

Impact of training in organizational performance

A case study on Islamic Relief Worldwide (INGO)

*This report is submitted as a partial fulfillment of the degree of Master in International Human
Resource Management*

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Letter of Transmittal

20th October, 2021

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Subject: Submission report of “Impact of training in organizational performance.”

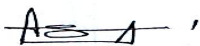
Honorable Sir,

With due respect, I am here to submit the following report on “Impact of training in organizational performance” helps to training and learning development for employees quality, retain talent and reduce cost of the organization, according to the instructions given by you.

I have completed the report though putting the theories and techniques I have learned throughout HR training, different books of effective plan. This report contains the effective of “Impact of training in organizational performance.” The following report is the result of my findings and efforts.

I appreciate this opportunity to work under you. I eagerly wait for your feedback on the overall report.

Sincerely yours



Aysha Afroza Asha

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DECLARATION

I, the undersigned, hereby declare that I have completed my project under the supervision of **Md. Musharrof Hossain**, Adjunct Professor, School of Business & Economics, United International University (UIU), Dhaka, Bangladesh.

I have prepared a report on **“Impact of training in organizational performance”** that is my own work.

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma, or degree to any other university.

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I am very thankful to my classmates for helping me understand different concepts related to this report. I tried to design my report according to the format given by my respective supervisor.

I am also grateful to all the individuals who contributed indirectly while preparing the study by giving me suggestions, assistance, and supply of information which were valuable to me.

I also pay our indebtedness to those websites that helped us by providing lots of information. Without those help & support I could not be able to complete the "Report on **Impact of training in organizational performance**" successfully.

Executive Summary

The entire research has been developed on the premise of organizational development being influenced or impacted by employee training. . The training being directly linked with the employee performance quality has a major effect on the organizational performance. This allows the development of the consumer service quality of the organization which is the main benchmark of the organizational performance. so, this has been selected as the topic of research in this module. In this case the entire research has shown that organizational development is quite inter related with the organizational training programs. The employee training is essential to ensure that the employees are quite up to the mark and their service quality develops. This allows the employees to provide better performance towards the consumers and thus the overall service quality of the organization increases. The research in this case has shown the methodology or the research and the background significance of it as well. Other than that the different specs including the corporate profile of the organization has been shown here. The organization review and operations have been put forward as well. The analysis and data collection has been than put forward and finally the recommendations and conclusions for the research have been put forward. Reaching the research for a final verdict.

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1. Introduction

1.1 Background of the Study

Organizational performance stands at the epicenter of development of an organization's business and the core of this performance is the employee skills and abilities. In this case for the development of these employee skills and abilities there are no other options than proper training. The training modules used by the companies and organizations allow the employees to develop both their individual and team skills which in the long run help in the organizational development as well as performance. So, this research has been developed in the light of the organizational performance being influenced by training. The key idea of the research is to find out the ins and outs of the impact of training on the organizational performance. The training being directly linked with the employee performance quality has a major effect on the organizational performance. This allows the development of the consumer service quality of the organization which is the main benchmark of the organizational performance. So, this has been selected as the topic of research in this module. The organization which has been set up for the detailed understanding of the topic is the Islamic Relief Worldwide. So, the case study has been detailed for the better understanding of the organization's impact of the training on its performance.

1.2 Objectives of the Study

The objective of the research in this case has been set in line of understanding impact of training on the organizational performance. The objectives of the research in this case are given below:

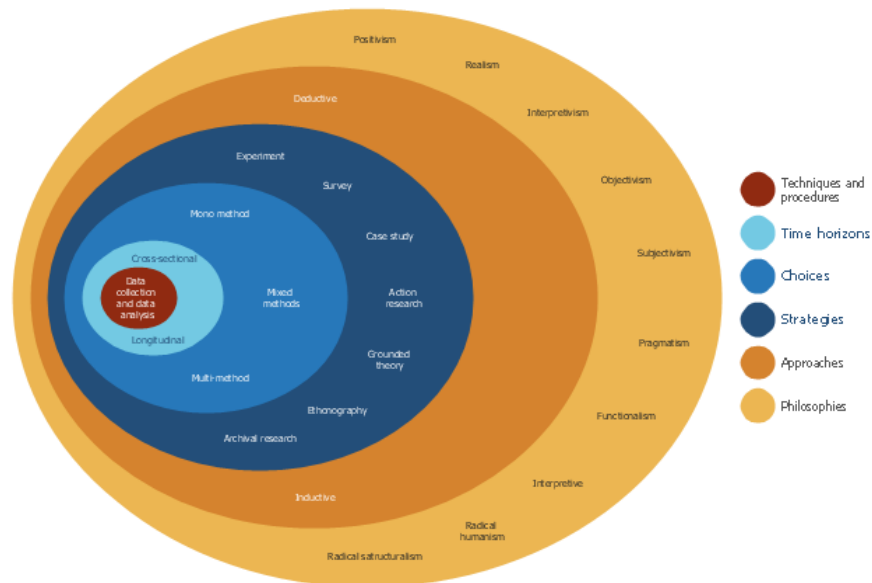
1. To evaluate approaches that businesses follow for ensuring training in the organization
2. To explore importance of training in an organization
3. To identify the challenging issues that IRW has to face in case of training the workforce in organization and improve its overall performance level.

1.3 Methodology

The method of the research is essential for the development of any form of research. The correct form of research methodology has to be determined for the desired outcome of the research. This helps in development of the project and helps the researcher to develop the key idea of the research objective effectively. The research process has been explained here distinctively for understanding the research epidemiology. This will allow the complete overview of the research completion and aftermath of the research techniques. The process is described below:

Research process

The process of the research is main hub of the development of the idea of the research. In this case the research process is the segmented way of the completion of the research in step wise analysis and this allows the development of the idea of the research in a correct manner. This helps in development of the research in certain steps for the needs of the research. The research in this case has been developed using the onion research model. This allows the research to be divided in certain steps so that the needs of the research are completed sequentially.



