

**Training and Development Practice in Coats
Bangladesh Ltd: A study on the impact of
employee development**



Inspiring Excellence

**Internship Report made upon
Coats Bangladesh Ltd.**

As a requirement to fulfill the Under-graduation in
Bachelors of Business Administration

(Internship period: 7th August, 2017- 17th November, 2017)

Submitted to:

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06 December, 2017

Letter of Transmittal

December 6th, 2017

Ms. Adiba Naoshin

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Subject: Submission of internship report.

Dear Miss,

This is to inform you that I have completed my internship program at Coats Bangladesh Ltd. The internship report has been prepared for the completion of my internship as per the requirements of my undergraduate BBA program at BRAC University. In writing this paper, I have tried my best to apply the concepts and knowledge from assigned tasks in my internship period with the company. I have reflected in this report what I have done as per the requirement of the company and presented them with research approach to make the report a standard one.

However, I will be glad to clarify any discrepancy that may arise on this report. I hope this report will entice your kind appreciation.

Sincerely yours,

Mushrath Binthe Mohsin

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Acknowledgement

As a matter of first importance I express my gratitude from heart to Almighty Allah, the most forgiving and beneficent, who favors us with the knowledge, gave me the boldness and enabled me to achieve this assignment.

As a requirement of the BBA program of BRAC Business School, all students need to go through an internship phase for applying their theoretical knowledge gained in professional field. I had the opportunity of being an intern of Coats Bangladesh Ltd, A leading multinational company; market leader of manufacturing industrial threads. I worked with their Human Resource Department; under the Learning and Development team.

With momentous admiration I thankfully recognize to my respected supervisor Ms. Adiba Naoshin, Lecturer of BBA program in BRAC Business School for her valuable suggestions and acute supervision in preparation of the report to be standard and fruitful one.

I would also like to show my sincere admiration to my organizational supervisor Ms. Anika Shams, Talent Executive who directed me in my whole period of internship and also from whom I have gained numerous professional activities. I am also very grateful to work with Ms Mahbooba Mehnaz, the learning and development manager and Ms. Shamma Tasnim, the training officer who provided me with keen mentorship. I show my utmost respect to all other employees of Coats Bangladesh Ltd. who created a friendly environment of working and learning.

This report may experience the ill effects of numerous lacking; yet I have applied my best in preparing this report. I look for pardon for the errors that might occur.

Executive Summary

This report is entitled to observe the practice of employee training and their impact upon employees' development and productivity in Coats Bangladesh Ltd.

In the very first chapter the report discussed about the organization: their inception, their operation, their expansion, values and mission their product and most importantly their commercial and production set up in Bangladesh.

Moving on the report continues with its objective, importance and rationale it holds towards the field and also to the academic phenomenon. This chapter also briefly highlights about the limitations that were faced during the internship stage with a view to making this report.

The third chapter of the report focuses on the report's methodology on what approach was followed for preparing the report. It also gives insight on the sample size sample technique and data collection methods which made the report a viable and a rational one.

Next chapter gives a brief review on the concentrated topic alongside its contribution in the learning and development field of corporate now-a-days. The significance of this field has also been related to the organization's current practice, moving on the chapter shows the Human resource department's structure and their hierarchy in Coats Bangladesh Ltd. following their duties and responsibilities.

Moving forward, the fifth chapter explicitly describes the practice and processes of training and development along with highlighting company recognized framework that are followed for the smooth operation of the team.

Next chapter makes a quantitative analysis of the training practice and impact upon the employees which were gathered from the survey outputs, later on a reliability analysis was made upon the training impact.

Lastly the report ends with the findings of the output followed by some possible recommendations on how to fill up those lacking. At the end of the report the data sources, calculation and reverences has been added which made the report a reliable

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Chapter-01

Organization Overview

Coats is the world's leading industrial thread and textile crafts business. Coats Bangladesh Ltd, a subsidiary of Coats Plc UK, is recognized as the most trusted and Recommended thread manufacturer and market leader in supplying Industrial Thread worldwide. In its excursion of over 250 years, Coats has set up its manufacturing plants in more than 70 nations and extended its business operations in more than 150 Nations, around the world. Coats expanded their horizon in Bangladesh in 1989.



Figure: Coats Plc logo

Its origins lie in Scotland. Its initiators were the first pioneers in thread manufacturing utilizing cotton as a substrate. In reality this organization was the pioneer in the textile fabricating sector after the modern upheaval. In each viewpoint of development in the materials business can be certified to this organization. From utilizing polyester as the ingredient in assembling to the coloring procedure automation, Coats has been the main thrust development of the industry of thread manufacturing.

Coats' Operation in Bangladesh:

In 1990, Coats extended its business in Bangladesh and began its operations as Tootal threads Bangladesh Ltd. In 1997, a worldwide merger with Coats and Tootal Thread took place which is by now perceived as Coats Bangladesh Ltd. At present Coats Bangladesh Ltd has 2 state of - the- art plants set up in Chittagong and Gazipur. The Chittagong industrial facility is named as the Bulk Processing Unit or BPU and the Gazipur plant is named as the Customer Service Unit or the CSU. The BPU goes for large scale manufacturing and has a creation limit of 100,000 cones per day, while the CSU is utilized for crisis or customized order production. With more than 800 devoted workers, Coats Bangladesh is constantly setting the example of maintaining standard in their products for holding the position of being the market leader. (Coats Industrial, 2017)

Products manufactured:

From apparel to tire stitch coats specified threads are used in any manufacturing of any product where stitching is required. With the emerging industries and the fast paced technological growth, the organization is continuously increasing their new business opportunities from its inception for which the products in Coats Bangladesh and worldwide offered product with distinct classifications. Bases on different end user's purpose Coats have their product innovated and manufactured between two basic classifications under which they have different stitching product for various purpose. The classifications are:

1. **Coats Industrial:** covering the vast usage of industrial apparel and garment mean. Coats industrial serve the following dimension of industrial stitches.

- **Industrial Threads:** for all intents and purposes ensuring end utilize of commercial apparels.
- **Embroidery :** unrivaled help and skill for industrial embroidery
- **Zips:** Metal, plastic formed and winding zips ensuring superior quality zips finishing.
- **Trims:** reliable material for retro reflective tape, mattress thread, tire stitches etc.
- **Engineering yarns:** From fiber optics to tea bag strings, engineered yarns are produced to meet the most assorted master prerequisites.



Figure: coats industrial products

2. **Coats Craft:** Offering sewing products ranging in threads, zips and embroidery for day to day sewing needs in home or small and medium clothing business.



Figure: coats crafts products

Coats' Vision:

At Coats Bangladesh Ltd. they ensure the quality, administration and esteem they offer are the best accessible today and tomorrow. Here, competitiveness means enhancing, investigating, risk taking, reacting to change and utilizing it whether in business sectors, thoughts or technology. Coats puts believe in receptiveness and including people. Coats is completely dedicated to balance of opportunity to their every sphere. With the view of the above stands Coats has their clearly defined vision:

“We will be the world leader in value added engineered yarns and threads for industrial and consumer use.

