutral respondents were **24.4%** and disagreement with the statement were **4.9%**. In my opinion, the number of respondents being neutral in this segment makes it clear that employees need more attention to make them feel good about the work culture so that it feels reliable to them.

Rate your understanding on being empathetic and kind in workplace (1 to 5 )  
41 responses

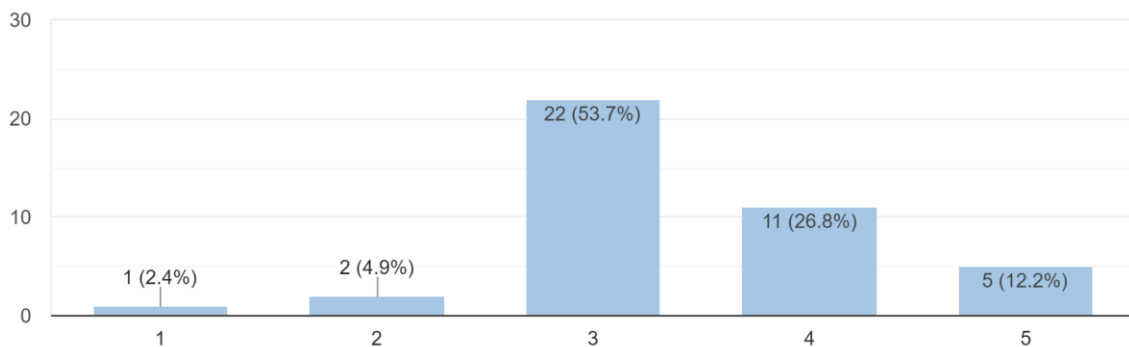


Chart 13: 3.3.3- F

**Analysis (3.3.3- F):** Being empathetic and kind in the workplace makes the work culture a comfort zone for employees. However, if there is any gap between these kinds of T&D programs, the culture might be resistant to change and inflexible for employees. Here, I made an effort to explore the general understanding of empathy and kindness among the respondents. Total **39%** respondents have rated themselves 4 & 5 but the majority of the respondents **53%** have been neutral in this case which can be difficult to maintain a balance in the work culture. the rest of the respondents **7.3%** have rated 1 & 2 which is very insignificant but it can be minimized by providing related T&D programs.

### 3.3.4 Gaps between T&D Programs and Employees Need

While analyzing the collected response from the employees, I have found some information which shows a huge gap between the T&D programs and employees' needs. Beside fulfilling the research objectives, this data has enriched my report with more insights about Training & Development. As we know there are some T&D programs being conducted in STL but some important and general T&D programs are being missed out.

Have you had any T&D programs on Gender Diversity/Discrimination?  
41 responses

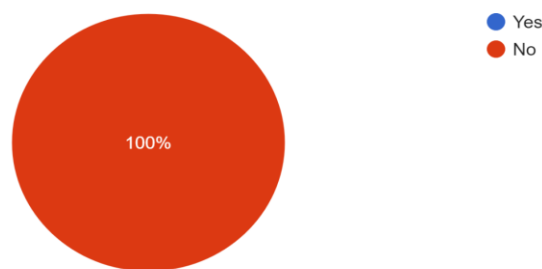


Chart 14: 3.3.4 - A

**Analysis (3.3.4 – A):** Out of 41 respondents, all of them (**100%**) said they did not have any T&D programs on Gender related issues. Even if the employees are aware of gender diversity/discrimination but it is totally a different area when it comes to workplace. As employees come from different backgrounds and mindset, it is important to make them knowledgeable to have a universal culture in the workplace. So, in order to have a healthy workplace and culture, these sensitive areas need to be taken into account.