Onion research model

Source: <https://doi.org/10.1016/j.lindif.2012.04.002>

Research philosophy

The philosophy of any particular research stands for the understanding and the belief of the process of data gathering, management and processing the entire situation as well. So, in this case it stands at the core of the research data collection and overall processing of the data for a specific research as well. There are different methods of research philosophy and these can be described in different processes as well. Some of these processes have been widely discussed and elaborated below:

Starting with Positivist research philosophy, this is the certain method of research philosophy which is based on the idea that a specific subject or social phenomenon can be easily understood by basing on the objective of the research. In this case of research philosophy the researcher's own personal interests are more prioritized more than any other criteria. Next is the interpretive research philosophy. In this case of research philosophy the research is done based on social experiences developed with time and is not based on the strategy of research objective integration. This is greatly influenced by the personal experience of the researcher and the surroundings of the people conducting the research process. At last but not least is the pragmatism process of research philosophy. Based on this kind of research process the idea of the research is based on real time experience or problems. The research process is shaped around the needs of the research issue and also can change according to that specific research. this process of research philosophy is often mixed process and is based on the requirements of the research.

In this case for the development of this particular research topic the method of research philosophy that has been used is positivism research philosophy.

Research approach

The segmented plan wise structure of the development of research which is developed according to research needs to determine the process of collection of data for the research, the development of data analysis and hypothesis of the data is termed as research approach. In this manner the research approach processes can be differentiated in two segments these are the inductive and deductive process of research.

Starting with the inductive process of research approach. The idea of the inductive process of research approach is based on the purpose where the individual conducts the research by going to a theory based approach first and after that the practical implementation of the research data collection process is conducted. So, in case of the inductive process the research is somewhat dependent on the theoretical aspects.

Again in case of the deductive process, the research data collection process has a more practical and live experience based approach. In this case the research approach is based on the practical data collection rather than being dependent on the literature of the research. In this case the theoretical aspects of the research are developed after the conduction of the practical aspect of research data collection.

In this case for this particular research project the inductive process of data collection has been used for the more accurate and proper data collection. This is a more appropriate approach based on the research topic and type.

Research design

The design of the research is the structure of the research in which the data are analyzed in a more appropriate manner. So, in this case if the research is conducted according to the topic then the research will be more appropriate in case of the results of the topic. The research design can be categorized in three different aspects. These aspects have been brought under detailed reference below:

In the first segment is the exploratory design of research. This particular form of design is based on the need of the research whereas this process is usually maintained for research topic which have less reference and new for discussion. This process has the urge to collect a significant amount of data and the research is based around the vast amount of data collection. This is the case where all the collected data or information might not be appropriate but the comparison of the data leads to a more pin point accurate solution.

Moving on to the second segment is the descriptive design of research. In this certain design the research data collection is based on the previous similar content and a thorough investigation of similar research material from past thesis is brought under account. The amount of information collection decreases up to a certain degree in this case but data is analyzed more thoroughly in this case. This allows the data to be more authentic and increases the curacy of the research.

At last but not least the third segment is the explanatory process of the research. This is a form of research design which usually has past reference and this form of research goes in to the detailed explanation of the research topic where all the key details broken down into further extensions to represent a very healthy idea of the research topic. This allows the research topic be fully explained in every inch and corner but the amount of vast data collection in very wide range is ignored here.

For this certain research topic the process of research design is the exploratory process. This allows the research to gather more resources and information from viable sources which increases the research accuracy.

Data collection process

The collection of data for any research can be done in two different processes. The data collection process is mainly the strategic manner of gathering information for a certain based topic. The processes of research data collection is based on the data sources mainly. So, one process of data collection is primary collection process and the other is the secondary data collection.

In case of the primary data collection the sources of data collection are mainly interviews or questioners based on the research topic asked to the selected sample of the research. This primary data collection process can be again divided in two different sides which is quantitative data collection and qualitative data collection. The qualitative data collection process is where the sample is taken on one on one interview with open ended questions based on the research topic as per the research requirements. Again, for the quantitative research data collection process is where the data is collected using the numerical aspects where a number of different samples are asked to fill up or answer close ended questions and the numerical or graphical charts explain the conclusions.

Never the less in this case there is the secondary data collection process where the data is collected using different literature and other online resources or materials. This allows the development of the research in a very collective manner to have information from trusted resources and this brings in the development of the research in a better manner, producing more accurate results for the research. This part has been shown in the corporate profile section

So, in this case one of the core things is that the research topic needs a lot of data to produce the desired data. Therefore, the required data collection in this case has been done using both qualitative and quantitative data collection process for primary data collection and the secondary data collection process has been also used to develop the literature over here.

Sampling methods

The development of the sample can be done for any research in two particular ways these are the probability method and non-probability method. The probability method is the process where the research samples are chosen for the collection of data randomly. Again for the non-probability method the research data collection samples are chosen based on a certain requirement or need or type the research needs to fulfill.

In this case for this research both the mentioned methods of research data collection sampling has been used over here for the primary data collection. The non-probability process of the research sampling in this case has been used of the qualitative data collection and the probability process of sampling has been used for the quantitative data collection.

Sample size

This certain research has been developed with the sample size of two different managers of the chosen organization for qualitative data collection through the non-probability process and on the other hand ten different people have been chosen for the quantitative data collection process using probability method of sampling.