We will develop and supply highly complementary products and services, where they add significant value to customers.

We will achieve success through customer-focused innovation and winning propositions driven by motivated people and global teamwork.”

(Coats Industrial, 2017)

Coats' Mission:

To be the biggest thread business, giving world class administration and support through creative and process driven actions. Coats's mission also lies on enabling their accomplices to concentrate on their center capabilities while lessening main concern costs and surpassing expectations.

Above everything, maintaining the company's operation that ensures growth and optimum customer satisfaction in a way which is compliant and maintains proper health and safety measures.

Coats' Goals and Value:

The climate of Coats Bangladesh is intended to encourage individual, proficient and corporate development. Commitment and collaboration are esteemed over occupation titles. Coats People cooperate in a soul of teamwork and belief, emphasizing a framework that is focused on achieving goals with integrity.

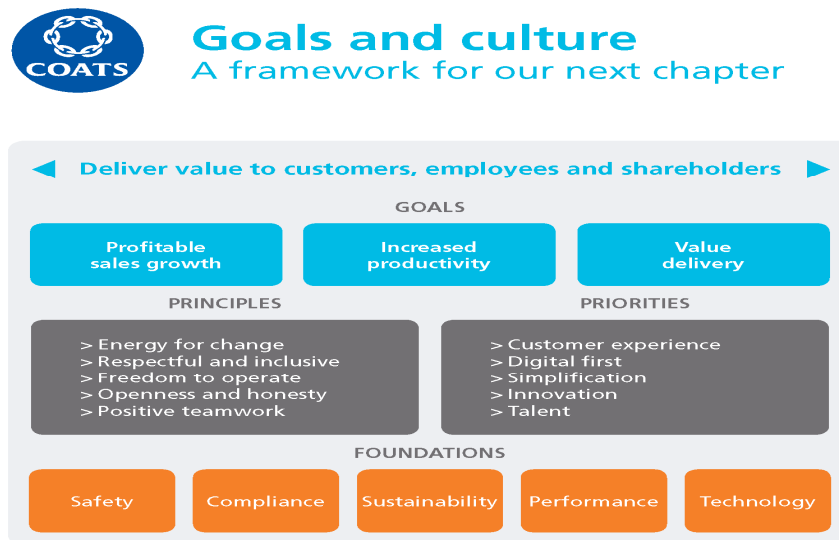


Figure : Coats Goals framework

In coats employees are trained and educated to maintain the structure above of achieving goals by maintaining principles and priorities by keeping the core 5 elements of foundation impassive. For so, employees at Coats Bangladesh foster an environment which promotes sense of building a great business with compliance, satisfaction and improved technology. Coats employees focus on following values that are based on their core foundations which accelerate their productivity to growth. (Coats Industrial, 2017)

- To recognize what they are doing. To like what they do. To stay faithful to the commitments, globally.
- To make sure that clients pay for activities, not words. To put dedication on hard-work to comprehend and enhance consumer loyalty.
- To take social, moral and environmental responsibilities truly.
- To utilize ability to envision, enhance and make strides; to contend as a group.
- To anticipate that workplace will reflect sense of community while supporting a pledge to development.
- To put Health and safety over any activity of their operation.
- To make sure every aspect of corporate and plant activities is maintained with strict compliance that doesn't harm the reputation.
- To make work simple, take ownership of work and take decision on point to reduce lead time.
- To adapt and quest for newer technologies. Coats give great privilege on adapting themselves to the newest most invention.
- To maintain achievements to the next best quest and help Coats on being the benchmark of the industry.

Chapter-02

Rationale of the study

Training and development offer both the organization as a whole and the employees with benefits that makes the cost and time a beneficial investment. An environment which has learning readiness lets the organizations to secure profitability and also experience development in various sectors. A developing country like ours where there is vast potential of growth in business and economy; if accurate development measures are practiced on regular basis the growth is likely reach at the epitome.

The core reason for proceeding with this study lies with determining the impact of maintaining the Harmony of training with the employee's professional development and overall organizational sustainability. The study can also represent the corporate sincerity on training and development that would prove importance of the practice.

Statement of the problem:

Training improves capacity of an employee as well as their performance with profitability in any organization (Laing, 2009). Numerous companies are occupied with learning and training of staff and have distinct teams, units and departments responsible for preparing and improvement.

Coats Bangladesh is one such association that has been the market leader of the industry for their uncompromised product quality and supreme customer satisfaction. This study intends to see impact of the trainings by the learning and development team of Coats Bangladesh to their employee's development that harnesses in employees continuous development and results in better productivity.

Objectives:

The Report will be a partial fulfillment of the internship program of BBA program of BRAC University. Be that as it may, there have been some other ulterior reasons like getting acclimated to real-life working condition, making the utilization of everything that has been learnt so far in the theoretical courses of BBA program and in particular exhibiting a reasonable picture of Human Resource Department of Coats Bangladesh Ltd.

Broad Objective:

The core objective of the report lies within exploring the practice of training and development of Coats Bangladesh Ltd. and how the practice impacts the employees.

Specific Objectives:

- a. To measure the Human resource department's contribution in employee development.
- b. To find out the processes that lies in the practice of training and development.
- c. To perceive the type of trainings that are given in a multinational company and how they fix those type for a particular pool of trainee.
- d. To oversee their TNA process.
- e. To measure the training evaluation and employee affectivity.

Scope of the Study:

This report intent to give a clear thought on the actions of learning and development team under the Human Resource Department of Coats Bangladesh Ltd.; The collaboration of employees from every department with whom I was working amid my internship helped me in a great way to proceed with my assessment alongside my day to day tasks and assignments. Based on those this report is essentially centered on the practice of learning and training with regards to the whole organization.

The scope of this report is constrained to authoritative arrangement. Procedures of introduced in this report and outcomes are to be extended for further research on enhanced diameter.

Limitations:

While making this report, the drawbacks that occurred mostly because my being a temporary employee which contained restriction which couldn't be lessened. Such limitations are:

- a. Lack of information because of strict confidentiality.
- b. Time limitation.
- c. Lack of existing primary data about the organization's Learning and development facility.
- d. Lack of direct communication with the senior sub ordinates and the top management.
- e. Employee mindset being different which might give different outcome of the trainings.
- f. Restrictions on running the survey on spot during the internship period as the survey questionnaire covered confidential issue on the organization.

Chapter 3

Methodology

In this report I attempted to discover the impact of training and development of Coats Bangladesh. So I utilized exploratory research since it portrays a market and its' concerned attributes.

Exploratory research tries to comprehend a subject of study in a primary view. Research outlines for exploratory work typically rely upon direct perception of a smaller choice of what is to be examined. This study intends to shed a light upon the affectivity of the training initiatives from team and to measure that relatively smaller number of respondent's direct opinion has been collected and analyzed.