Have you had any training on building hard skills?  
41 responses

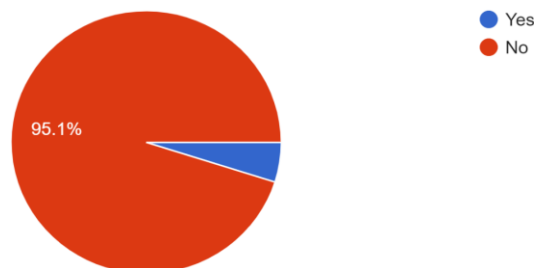


Chart 15: 3.3.4- B

**Analysis (3.3.4- B):** Hard skills refer to technological skill, computer literacy, Microsoft Office skills etc. According to the respondents, **95.1% (39 respondents)** of the total employees have claimed that they have not received any training on acquiring hard skills whereas **4.9% (2 respondents)** have said that they had training on building hard skills. Currently, STL has Microsoft Excel Training for Sales Officers (SO). Although, there is no mandatory general hard skill training for any departments.

Which training do you think you need the most?

41 responses

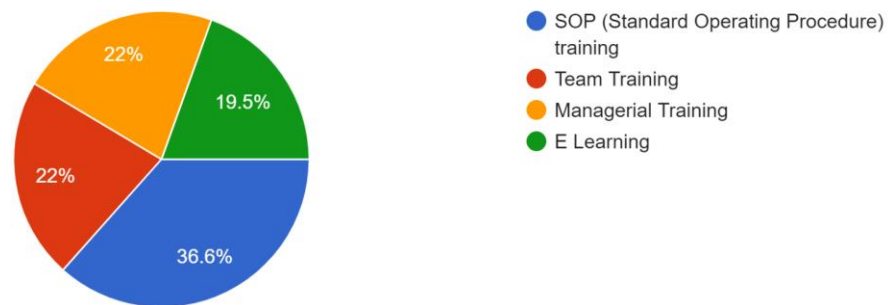


Chart 16: 3.3.4 - C

**Analysis) (3.3.4 – C):** To measure the future need of T&D programs, the respondents have been asked which training programs they need the most. Among 41 respondents. **36% (15 respondents)** have said they need training on SOP (Standard Operating Procedure), **22% (9 respondents)** said that they need Team Training, **22% (9 respondents)** need Managerial training and **19.5% (8 respondents)** said they need training on E learning. According to these employees, STL can make arrangements to provide these training programs to fulfill their skill needs.

How much of training do you think you need in a quarter ?

41 responses

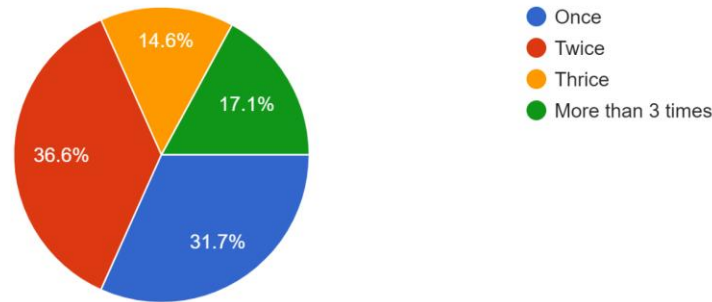


Chart 17: 3.3.4-D

**Analysis (3.3.4-D):** Lastly, the respondents were asked how many times they need training in a quarter. The data represents a positive response for having T&D programs in their workplace. The employees are very eager to increase their skill for personal and professional growth. Among 41 respondents, **36.6% (15 respondents)** chose twice, **31.7 (13 respondents)** chose once, **17.1% (7 respondents)** chose more than 3 times and **14.6% (6 respondents)** chose thrice in a quarter would be beneficial for them.

### 3.4 Summary and Conclusions

To sum it up, after analyzing the findings and other factors, the current T&D programs are not enough to satisfy the existing employees. As a result, the gap between T&D programs and the organization is still remaining. Although, there is a positive influence of T&D programs on employee performance. It has been seen that employees feel more valued and can perform better when they receive training. Moreover, most of the programs are a part of In-house training programs. The In-house training programs are related to on hand work experience which an employee learn during their tenure of employability. As a result, it leaves a direct impact on their job performance. However, there a few outsourced training programs which are availed by the senior management. So, there is a lot of areas of learning which are still untapped by the current employees of Square Toiletries ltd. In the conclusion, it can be said that, the influence of T&D programs is positive on employee performance but they need more T&D programs to make employee perform efficiently.