Data analysis

The data collection this certain research has been done in two steps both primary and secondary sources. So, in this case the analysis of the data has been done in two defend process as well. The primary data analysis has been done and to increase the authenticity of the resresrach the data has gone through secondary analysis for the development of the research accuracy through the review of the literature. In this case the mixture of both the processes has increased the solidification of data for the research and the overall accuracy.

Ethical needs of research

The needs of the research as per the ethical grounds are quite important for the development of a good research work. In that scenario the research has been developed keeping all the ethical issues in mind. So, in this case the ethical forms have been handed out to the participants of the research and made sure that they understand that all the collected data in this case for the research in terms of personal information would remain safe and confidential. The participants have also been let known of the fact this particular research is only for educational purposes and the data or information would have no legal obligation towards them in the court of law. The people who have participated in the research have all agreed with the research and no one has been forced to take part in it. Again, no one was either manipulated or forced towards certain biasness. So, all the ethical aspects are up to mark for this research.

1.4 Scope and Limitations

Scopes

The research conducted in this case has different scopes where the primary data collection was conducted through online platform of google forms. This allowed the researcher to conduct the research remotely. In this COVID_19 pandemic situation the process of info gathering allowed this to be more authentic. Again, as there was the scope to be connected to the people who have worked in this organization this allowed the research to be more precise. Never the less there was adequate amount of time to ensure the proper correct analysis of the situation. This increases the scope of a more authentic research and getting more precise results.

Limitations

The limitations of this research lie in the psychological factor. The research in this case cannot be conducted with the people face to face so the psychological analysis of the research samples was not possible and in this case the proper analysis to determine whether the people were biased in some of the decisions and answers was not possible to determine. Again, in this case I had my own psychological limitations as I don't have any prior psychological training or courses in the past I would not be able to decide if this entire situation was stimulated in some cases. Therefore, there are a few limitations in this research which might have slightly effected the answers but other than that the entire research was good and the answers are quite appropriate. So, the overall research did not have too many limitations.

1.5 Significance of the Study

The entire research has been conducted for the development of the idea of the impact of training in case of the development of the organizational performance in business setting. In this case the core thing is that an organization needs the proper service quality in case of the development of the organizational business. The employees of the organization are the center of this idea and of any employee to perform properly in an organization there are a number of different skillsets the employees need to have. These employee skills can only be developed by the proper employee training which might be both on job and off job training related to the field of business and service of the employee in the organizational setting. The main significance of this study is that this research will help in understanding the needs of training and help in development of the overall service quality and well as the organizational performance. The idea will help in the business and service development of the organization in the long run which is essential for the proper business conduction. In simple words the proper conduction of this research will help in gathering specific data which will help any organization in the overall business development. The research is significant in today's competitive business module to help the organizations get a better strategic edge over other significant companies. [Deb, T, \(2005\)](#)

2. Corporate Profile

2.1 Overview and history

The organization taken for the development of the entire research over here is the Islamic Relief Worldwide. The organization is an international humanitarian organization working for the development of the lives of people in different sectors. The organization was established in 1984 by the Dr. Hany El- Banna from University of Birmingham. They collected donations from different mosques all over the UK to help those in need in the famine at that time. The organization launched its first operation or project in the 1985. It supported people with a donation of over 100,000 euros during the famine. The organization then spread its services to different parts of the world over the following years. currently the organization is serving people in over 45 different countries. The organization has established its base in Bangladesh well and working for the welfare of the people of the community for a loving time. the Headquarters of the organization is in Digbeth, Birmingham, UK. There are international offices of the organization in countries US, Iran, Bangladesh and so on. it has good history of providing aid for the people in cases of emergencies and long term development plans as well. The organization has achieved the status of NGO from the UNESCO. Again, the organization has also developed a structural pact with the European Commission Humanitarian Aid department. Never the less, the organization has developed a certain agreement with the UNHCR as well. The current CEO of the organization is Waseem Ahmad who was appointed in May, 2021. The organization has developed a lot since its establishment and is constantly supporting people from different speculations of life in a wide variance. <http://www.islamic-relif.org>

2.2 Trend and growth

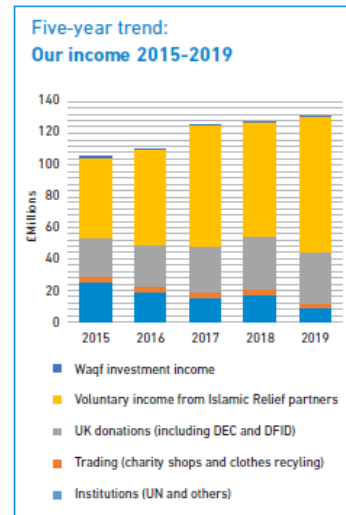
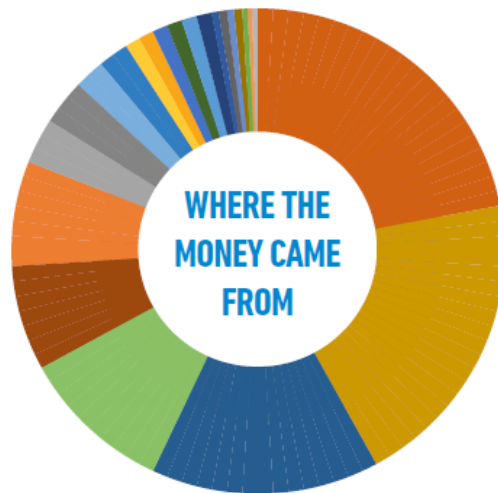
The main trend of the organization is globalization. In this case the organization has impacted the development of different communities in very positive manner ensuring the development of these communities. The organization is going for steady growth policy by executing the current projects in hand. This has allowed the organization to develop a very keen and stable method of growth and globalization. The organization doesn't opt for rapid expansion in an aggressive strategy rather the organization in this case chooses to stay in more stable and slow globalization. The organization has successfully provided aid to 151 emergency grade projects in the year 2019. Again according to the annual report of 2020, the organization has spent over 59 million

Euros on 370 Emergency grade projects during the COVID-19 pandemic. The organization has used the trend and growth policy it sustains in the Moto of globalization to cover as many humanitarian projects possible.