Data Source:

- For primary I ran a survey among the employees of Coats Bangladesh Ltd's Dhaka Head office. There was a questionnaire study, Observational trials and member/non member perceptions. So the greater part of the primary information depends on this test. Moreover a handful of primary data has also been also acquired from the following means:
 - Activities assigned during the internship period.
 - Maintaining and updating training paperwork.
 - Reading of Training frameworks, modules etc for the team's objectives.
- As for secondary data I went through numerous related articles, Journal and conference papers and most importantly the website of Coats PLC which provided with genuine facts that regarding the company and the concerned topic.

Sampling Technique:

For this report, I utilized non probability sample in light of the fact that there is going to be various perception criterions about employee development factors. For this instance, I talked with numerous employees first to set to see if their perception falls under the pre determined variable.

Among different strategies of non probability sampling, I utilized Quota sampling as this technique is associated with taking sample from a pre determined division.

Sampling size:

Since the research statement is subjected on the target audience of Coats Bangladesh Employees in Head Office so here the sampling element is the employees. As mentioned above I have followed the stratified random sampling technique so I went for taking the survey of 5 employees from each 5 department according to the pre decided groups. This makes the Total sample size 25.

Research Instrument:

- For an apparent, reliable standardized report I collected data from the samples by a structured questionnaire which consisted of open ended question.
- The data were later extracted, coordinated to make meaningful inputs and later those were analyzed through statistic software SPSS (Statistical Package for Social Science) for reliable and correlated result in respect with the variables.

Chapter-4

Significance of Training and development

One noteworthy area of the Human Resource Management in respect to assure effective outputs and sustain success is training and development. Hardly any individuals nowadays would contend against the significance of training as a noteworthy of an organization. Worldwide learning and development now has been and is a critical portion of an organization's overall business strategy. Employees are a vital, however costly asset. (Fakhar Ul Afaq, Anwar Khan, 2008)

To maintain growth and successful performance, it is essential to enhance the commitment of workers to the points and objectives of the associations. The significance of training and development as a focal part of any organization has been perceived by industry experts. (Amisano, 2010) One commitment of a director is extraordinarily anticipated that is to give others vision and capacity to perform in such an environment that promotes learning. (Laing, 2009).. The performance relies upon different components. But, the most imperative factor of employee performance is training as it is essential to improve the abilities of workers. (Khan A.G., Khan F.A., Khan M.A., 2011)

Employee performance is the essential factor and the building block which expands the execution of general organization (Khan A.G., Khan F.A., Khan M.A., 2011). So to enhance the organizational output and the execution, training is given to the employees of the organization. Despite concentrating on proficiency of cost control the spending on training should increase since organization get more productivity, viability out of training and development. (Robart T.Rosti Jr, 1998)

Human resource Management and Training and Development:

The acknowledgment of the significance of training lately has been intensely influenced by the heightening of rivalry and the relative accomplishment of organization where interest in worker improvement is impressively stressed (Beardwell, N. and Holden, 1993). It's the Human Resource Department that bring advancements and organizational change which progressively lead businesses to the acknowledgment that achievement depends on the aptitudes and capacities of their employees, and this implies impressive and constant interest in preparing and improvement. (Robart T.Rosti Jr, 1998)

Human Resource Management portrays commitment and responsibility regarding the organization and the growth in the quality development has driven senior management teams to understand the expanded significance of training, employee improvement and long haul learning (Cole, G. A, 2002). Such ideas require watchful arranging as well as a more careful setup on employee development. Human Resource Management has risen as an integral factor in many organizations and is the concentration for a far reaching talk about concerning the idea of the continuous workforce development. (Laing, 2009)

Overseeing HR is one of the key components in the execution and sustainability of organization under which training and development helps to educate and evaluate the employees to hold the suitability. This observation, training generation for making a competent workforce is the sole responsibility of the Human Resource Department of a particular organization.

Human Resource and Learning and Development co-ordination in Coats Bangladesh Ltd.:

At Coats, in Bangladesh and Globally employees at any position are treated the center of our business. Their leadership, ability and responsibility assure we remain pioneers in industry, are competitive in the commercial center, and operate coats effectively and productively. Consequently, Coats offers a sheltered, respectful and comprehensive condition in which the employees can flourish. (Coats Industrial, 2017)

To ensure that Coats have a consistent approach to deal with Human Resources (HR) over the Company, Coats seamlessly review and update worldwide and local ways to deal with overseeing and developing employees. Along these lines it is ensured that we have the fundamental help structures to empower best practice of employee development through the efficient Human Resource Team local and globally. (Coats Group Plc-Our People, 2017) Coats has set up exceptional standards over the business through our worldwide HR approaches, which as a base are compliant with local rules and laws in the operating countries.

With this collaborative effort, employees get proper development initiative to strengthen the company which comes with all the essential learning and training approach where the employees need to be trained to give serve Coats with best. In Coats Bangladesh the Human Resource Department comes with distinct divisions, these make individual human resource management in proper way of different locations, for serving categorized purpose that will assure smooth HR operation, employee development and talent management of the employees at the same pace.

The intradepartmental structure of Coats Bangladesh Human resource department is split among three essential parts. The structure is as follows:

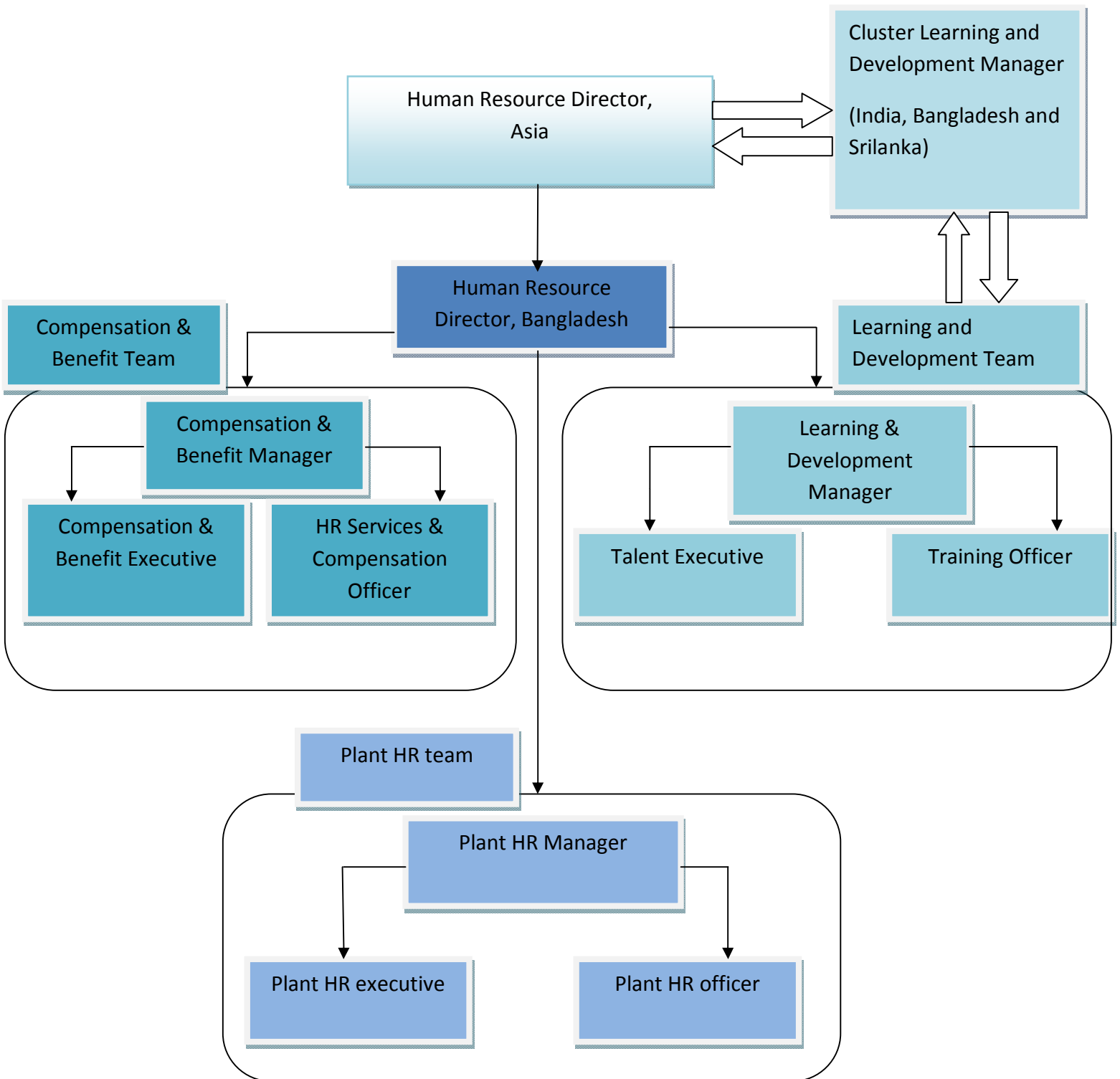


Figure: Human Resource Department Structure in Coats Bangladesh

Team activities that altogether undertakes the Human Resource Operation of Coats Bangladesh Ltd:

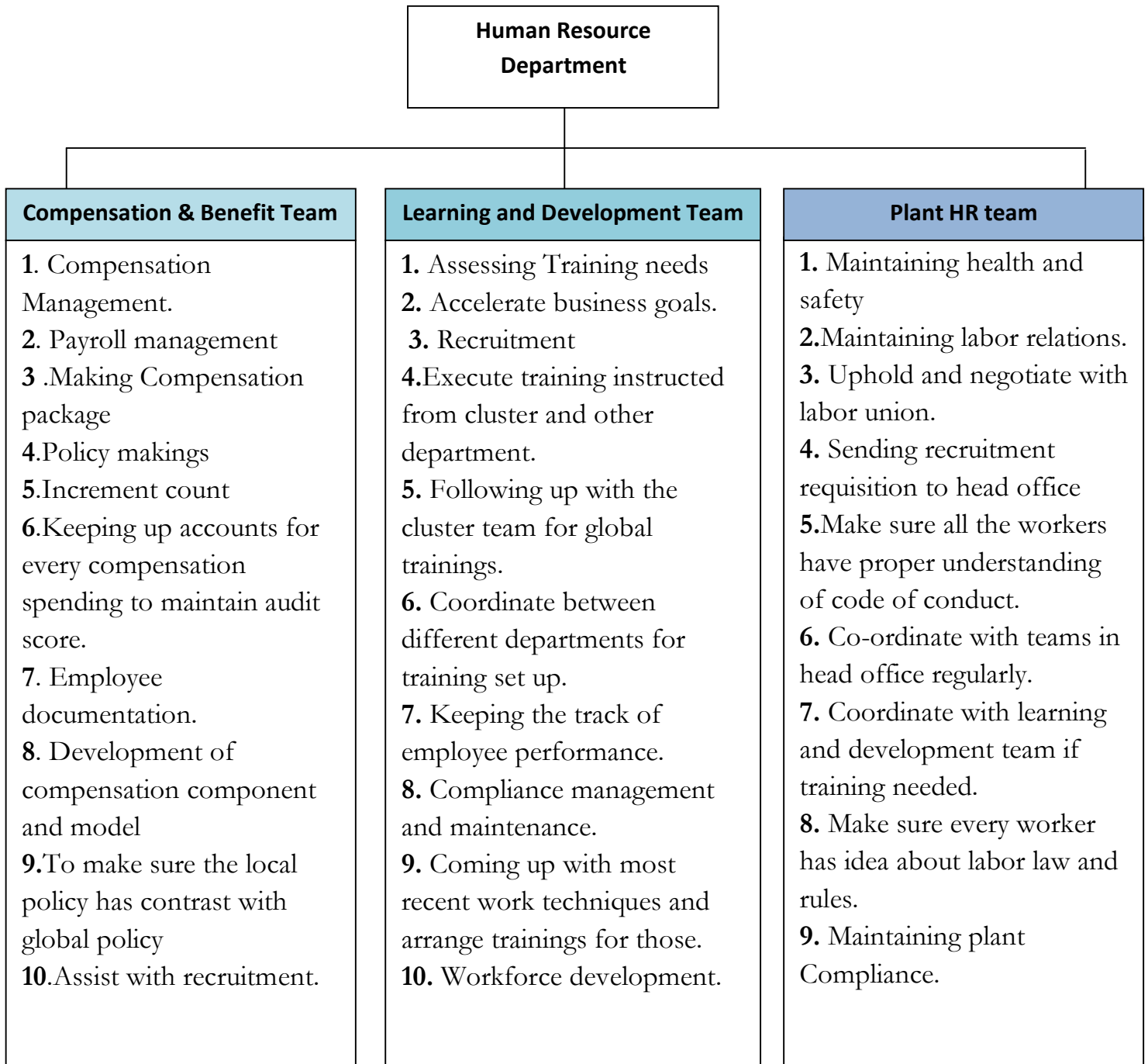


Figure: Team wise activities of Human Resource Department in Coats Bangladesh

Chapter-5:

Learning and development in Coats Bangladesh

As discussed earlier the learning and development team in Coats Bangladesh Ltd is entitled for the employee development for the whole company including the plants in Chittagong and Rajendrapur. Since the establishment of this team in 2013 alongside recruitment and placement they also make sure the current employees have proper guidance and growth scope to make them more competent that would make profitability for the company. The department looks into the utilitarian perspective of educating and developing employees of not only one certain department according to the pre determined need but also to spread it among other departments that make sure maximum development is happening.

This team is the only part in the Human Resource Department that is kept under the regular follow up with cluster management of learning and development. As shown in the structure earlier the Learning and development team and cluster Learning and development management team maintains the regular flow of information which are circulated from the regional directorial body of the department. These information contains:

- Uploading business and training goals.
- Finding out newer training opportunities
- Knowledge sharing.
- Updating and maintaining global development policies.
- Training for the initiators to provide employees proper development.
- Training process maintenance in every organization.

Learning and development Framework of Coats Bangladesh:

Employee learning is as much as important as the growth and profitability of the company. Coats believes that articulating Learning and Development initiatives enable them to build up workforce's capacities, abilities and capabilities to make a sound, fruitful organization. (Coats Industrial, 2017)

For proper learning and acute development of the employees Coats Bangladesh in association with global management has developed a framework which ensured the development of employees in workplace. This Framework is applicable for every employee of any stage since their inception with Coats Bangladesh.