### **3.5 Recommendations/Implications**

Undoubtedly, Square Toiletries Limited is performing good amongst the competitors in Bangladesh. Although there has been a significant gap between the Training & Development programs and the employees. In this fast-moving world, it is necessary for the organizations to focus on building skilled employees by providing proper T&D programs. Based on my findings and analysis, I would like to put out some recommendations that can be implemented throughout the following steps:


- Developing a full-fledged T&D department for the existing employees to provide proper and mandatory T&D programs. From the Senior level to Entry Level, all of the employees need to be entitled to receive T&D programs.
- Rather arranging need-based training program, STL needs to offer general training programs like diversity and inclusion, gender discrimination in workplace, bullying/harassing in workplace, maintaining healthy work culture etc.
- Focusing on personal and professional growth of employees, helping to build both soft and hard skill is a must nowadays. Behavioral skill will make the employees perform better interpersonal skills like communication, ethics, mannerism etc. which will help them to be committed in organization. In addition to that, except being skilled on Microsoft office, employees need to know about automation, softwires and E learning to cope up the 4<sup>th</sup> Industrial Revolution (4IR). These skills will make them rely on company and perform better.

## References

1. Aboyassin, N. A., & Sultan, M. A. (2017). The Role of Human Resources Training in Improving the Employee's Performance: Applied Study in the Five Stars Hotels in Jordan. *International Journal of Business Administration*,8(5), 46
2. Acutt, M. (2016, October 19). 4Ps in Marketing –. The Marketing Mix. <https://marketingmix.co.uk/4ps-in-marketing/>
3. Asim, M. (2013). Impact of motivation on employee performance with effect of training: Specific to education sector of Pakistan. *International Journal of Scientific and Research Publications*, 3(9), 1-9.
4. Bhasin, H. (2020, October 31). *Bargaining Power of Buyers & Suppliers Explained*. Marketing91. <https://www.marketing91.com/bargaining-power-buyers-suppliers/>
5. Business and Values. (n.d.). <https://squaretoilettries.com/Business-and-Values>. Retrieved October 14, 2022, from <https://squaretoilettries.com/business-and-values>
6. Cole, G. A. (2002). *Personnel and human resource management*. Cengage Learning EMEA.
7. Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*,5(4), 137-147.
8. Karim, Md. M., Choudhury, M. M., & Latif, W. B. (2019). THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE: AN ANALYSIS OF QUANTITATIVE DATA. *Noble International Journal of Business and Management Research*, Vol. 03, No. 02, pp: 25-33, 20192019. <https://www.napublisher.org>
9. Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company
10. Latif, Sameer, and David Parker. "Supply Chain and Logistics: An Australian Perspective." *Management Services*, vol. 58, no. 1, Institute of Management Services, Apr. 2014, p. 20.
11. M.K. Dinithi Padmasiri, J.G.P. Sandamali, W.G.S. Mahalekamge, & M. V. S. Mendis. (2018). The Relationship between Training and Development and Employee Performance of Executive Level Employees in Apparel Organizations. *International Invention of Scientific Journal*, 2(01), 12–17. <http://iisj.in/index.php/iisj/article/download/13/10>