2.3 Customer mix

As the IRW is a Humanitarian based organization, the NGO has a different customer or consumer mix rather than conventional firms or companies. The organizational income and expenditure have been derived over here respectively with the figures of 2019.

OUR INCOME IN 2019

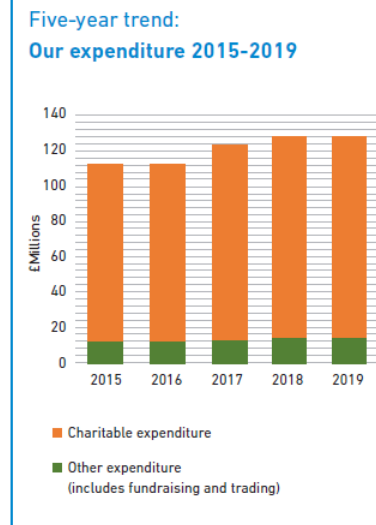
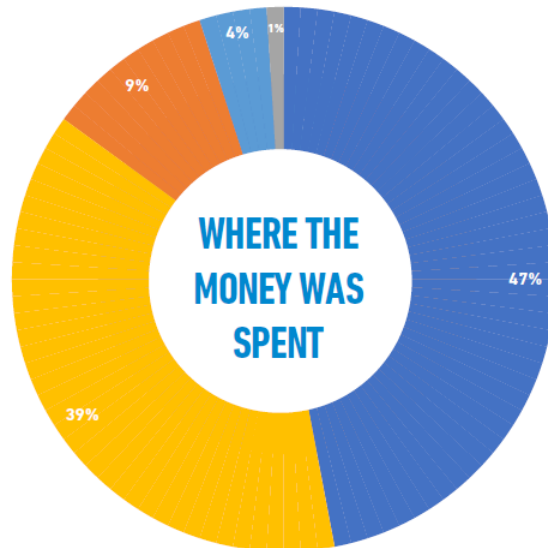


Where the money came from	£'000	Percentage
Islamic Relief USA	28,998	22%
UK donations (including DFID)	26,672	20%
Islamic Relief Canada	19,583	15%
Islamic Relief Sweden	13,212	10%
Islamic Relief Germany	10,404	8%
Institutions (UN and others)	9,054	7%
International fundraising	4,100	3%
Trading (charity shops and clothes recycling)	3,438	3%
Islamic Relief Netherlands*	3,215	2%
Islamic Relief Switzerland	3,154	2%
Islamic Relief South Africa	1,695	1%
Islamic Relief Australia	1,633	1%
Islamic Relief Belgium*	1,394	1%
Islamic Relief Mauritius**	1,306	1%
Disasters Emergency Committee (DEC)	1,183	1%
Islamic Relief Malaysia	721	1%
Waqf investment income	479	<1%
Islamic Relief Ireland	246	<1%
Islamic Relief Spain	234	<1%
Islamic Relief Italy	150	<1%
Islamic Relief Bosnia and Herzegovina	144	<1%
Islamic Relief Norway	25	<1%
Islamic Relief Singapore	8	<1%
Total	131,049	100%

Annual Income of IRW in 2019

Source: [irw- annual report-2019](#)

OUR EXPENDITURE IN 2019



Where the money was spent	£m	Percentage
■ Helping people in need: Humanitarian programmes	59.9	46.8%
■ Helping people in need: Development programmes	49.2	38.4%
■ Fundraising (includes charity shops and clothes recycling)	12.0	9.4%
■ Admin costs	5.4	4.2%
■ Helping people in need: Campaigning and advocacy	1.5	1.2%
Total	128.0	100.0%

Annual expenditure of IRW in 2019

Source - [IRW-Annual-Report-and-Financial-Statements-2019.pdf](#)

In this case it can be seen that as the consumers of the services of the organization quite diverse with people from all ages and cultures the people cannot be classified in different sections over here. The income source of the organization is also relief or donation based and is collected from different charitable organization all over the globe. So, the consumer mix over of the organization is quite diverse and doesn't have any particular segmented structure in this case.

Service mix

In this case there are basically different elements of the service mix which define the IRW. The different service mixes can be fundamentally be divided in seven different parts. So, in this case the marketing mix has been derived under the inception of the Islamic relief worldwide. The 7Ps of the service mix is shown below.

2.4 Product:

The organization being a social welfare organization is a very cognitive service. in this case the services of the organization are referred to emergency programs, long term social development plans and so on.

Price:

The organization doesn't have a price quote set for the services as the organization is a social service organization. in this case the services are free and donation based to help those in need of the certain form of service.

Place:

The service area of the organization is quite wide and distributed over 45 countries. The services are mainly targeted in the areas where there is any form of social issue under the services regime of the organization

Promotion:

The organization promotes the services to gather funds for the work and in this case the organization has wide range of different programs set for the organization. There are different fund raisers and online promotions as well. This includes different webinars and seminars as well. Never the less the organization runs set of university on campus based programs to gather more support for the different work regions as well as voluntary services.

People:

The targeted people of the organization is the certain those in need for different services under various circumstances. The range of the people targeted services is wide over here and the organization uses a no discrimination policy serving people of all ages in different areas with not form of regional or caste discrimination

Process:

The process of providing service is quite essential in this case. In this case the people are served using different products and services so that these people can develop their social condition in some way or are relieved of their issues.