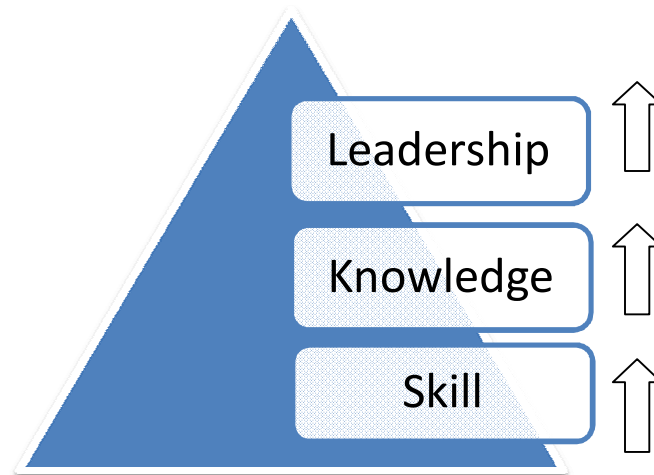


Figure: Coats learning and development Framework.

- Coats Bangladesh Learning and Development team starts from the bottom of an employee's development need that is their skills development. In this stage the employees' are given adequate training and mentorship to polish and extend their skills that would make them skilled and competent into their respective fields. Interpersonal skill development, language and technical skill, execution skills developments are covered in this stage.

- Going further, after the skill development of the employees Coats intends to make them knowledgeable in their respective departments about market, about their offering, local and global economy and the organization itself. Knowledge is the key to being competitive which accelerates success. According to research by ADP RI workplace knowledge makes the organization competitive as it will be enriched by all the growing knowledge of home and abroad. (ADP RI, 2017). Frequent field visit, critical examination about departmental and organizational knowledge, test on aptitude and language are key elements of this stage.
- The top stage by an employee is acquired by the successful completion of the stages of being skilled and knowledgeable. Employees in this stage reach the leadership meaning they have gained the essential skills and knowledge of being the leader of certain department of team. After acute evaluation by the line managers and successful completion of skill and knowledge training employees reach on being the leader where they get promoted.

Learning Model of Coats Bangladesh:

Learning has been an integral part of the Coats Bangladesh Ltd. as they believe educating their employees with the utmost knowledge will keep the organization competent. As discussed earlier coats follow a framework for training and development activities that helps an employee evolve from the bottom. The frame work delivers the training and the training delivers learning. And for the proper learning coats follow a globally recognized learning model which is known as the 70:20:10 model.



Figure: Coats Bangladesh Learning Model

This model ensures learning from multidimensional perspective. Coats has set up their environment in such a way that accelerates learning from work which covers 70% of knowledge gaining, from communication with and dealing with colleagues which covers 20% and finally the full fledged training programs which will fulfills the learning by 10%.Companies following this model are likely to achieve 4 times more competency in learning, adapting and business expansion. (Crush P., 2016)

Types of Training in Coats Bangladesh:

On the job training:

The name acquires the insight of the criterion. Coats make sure that there job tasks and assignments are such experience that the employee would not only accomplish the task but also experience learning either by themselves or by their seniors. Coats Bangladesh for this learning friendliness already known as “learning hub”.

Off the job Training:

Almost 90% of the trainings in Coats Bangladesh Ltd are based on off the job training. These trainings take place in any where inside or outside of the organization following the classroom and conference method. These training happen beyond the job timing usually in weekends. Or even in weekdays with timeout inside the normal working hour. Off the job trainings make sure learning with properly structured contains with full concentration.

Mentorship:

This kind of training are usually done between departments or among the management committee where group chief personnel deliver necessary knowledge and learning through their own experience. Department directors conduct such training to boost the employees’ confidence and introducing them to new motives of their work which can achieve higher accomplishments.

International Trainings:

Coats Bangladesh is open to experience learning and welcomes new scopes of learning even in abroad. Upon Opportunities Coats send their deserving and potential employees to international trainings that bring higher certification and value to Coats and to the employee as well.

Training process in Coats Bangladesh Ltd.

In Coats Bangladesh Ltd the learning and development team undertakes every training with prior need or instruction by the management committee or even any employee expert in that particular topic who wants the training to be conducted for the betterment of the company. The training process in Coats Bangladesh Ltd. depends upon the initiator which brings two kinds of process that are to be followed for training:

General trainings by learning and development team:

These trainings are formulated by the direct supervision of the learning and Development team. The team looks for performance management, training opportunities, competitors' analysis, and annual company outputs to formulate training according to those. The training Process for these training follow the steps below:

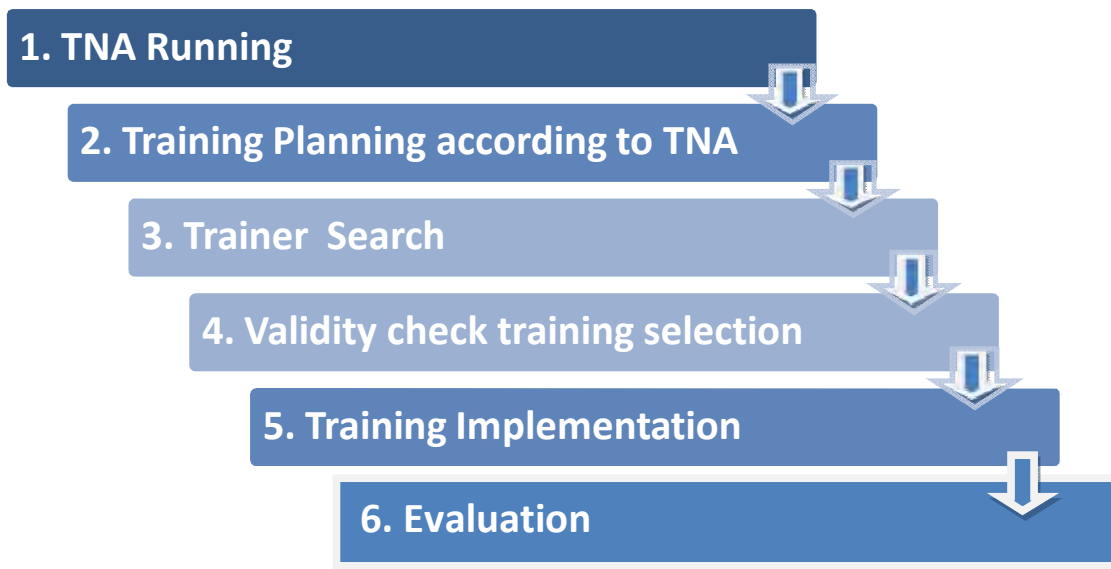


Figure: General Training process of Coats Bangladesh

1. In the Training Assessment Needs (TNA) running process the learning and development team intends to know if a specific training is needed. Here it is also determined which employees' need what level of training.
2. After the needs assessment stage the team accumulates all the assessment results, determine the trainee numbers. According to all of these a training design is being done whether it's going to be technical or non technical, a classroom or simulation training.
3. Moving forward, in the third stage the team searches for potential trainers according to the goals, objective and assessment of the training. After clear observation of their modules, portfolios, experience the trainers are searched.
4. The Learning and Development team in this stage finalize the most potential trainer who meets up with standard with budgeted price and pre designed module. This approval of selection comes from the Human Resource Director.
5. In this stage training is being delivered with pre determines objectives, goals and needs. The Learning and development team clearly monitors the whole training process and finds out lacking or inefficiencies that would be made up in the next session by consulting the trainer.
6. Coats Bangladesh Ltd. ensures the training has met with its proper objective by the following ways:
 - Taking weekend tests on the training topic.
 - By observing usage rate of the training topic in day to day activity.
 - By taking close observatory report from the line managers; upon finding lacking over one, he or she automatically gets to the next session.