12. Nassazi A. Effects of training on employee performance: Evidence from Uganda, Thesis, University of Applied Sciences; 2013. 8.
13. Porter's Five Forces. (n.d.). Investopedia. Retrieved October 14, 2022, from <https://www.investopedia.com/terms/p/porter.asp>
14. Porter's Five Forces Analysis Definition and Examples. (n.d.). Edrawsoft. Retrieved October 31, 2022, from <https://www.edrawmind.com/article/porters-five-forces-analysis-definition-and-examples.html>
15. Rodriguez, J., & Walters, K. (2017). The Importance of Training and Development in Employee Performance and Evaluation. ResearchGate, e-ISSN: 2454-6615. <https://www.researchgate.net/publication/332537797>
16. Ronald, Busse, and Limmer Georg. "An Empirical Analysis of Assets as a Risk Management Strategy in Portfolios." *Advances in Management*, vol. 14, no. 2, *Advances in Management*, June 2021, p. 58.
17. Square Toiletries Ltd. (2022, March 2). Brands That Care. SQUARE. <https://squaretoiletries.com/brands-that-care>
18. Square Toiletries Ltd. (2022b, March 23). Square Group | We Care. SQUARE. <https://squaretoiletries.com/we-care>

## Appendix A.





### Influence of T&D Programs on Employee Performance

Kindly fill up this form and help me to complete my research paper. It wont take more than 5 minutes. Its totally anonymous.

Thanks in Advance.

Farjana Absar  
HR Intern

 farjana.absar@g.bracu.ac.bd (not shared) [Switch account](#) 

\* Required

Your Gender... ? \*

Male

Female

Other: \_\_\_\_\_

Have you gone through any T&D (Training & Development) programs recently? \*

Yes

No

If yes , What kind of training did you have? \*

In-House Training

Outsourced training (Outside of the company)

Can you name the Training programs that you have attended ?

Your answer \_\_\_\_\_

Can you mention any of the skills that you have gained after the training program? \*  
(you can choose more than 1 option)

Technical Literacy

Microsoft Office

Presentation skill

Management skill

Other: \_\_\_\_\_



How many projects/tasks were led by you after the T&D program ? \*

- 1
- 2
- More than 2
- None

Do you find the T&D programs useful in order to gain personal & professional growth? \*

- Yes
- No
- Maybe

Next

Page 1 of 2

Clear form



## Influence of T&D Programs on Employee Performance

farjana.absar@g.bracu.ac.bd (not shared) [Switch account](#)

\* Required

**After taking the training & development (T&D), express your understanding of its benefits.**

Express your agreement/disagreement with the following phrases below. (1= Strongly Disagree & 5= Strongly Agree)  
নীচের বাক্যাংশগুলির সাথে আপনার সম্মতি/অসম্মতি প্রকাশ করুন।

***"The programs helps me to plan my actions better." \****

Strongly Disagree    1    2    3    4    5    Strongly Agree

***"I can sort & plan my tasks better than before" \****

Strongly Disagree    1    2    3    4    5    Strongly Agree

**"I feel more valued" \***

1 2 3 4 5  
Strongly Disagree      Strongly Agree

**"I am more punctual and committed toward my team" \***

1 2 3 4 5  
Strongly Disagree      Strongly Agree

**"I can figure out a few ways to solve a problem." \***

1 2 3 4 5  
Strongly Disagree      Strongly Agree

**"I am good at achieving target/KPI" \***

1 2 3 4 5  
Strongly Disagree      Strongly Agree

**"I can cope up with the work culture better than before" \***

1 2 3 4 5  
Strongly Disagree      Strongly Agree

**Rate your understanding on being empathetic and kind in workplace (1 to 5) \***

1 2 3 4 5

**Have you had any T&D programs on Gender Diversity/Discrimination? \***

- Yes  
 No

**Have you had any training on building hard skills? \***

- Yes  
 No

Which training do you think you need the most? \*

- SOP (Standard Operating Procedure) training
- Team Training
- Managerial Training
- E Learning
- Other: \_\_\_\_\_

Are you satisfied with the current T&D Programs? \*

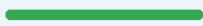
- Yes
- No

How much of training do you think you need in a quarter ? \*

- Once
- Twice
- Thrice
- More than 3 times

[Back](#)

[Submit](#)



Page 2 of 2

[Clear form](#)

Never submit passwords through Google Forms.