Physical evidence:

The organization in this case has very good positive feedback in the end. The consumers of the organization in this case have shown quite some positive feedbacks. This has helped in understanding that the services of the organization are quite satisfactory in this case. This has allowed the organization to have the physical evidence required for understanding the positive side of the services of the organization.

[Business Research Methods \(Book Only\)*](#)

2.5 Operations:

The operations of the organization are quite versatile and all in purpose of development of the organization's targeted consumers. The organization uses different emergency support programs for the organization. On the other hand the organization also uses long term development programs for the development of distressed people in over 45 countries.

In this case the organization has provided in over 151 vital emergency projects all over the world. They have provided emergency aid to these people. They have taken operations such as distribution of Qurbani meat in over 34 countries to 3.14 million people. The people in this case have been aided in long term projects ensuring over 301,000 people being supported by sanitation. 46 projects have been taken and successfully set by the organization to ensure the development of the homeless people. Projects have been set up for the support of 31,500 people to reduce inability of people to cope-up with disaster. 262 longer term projects have been successfully developed by the organization to ensure the long term development of the people. There are over 9.5 million people who have been benefited by this. Other projects for helping people ensure winter survival and other sections have been ensured over here as well.

2.6 HR Department

The organization has a much decorated HR department for each of the sections and its offices around the globe. In this case the employees receive a very good service from the HR department. The needs of the employees in this case are seen by the organization to this extent. The training programs of the organization are led by the HR department. The organization in this case has to ensure the proper steps by the HR department and the HR department sets both on and off job training for the individuals in this case. The employees of the organization are the liability of the HR department. In IRW the employee salary, increment, the personal funds, gratuity fund, hospital insurance and all other needs of the employee including the T/A and D/A are handled by the HR team of the organization. The organization has multiple HR teams for the development of the decentralized official structure. The organization in this case has a good influence over the employees through the HR and all related matters are handled by the HR of the organization. The employee needs are seen by the organization through it. The organization tries to keep the employees happy through different funds and bonuses as well. During the holy Muslim festivals the organization celebrates them with its employees in different ways and helps them to be more enthusiastic with the organizational work. So, this is the regular HR work of the organization IRW and the departments are included and connected with each other in this case. The IRW also recruits new members using the HR department. The organization sets up various needs and demands for the employees in this case as well which are moderated by the HR

department. This helps the organization to develop the overall services and ensure better employee service quality and overall business development.

2.7 SWOT analysis:

The organization has different strengths and weakness as well as opportunities and threats which it needs to capitalize on. The strength of the organization IRW is put forward first.

Strength:

- The organization has good public support and wide connections
- Being a donation based organization the brand image of the organization is quite good.
- It has multiple trustees donating for the development of the services towards the people.
- It has good anti-racist policies and this enables more indiscriminate quality of services

Weakness:

- The organization is tied in specific projects and this is decreases rationalization of expansion
- The employees of the organization are decentralized and in this case all the projects do not get the same expert quality service
- The employees do not always get the same training regime in all the parts of the organization so the service quality is not the same.

Opportunity:

- The organization has good opportunity to expand as there is good amount of capital budget.
- The wide brand image of the organization is good for expansion as well
- The organization can develop more easily ensuring a good organizational training for the employees
- The organization has wide resources and this is good and important for organizational development.

Threats:

- The organization might have problems due to organizational support being ceased from trustees.

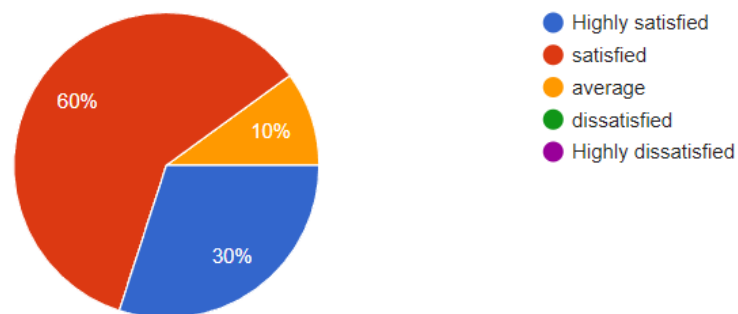
- The chance of being conflicted by personal opinions in some cases where there might be religious tensions going around is also a problem in this case.

3. Findings and discussion

Quantitative Data collection

Do you think IRW has a good policy of collection training feedback?

10 responses



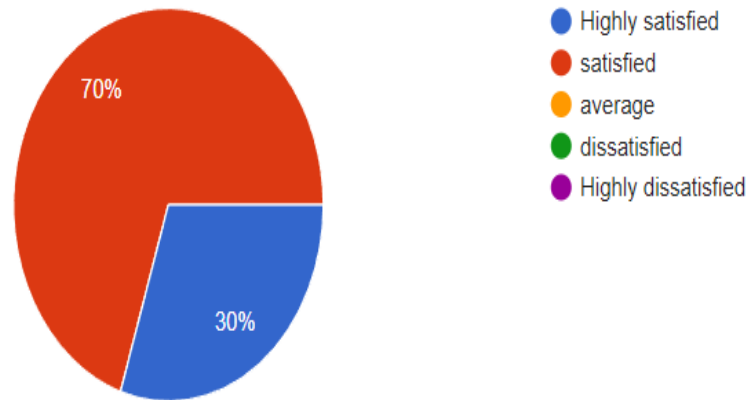
Findings and Analysis

In this case it can be seen that 90% people are either satisfied or highly satisfied and only 10% people are in the middle for an average answer.

So, it can be understood from here that the IRW has a good policy for collecting training feedback from the people or employees.