Trainings circulated from any organizational part:

These trainings are formulated by any concerned organizational part such as: management committee and the department itself. In such Trainings need analysis and trainee selection have been done earlier since the concerning bodies know what and who to be trained. They then just need the proper execution of the training with maintenance of company approved policies. For such trainings the processes are:

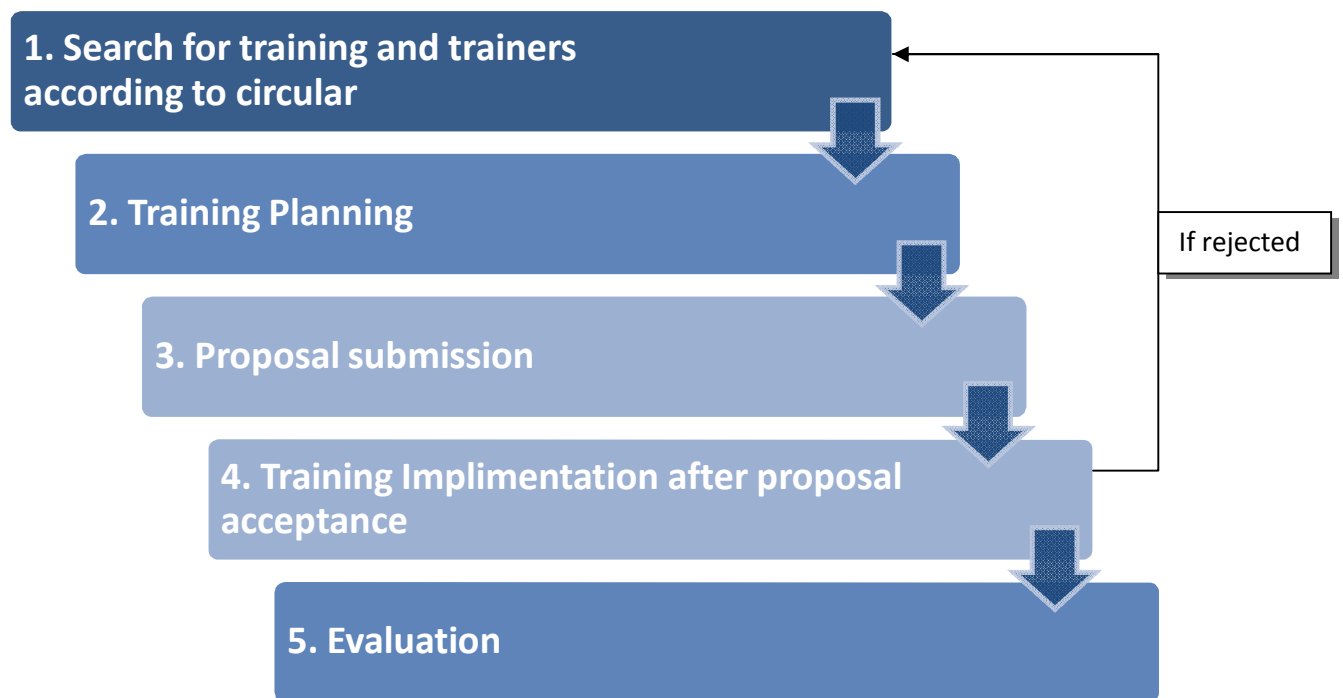


Figure: Specially circulated training process of Coats Bangladesh

1. Upon getting any training requisition on a specific topic, the Learning and Development team searches for standard, reliable, effective training on that topic. Coats Bangladesh doesn't compromise with training standard which is why start to dig in for the best available trainings offered by best institutions.
2. Upon finding a training that meets with the requisition, the learning and development team then makes a training plan according to the trainee numbers, training type and makes further negotiation with training organization.
3. Upon the negotiation, plans, portfolios, training type, payment and the organizations the proposal is made on the specific training to the concerning bodies.(to the specific manager or department director.)
4. The requisition body after reviewing the training proposal; if observes the training serve the determined objective give their acceptance to the proposed training and the implementation begins shortly. If rejected, the team goes back in stage one and starts finding the program according to the suggestions from rejection.
5. After training the evaluation phase is just as the general training's just with a exception evaluation reports strictly going in the hand of requisition body.

Chapter-6:

Output Analysis

There is a direct relationship among employee performance and employee development and the more initiatives will be taken to develop them the company will see better impact. (Hameed, A. and Waheed, A., 2011) To measure Coats Bangladesh's learning and Development practice and their effect a survey was run among the fully functional departments. The survey covered critical elements on training practice which were identified during my internship period. Below is the employee impact framework based on the factors that the organization follows for accelerating employee development and productivity based on the factors:

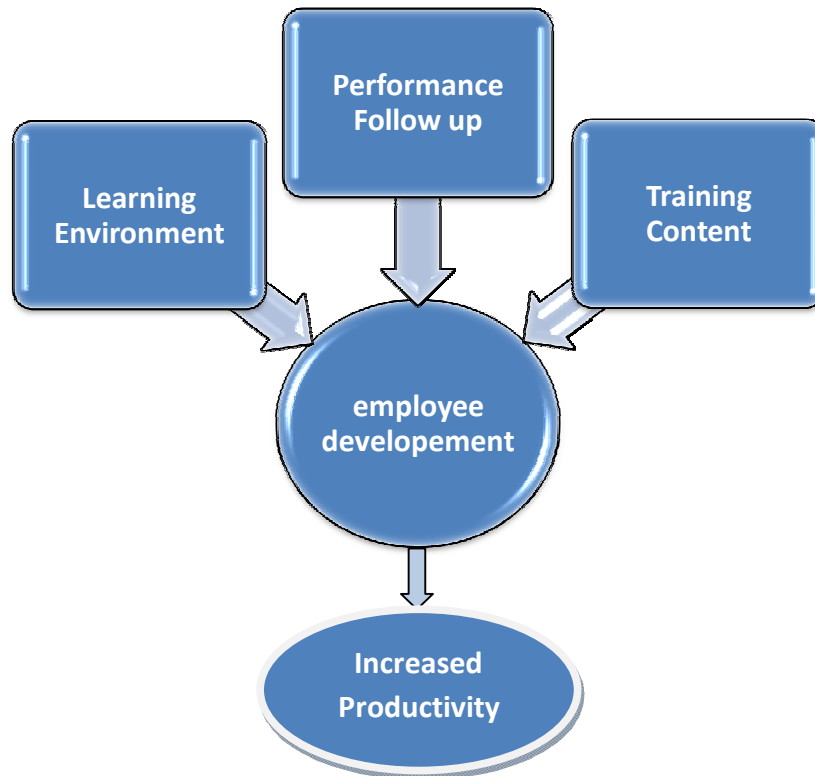


Figure: Employee Impact Framework

Learning Environment:

Workplace learning environment carries heavy influence on employees' learning. Organization promoting a learning infused environment is likely to have better outcomes from training employees. A supportive learning infrastructure of any organization is effective for fostering employee and organization development. (Nicholas Clarke, 2007)

Employees' survey outcome for this factor was as follows:

Qs1:

Do you think Training has been given adequate importance in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	12	48.0	48.0	48.0
	agree	11	44.0	44.0	92.0
	neutral	2	8.0	8.0	100.0
	Total	25	100.0	100.0	

Of the whole sample size (25 employees) almost everyone (92%) agreed on Coats's giving importance on employee training. Majority strongly agreed; No disagreement measured; but minor neutral population detected meaning they might not be sure about training importance.

Qs 2:

Are the Employees being sponsored for training based on Need identification?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	23	92.0	92.0	92.0
	neutral	1	4.0	4.0	96.0
	disagree	1	4.0	4.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 92% agreed on Coats's giving sponsorship for their training need on employee training that is 23 out of 25 units. Both disagreement and neutral point measured that cover just 2 employees which show Coats's positivity towards training sponsorship based on need.

Qs 3

You were satisfied with the facilities in the training center?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	22	88.0	88.0	88.0
	neutral	3	12.0	12.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 88% agreed on Coats's giving proper facility for their training .No disagreement measured; but minor neutral population detected meaning they might not be sure on their satisfaction towards this view.

Qs 4

Does the organization welcome any new training idea that arises from employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	3	12.0	12.0	12.0
	agree	22	88.0	88.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats's welcoming new training ideas. Out of which 3 employees put strong belief over this factor. This proves Coats by doing this accelerates a learning environment.

Qs 5

Does your organization promote a working environment, which is associated with learning and knowledge sharing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	2	8.0	8.0	8.0
	agree	23	92.0	92.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats's having a working Environment that promotes learning. Out of which 2 employees put strong belief over this factor. This proves Coats's culture is about learning at workplace.

Performance Follow up:

Day to day evaluations help to measure the fulfillment or lacking in learning and task execution and also keep the employees motivated to learn more and do jobs in proper way (Zaineb, A., 2011). Coats Bangladesh Learning and development team takes a vast effort to evaluate the post training stages and encourage the line managers to evaluate them by their day to day task.

Employees' survey outcome for this factor was as follows:

Qs1

Does Your line manager critically evaluate your current performance before sponsoring you for training?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	2	8.0	8.0	8.0
neutral	8	32.0	32.0	40.0
agree	15	60.0	60.0	100.0
Total	25	100.0	100.0	

Out of the whole sample size 60% agreed on Coats's managers evaluating employee's performance to make training sponsorship. Both disagreement and neutral point measured that cover just total 10 employees out of 25. These show managers slightly differ in reviewing performance.

Qs2

Do you feel the measures taken by the Learning and development team is adequate to determine the proper training need?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	15	60.0	60.0	60.0
agree	10	40.0	40.0	100.0
Total	25	100.0	100.0	

Out of the whole sample size majority (60%) expressed a neutral Learning and development team's having adequate measures on training. Rest of the population (10 out of 25) covers agreeableness on the fact which shows employees don't put a strong belief on the team's development effort.

Qs3

Do you feel sufficient follow up on the learning objectives are made after the training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	17	68.0	68.0	68.0
	strongly agree	8	32.0	32.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats’s proper post training follows up. Majority strongly believed on this component.

Qs 4

Does the organization have proper career development activities that help employees improve their abilities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	8	32.0	32.0	32.0
	agree	17	68.0	68.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 17% agreed on Coats’s having proper career development activities Disagreement measured on this factor that cover just 8 employees which show Coats’s employee have different view on career development activity.

Qs 5

After training does the organization evaluate employees’ performance of the training criteria?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neutral	8	32.0	32.0	32.0
	agree	17	68.0	68.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 17% agreed on Coats’s having proper career development activities Disagreement measured on this factor that cover just 8 employees which show Coats’s employee have different view performance evaluation.

Training Content:

Training content is the most integral part of any training program covering any department, or employee. If a training program's content is not made according to the assessment or learning objective the training is not likely to serve a pennyworth purpose. A proper, assessment followed training content serves employees with better and efficient understanding of task execution. (R. Vijayalakshmi, 2008)

Qs 1:

Training was planned according to your pre-assessed training needs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	15	60.0	60.0	60.0
	agree	10	40.0	40.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 60% expressed perception on Coats's not planning training over employee needs. Agreement measured that covers 10 out of 25 employees which is minor in proportion.

Qs 2:

The Training you attended was a good learning experience and introduced you with techniques to task execution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	8	32.0	32.0	32.0
	strongly agree	17	68.0	68.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats's training giving employees' good learning experience. Majority of these strongly believed on learning things from the training that contributed in task execution.

Qs 3:

Do you feel the monetary value of the training program perceives proper output?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	9	36.0	36.0	36.0
neutral	16	64.0	64.0	100.0
Total	25	100.0	100.0	

Out of the whole sample size 16% showed neutral perception on the training having proper monetary value. Disagreement was measured in 9 employees which shows Employees don't have a strong believe over learning's proper value for money from the trainings.

Qs 4:

Do you feel satisfied and competent with the current process form need to training execution as a part of this organization, compared to other similar organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	44.0	44.0	44.0
neutral	4	16.0	16.0	60.0
agree	10	40.0	40.0	100.0
Total	25	100.0	100.0	

Out of the whole sample size 44% disagreed on Coats' training contents being competent. 10 on 25 also agreed on the fact but neutral point also been measured that covered 4 employees which means employees don't strongly rely on Coats training content.

Qs 5:

Do you feel the current process of training and evaluation content should be improved?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	8	32.0	32.0	32.0
neutral	2	8.0	8.0	40.0
agree	15	60.0	60.0	100.0
Total	25	100.0	100.0	

Out of the whole sample size 44% disagreed on Coats' training contents being competent. 10 on 25 also agreed on the fact but neutral point also been measured that covered 4 employees which means employees don't strongly rely on Coats training content.

Training Impact:

As shown in the Framework earlier, the factors: Learning environment, performance evaluation and training content defines the practice of learning and development in Coats Bangladesh Ltd. Previously the Survey outcomes of these have been discussed which collaborate effects employee development and productivity. The impact from the training practices derived from the employee is given below:

Qs1:

Are you able to do your job more efficiently after attending the training programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neutral	3	12.0	12.0	12.0
	agree	22	88.0	88.0	100.0
	Total	25	100.0	100.0	

Out of the whole sample size 88% agreed on doing job more efficiently after having training. Neutral point measured that cover just 23employees which show Coats's employee have a positive attitude towards training effectiveness on their job.