Does proper training keep a role in developing employee and employer relationship?

10 responses



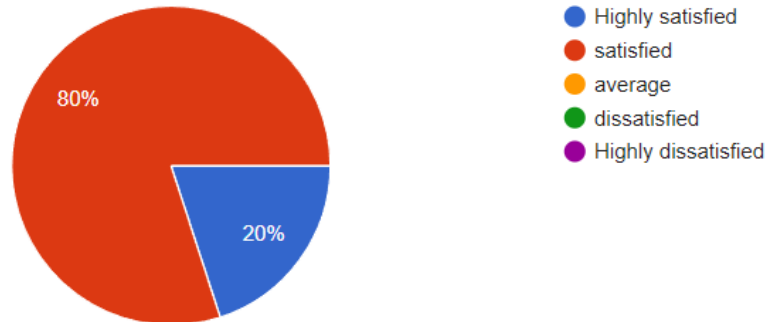
Findings and Analysis

In this case it can be seen that 100% people are either satisfied or highly satisfied.

So, it can be understood from here that the training has good role in developing the employee and employer relation in an organization

Does employee talent management and training develop the ability and skill sets of the employees?

10 responses



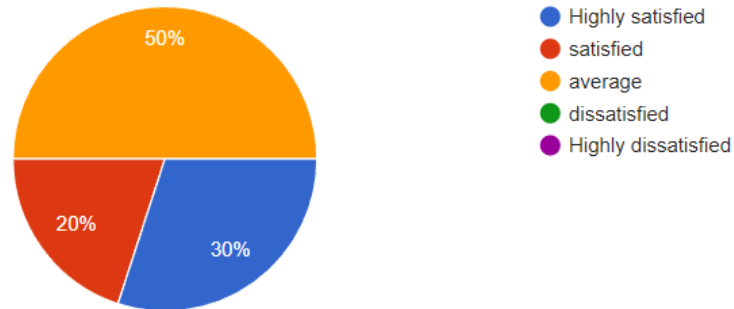
Findings and Analysis

In this case it can be seen that 100% people are either satisfied or highly satisfied that talent management and training develop the employee skillsets in any organization.

So, it can be understood from here that the proper talent management and training of the employees are quite essential and help in development of the employee skillsets.

Is the COVID 19 pandemic a major drawback in case of implementation of proper training?

10 responses



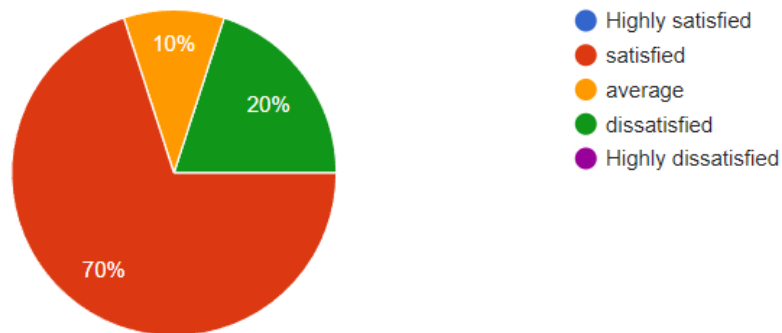
Findings and Analysis

In this case it can be seen that 70% people are either satisfied or highly satisfied and 30% people are in the middle for an average answer that the COVID 19 pandemic is a major drawback in case of implementation of proper training.

So, it can be understood form here that the COVID 19 pandemic is a major drawback in case of implementation of proper training.

Are cultural differences a setback in case of development of proper employee training and organizational performance?

10 responses



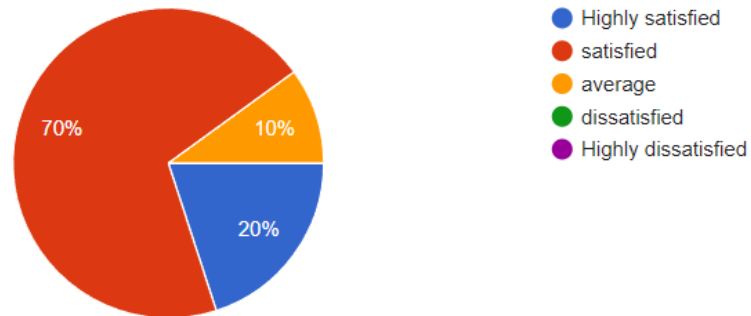
Findings and Analysis

In this case it can be seen that 70% people are satisfied and 10% people are in the middle for an average and 20% people are dissatisfied that cultural differences are a setback in case of development of proper employee training and organizational performance.

So, it can be understood from here that the that cultural differences are a setback in case of development of proper employee training and organizational performance but there might be some differences in ideologies as well and this might make a difference in some cases.

Does proper training allow the organization to keep the employee retained?

10 responses



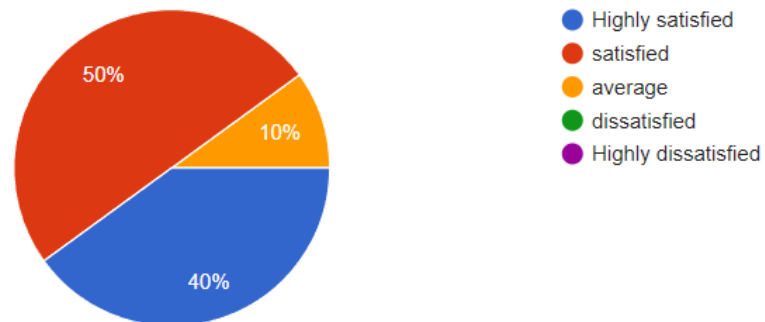
Findings and Analysis

In this case it can be seen that 70% people are satisfied and 20% people are highly satisfied and 10% people are average that proper training allows the organization to keep the employee retained.