Qs2:

Do you feel the trainings helped to you recover your weaknesses in particular topic?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	2	8.0	8.0	8.0
	strongly agree	23	92.0	92.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats's training giving employees' recovery from particular weaknesses. Majority of these strongly believed on the training's recovery.

Qs3:

The training so far has improved your knowledge, skill and attitude that are needed for a professional set up.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	3	12.0	12.0	12.0
	strongly agree	22	88.0	88.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats’s training improving employees KSA (Knowledge, Skill and Attitude) Majority of these strongly believed on this. This shows training have impacted their professionalism greatly.

Qs4:

Did attending the training programs have given you a better understanding of your job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	4	16.0	16.0	16.0
	strongly agree	21	84.0	84.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats’s training giving employees’ better understanding of their job. Majority of these strongly believed on the training’s recovery.

Qs5:

Did the trainings help you to improve your current state of performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	2	8.0	8.0	8.0
	strongly agree	23	92.0	92.0	100.0
	Total	25	100.0	100.0	

The whole sample population agreed on Coats’s training giving employees’ recovery from their current state. Majority of these strongly believed on these trainings helped in performance improvement.

Reliability Analysis of the Training Impact:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.729	5

Cronbach's Alpha analysis is a tool to measure the reliability of gathered data to measure their internal consistency of reliability; whether it's accepted or not accepted. The determinant to measure the reliability the alpha static should be $\alpha > 0.6$ and close to 1.00 which means the more the standing is close to 1.00 the more its reliable.

The Cronbach analysis of the training impact's output is $\alpha = .739$ which was tested among the 5 outputs from the questions that was based on the Variable training impact. Since the value is greater than 0.6 so it can be taken as an acceptable value which shows the internal consistency among the employees output over this factor; that can be taken as reliable.

Chapter-07

Findings and Recommendations

Findings:

Based on the results that have derived from the survey upon Coats Bangladesh Head Office's employees following findings can be made over learning and development factors and their impact employee development and productivity:

Factors	Findings
Learning Environment	Coats Bangladesh Ltd. provides such a working environment which encourages learning in every step. Employees observe proper training sponsorship, adequate training importance and a welcoming atmosphere of educating oneself and colleagues together.
Performance Follow-up	Employees find motivation in proper follow up and it also makes them learn faster. Coats roll out adequate follow up organization wide about which employees agree but there were minor disagreements as well. Employees also expressed disagreement on follow from managerial level.
Training Content	Major Disagreement was detected over not making the training content according to needs. Moreover, hardly any agreement found over learning's valor for the money to the trainings arranged by Coats Bangladesh and also in training's competency compared to similar multinational companies. All these dragged to employee's agreement on improving training contents.
Training Impact	For the trainings till now employees have expressed their agreement over the impact of the trainings in better job understanding, weakness recovery in targeted areas and better performance than before receiving training.

Recommendations:

1. Hiring training analyst in the team to determine the proper needs assessment so that employees can have trainings based on their respective need.
2. Arranging Trainings that has global or professional certifications which will add competency to the organization and the employee both.
3. Learning and department team also handles the recruitment process which might be proven as a miscommunication and might compromise both the activities; so for smooth going another horizontal team could be implemented.
4. Identifying needs that not only fulfill learning objective, but also gives long-term skill development to the employees.
5. Increased evaluation by the managerial level is crucially needed as it had been found in the survey that they lack in evaluating.
6. Continuous motivation will accelerate more development and would also take to better productivity. This can be done by appreciation, price giving, awarding to the employees who are showing better performance after training.
7. Coats Bangladesh, as par the survey showed lacks in proper career development plans, so they should implement steps that would establish proper career development plan like: one to one managerial communication with employees, fast track promotions, establishing career goals designation wise, horizontal switching of job responsibilities, increments that would make sure oversees posting etc.

8. Not only communicate with cluster but also acquire and implement in Bangladesh.
9. Mandatory application of 360 degree performance appraisal ;this method doesn't only measure employees by performance but also from the view of managers; colleagues, subordinates, customers and team members
10. Coats Bangladesh should approach with the SMART (Specific, Measurable, Achievable, Realistic and Timely) technique in TNA that will ensure proper goal achievement and evaluation.

Conclusion:

Human Resource Department is playing a standout amongst the most outstanding parts in Coats Bangladesh. Manpower is a definitive asset of the association since they think; talk, with the goal that usage of this asset is exceptionally basic. Each accomplishment of beginning is relying upon productive and viable manpower Training and advancement is vital for an association to contend with this testing and evolving world. With the employees reaction and their response on training; the lacking that have been recorded, needs to be noticed fast to sustain their position.

Lastly, I would like to conclude by saying my intern ship with Coats Bangladesh's Learning and Development team allowed to have had on experience on employee development. I got insights on the crucial stages of Human Recourse Management which raised my professionalism in this field. Though there are a lot to be discovered for being a professional in this field but my internship experience with this organization will be counted as an integral bas

Appendix

Alpha Statistics measurement of the variable: Training Impact.

Item Statistics

	Mean	Std. Deviation	N
Are you able to do your job more efficiently after attending the training programs?	4.88	.332	25
Do you feel the trainings helped to you recover your weaknesses in particular topic?	4.92	.277	25
The training so far has improved your knowledge, skill and attitude that are needed for a professional set up.	4.88	.332	25
Did attending the training programs have given you a better understanding of your job?	4.84	.374	25
Did the trainings help you to improve your current state of performance?	4.92	.277	25

Questionnaire:

1. Do you think Training has been given adequate importance in your organization?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

2. Are the Employees being sponsored for training based on Need identification?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

3. Does your line manager critically evaluate functional outcome before sponsoring you for training?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

4. The Training you attended was a good learning experience and helped you improve your quality of work.
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

5. Were you satisfied with the facilities in the training center?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

6. Training was planned according to your pre-assessed training needs?
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
7. Are you able to do your job more efficiently after attending the training programs?
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
8. Do you feel sufficient follow up on the learning objectives are made after the training?
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
9. Do you feel the measures taken by the Learning and development team is adequate to determine the proper training need?
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
10. Do you feel the trainings helped to you recover your weaknesses in particular topic?
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

11. The training so far has improved your knowledge, skill and attitude that are needed for a professional set up.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. Does the organization have proper career development activities that help employees improve their abilities?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. After training, does the organization evaluate employees' performance of the training criteria?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. Does your organization promote a working environment, which is associated with learning and knowledge sharing?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. Does the Learning team take importance on providing training in every department equally?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Did attending the training programs have given you a better understanding of your job?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. Did the trainings help you to improve your current state of performance?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. Do you feel the monetary value of the training program perceives proper output?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Do you feel satisfied and competent with the current process from need to training execution as a part of this organization, compared to other similar organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Do you feel the current process of training and evaluation should be improved?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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