So, it can be understood from here that proper training allows the organization to keep the employee retained in most cases but there might be other reasons for the employees to leave the job or switch places and in some cases these are factors.

Do you think the pandemic has shaped the training methods in a different way?

10 responses



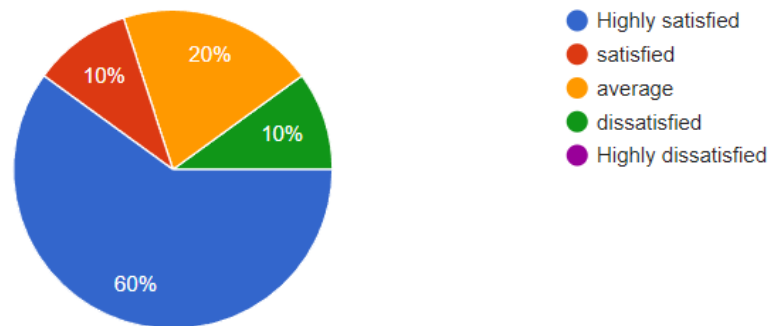
Findings and Analysis

In this case it can be seen that 50% people are satisfied and 40% people are highly satisfied and 10% people are average that the pandemic has shaped the training methods in a different way

So, it can be understood form here that the pandemic has shaped the training methods in a different way.

Do you think the Offline training processes are more effective for individual employee training?

10 responses



Findings and Analysis

In this case it can be seen that 10% people are satisfied and 60% people are highly satisfied and 20% people are average and 10% people are dissatisfied that the Offline training processes are more effective for individual employee training.

So, it can be understood from here that the Offline training processes are more effective for individual employee training. But there are some issues in case of some employees and this sides have to be seen.

Qualitative data collection

The responses of both the managers have been put up here for understanding the entire situation of the impact of training on organizational performance in Islamic Relief Worldwide.

Question 01: Are the processes of training top notch in IRW?

Yes

Yes. We have a dedicated academy for training and development.

Question 02: Are you positive that proper training will develop the brand image of the organization through better quality of employee service?

Yes

Of course! 'Brand image of the organization' is how people see and perceive about the organization (in positive sense), and we can build that by developing positive sustainable culture through relentless Training & Development.

Question 03: how is the pandemic effecting the training processes and the quality of the training sessions at IRW?

It helps to explore and promote different effective online approach

In fact, pandemic is not affecting training. We have online training arrangements, and trainings are on.

Question 04: Do you think online training processes are more beneficial for the organization rather than the offline processes?

No

Yes, I think so. Online training is flexible, less costly, can be more productive, and is a reality to accept and groom it for further development. Thank you.

4. Conclusion and Recommendations

In this case the entire research has shown that organizational development is quite inter related with the organizational training programs. The employee training is essential to ensure that the employees are quite up to the mark and their service quality develops. This allows the employees to provide better performance towards the consumers and thus the overall service quality of the organization increases. Thus the development of the organization is ensured in a proper manner.

Recommendations

The organization in this case can develop their organizational performance with minor changes and thus some recommendations have been shown below:

- ❖ The proper communication of the employee and employer has to be established in the right process for the development of the relationship between them to facilitate change
- ❖ The employees should be introduced to the off job training processes through virtual platforms to ensure the better development of the continuous training during the pandemic situation as well
- ❖ The employee needs based on financial condition can be developed and this will increase employee loyalty
- ❖ The regular feedback of the employees should be taken in the proper way for the development of the employee needs
- ❖ The employees can get better flexible work shift for better performance
- ❖ The employee training programs can be diversified in some cases and this will create more accessibility
- ❖ The job based or individual work based programs can be introduced in organization for individual development
- ❖ Implementation of proper training methods can be in a different way in the COVID 19 pandemic.
- ❖ The organization can introduce more cognitive programs for the universities in this case
- ❖ The proper talent management and training of the employees can be implemented in more constructive manner for strategic development of the employee

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Appendices

Survey Questionnaires

Appendix A (Quantitative Question)

Question 01: do you think IRW has a good policy of collection training feedback?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 02: Does proper training keep a role in developing employee and employer relationship?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 03: Does employee talent management and training develop the ability and skill sets of the employees?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 04: Is the COVID 19 pandemic a major drawback in case of implementation of proper training?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 05: Are cultural differences a setback in case of development of proper employee training and organizational performance?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 06: Does proper training allow the organization to keep the employee retained?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 07: Do you think the pandemic has shaped the training methods in a different way?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Question 08: Do you think the Offline training processes are more effective for individual employee training?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied

Appendix B (Qualitative Data)

Interview Questions

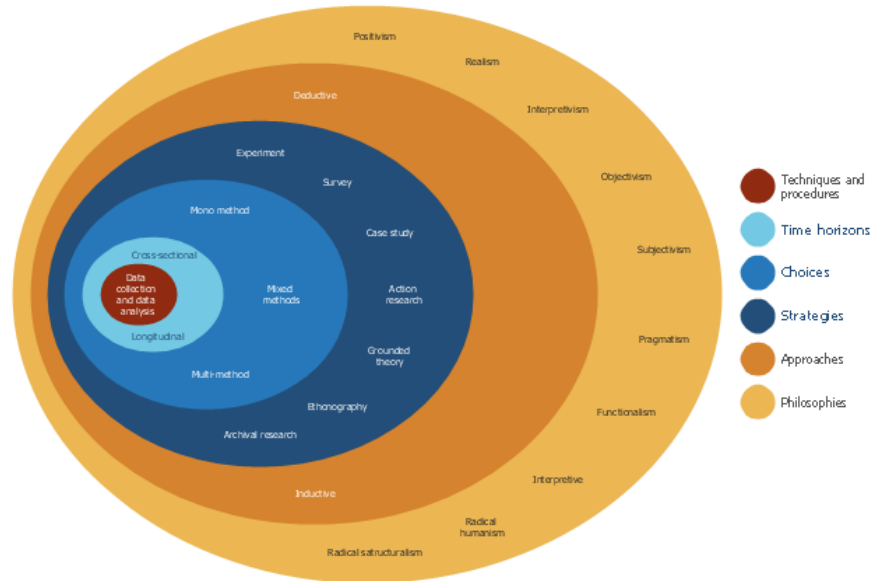
Question 01: Are the processes of training top notch in IRW?

Question 02: Are you positive that proper training will develop the brand image of the organization through better quality of employee service?

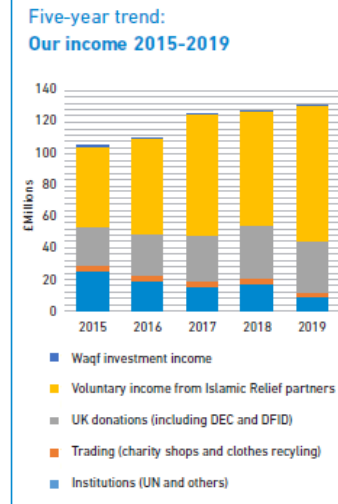
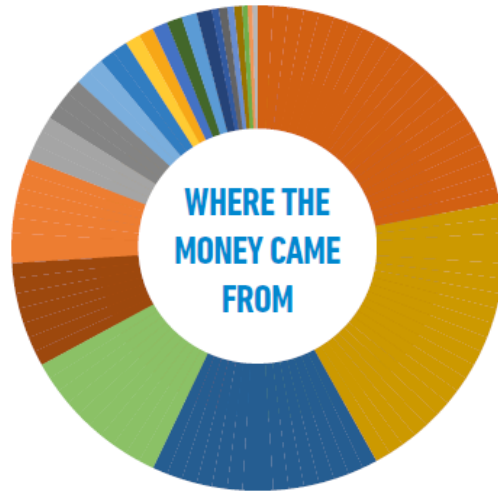
Question 03: how is the pandemic effecting the training processes and the quality of the training sessions at IRW?

Question 04: Do you think online training processes are more beneficial for the organization rather than the offline processes?

Appendix-C



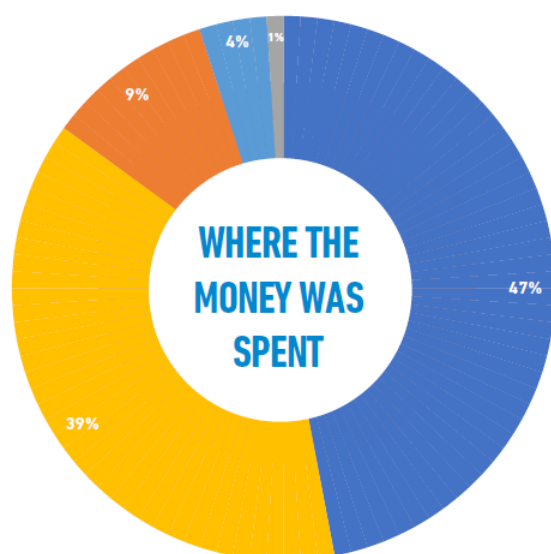
OUR INCOME IN 2019



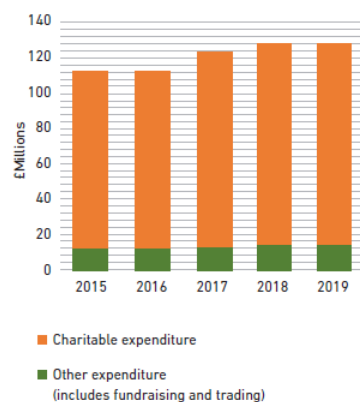
Where the money came from	£'000	Percentage
Islamic Relief USA	28,998	22%
UK donations (including DFID)	26,672	20%
Islamic Relief Canada	19,583	15%
Islamic Relief Sweden	13,212	10%
Islamic Relief Germany	10,404	8%
Institutions (UN and others)	9,054	7%
International fundraising	4,100	3%
Trading (charity shops and clothes recycling)	3,438	3%
Islamic Relief Netherlands*	3,215	2%
Islamic Relief Switzerland	3,154	2%
Islamic Relief South Africa	1,695	1%
Islamic Relief Australia	1,633	1%
Islamic Relief Belgium*	1,394	1%
Islamic Relief Mauritius**	1,306	1%
Disasters Emergency Committee (DEC)	1,183	1%
Islamic Relief Malaysia	721	1%
Waqf investment income	479	<1%
Islamic Relief Ireland	246	<1%
Islamic Relief Spain	234	<1%
Islamic Relief Italy	150	<1%
Islamic Relief Bosnia and Herzegovina	144	<1%
Islamic Relief Norway	25	<1%
Islamic Relief Singapore	8	<1%
Total	131,049	100%

Annual Income of IRW in 2019

OUR EXPENDITURE IN 2019



Five-year trend:
Our expenditure 2015-2019



Where the money was spent

	£m	Percentage
Helping people in need: Humanitarian programmes	59.9	46.8%
Helping people in need: Development programmes	49.2	38.4%
Fundraising (includes charity shops and clothes recycling)	12.0	9.4%
Admin costs	5.4	4.2%
Helping people in need: Campaigning and advocacy	1.5	1.2%
Total	128.0	100.0%

Annual expenditure of IRW in 2019

Thank you
THE END