



Building Back Ever Better

Impact of Training and Development on Organizational Performance: A Study on Intertek Bangladesh

Name of the student

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United International University

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration.

Internship Report
On
**Impact of Training and Development on Organizational
Performance: A Study on Intertek Bangladesh**

Course code: INT 4399

Submitted To

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Letter of Transmittal

March 23, 2022

Abu Saleh Md. Sohel-uz-Zaman, PhD
Professor,
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Subject: Submission of Internship Report.

Dear Sir,

With due respect, I would like to inform you that, in accordance with your instructions, I am submitting my Internship Report on "**Impact of Training and Development on Organizational Performance: A Study on Intertek Bangladesh**" as per the requirement for the degree fulfillment of Bachelor of Business Administration at United International University.

This material has come to me from a number of sources, including websites and official conversations with colleagues and supervisors at Intertek Bangladesh, among others.

For your aid and collaboration with me, I would like to convey my appreciation, and I am glad for the opportunity you have provided me by assigning to work on this study.

Sincerely,



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Declaration of the Student

A greeting, I am A. S. M Saeed Ul Azam Siddiquee, student of Bachelor of Business Administration at United International University, major in Human Resource Management.

I do hereby declare that

- The internship report on "**Impact of Training and Development on Organizational Performance: A Study on Intertek Bangladesh**" is a presentation of my original work.
- Many people contributed to this study in many ways, including by providing relevant references for the literature review, performing formal and informal interviews, and then evaluating all of the collected data.
- And this report has been prepared under the supervision of **Abu Saleh Md. Sohel-Uz-Zaman, PhD**, Professor, Business and Economics, United International University.
- The report was written exclusively for the purpose of academic study, and I now certify that I have not participated in any unethical practices while preparing the report.



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Executive Summary

The study of the report has been conducted on impact of training and development on Organizational Performance. The major objective of this report is to illustrate how Intertek Bangladesh increases organizational performances throughout their effective training and development process. HR activities, following training and development process, performance driven culture and strategy are included in this report.

The first chapter includes an introduction part such as background of the study, objectives, scope, problem statement, and methodology of the report.

The review of the literature is included in the second chapter. This chapter's purpose is to provide data that has been obtained from appropriate academic sources in relation to the study's topic.

The third Chapter deals with the overview of Intertek Bangladesh, its strategic plan for training services, facilities & accommodations, management system and HR policies and philosophy.

In fourth chapter, the whole training and development process of Intertek Bangladesh has been analyzed. For analyzing the topic and information, qualitative technique and inductive analysis has been used.

In chapter five, on the basis of analysis part some challenges faced by Intertek Bangladesh's Human Resources Department (HRD) are discussed, along with some solutions. In this chapter, I've put my report to a conclusion.

CHAPTER 01

INTRODUCTION

1.1 Introduction of the Report

United International University's Internship Program has requested this report as part of its internship requirements. For the internship, I was obliged to work for the organization for a total of three months as an intern, but also need to prepare a report which is based on the analysis of Intertek Bangladesh in order to demonstrate my understanding of the theoretical “Training & Development” knowledge in combination with the practical, real life scenario of a global organization and the performance of the organization. The main purpose of this report is to investigate in depth, detailed information about the Training and development practices Intertek Bangladesh and its’ effect on organization performance that I have gathered during my internship period.

1.2 Objectives of the Report

Overall purpose of the report has been categorized into two categories:

1.2.1 Primary Objective

The main purpose of this report is to comprehend training and development activities of the company and their impact over its business performance..

1.2.2 Specific Objectives

- a) To know about the overview of Intertek Bangladesh.
- b) To get a clear theoretical knowledge about the training and development process.
- c) To know about the training programs of Intertek Bangladesh.
- d) To determine and analyze the training and development process of Intertek Bangladesh and its impact on organizational performance.
- e) To find out the challenges to implement effective training and development in Intertek Bangladesh.
- f) To provide some recommendations that can help to HR manager to develop and implement effective training and development process for the growth and the performance of the organization.

1.3 Scope of the Report

For the duration of my internship, I have mainly worked under the Business assurance department as a training coordinator of Intertek Bangladesh, Tejgaon Branch. I had the opportunity to discuss with the head of HR, HR Coordinator of Intertek Bangladesh about their training and development practices for utilization effective and efficient manpower. I

have been able to raise the degree of complexity of my knowledge by connecting theoretical ideas to real-world experiences. However, the foreground of this report is definitely an analysis of the impacts of training and development on organizational performance.

1.4 Problems of the Statement

- Lack of availability of appropriate practical knowledge on training and development.
- Due to the limited resources of the Human Resources Department, data sources are not easily accessible.
- For a variety of reasons, organization policies prohibit the disclosure of confidential information.
- Updated information and data was not available.
- It was very difficult for me to get information from a variety of sources due to the confinement of my job role.
- Here I provide several human resource tasks that are solely based on interviews and do not represent my own practical experience.

1.5 Methodology of the Report

This report and study's data was gathered from two distinct sources. These are the specifics:

1.5.1 Types of Research

This study is to be exploratory and constructive in nature and the study is based on the progress of Intertek Bangladesh's training and development programs. The report has been arranged using two different methods. These are the two methods I used to gather data. Sampled questionnaires for conducting interview sessions and qualitative data are the focus of this study.

1.5.2 Data Collection and Analysis

A standard level questionnaire has been developed for the aim of conducting the study on the report. This questionnaire is based on the training and development process of Intertek Bangladesh, and it contains a great deal of information that is really useful. The information and data have been gathered from the HR executive, officer, the Head of HR and trainer at Intertek Bangladesh via the use of formal and informal interview sessions and conducting survey with the participants.

For the most part, I used verbal analysis and inductive approach to describe the effective training and development process of Intertek Bangladesh that impact on organizational performance and to identify the kinds of practices they have evaluated via those activities.

1.5.3 Primary Sources of Data Collection

As part of study for this report, I conducted interviews with both formal and informal participants in order to acquire primary data for the study of the subject matter. Another method is used to obtain primary data:

- Face to face interview and discussions with employees, staffs of Intertek Bangladesh.
- Conducting survey by using Google Forms throughout online,
- An observation from internship experiences and HR related tasks and job responsibilities.

1.5.4 Secondary Sources of Data Collection

The secondary data was gathered from the following sources:

- Newspapers, Articles, books and Journals which are related to the concept of training and development on organizational performance.
- Official Website of Intertek Bangladesh.
- Internal reports of Intertek Bangladesh.

CHAPTER 02

LITERATURE REVIEW

Literature Review Part

Providing information gathered from relevant literature pertaining to the subject matter of this study serves as the primary objective of this chapter.

2.1 Training and Development

The manufacturing industry's growth and success can be attributed to the importance of training and development. There are several opportunities and difficulties for businesses in the manufacturing industry as it undergoes rapid change. These dynamic enterprises must be competitive in order to survive in such a competitive climate. Managers are under a lot of strain because of the current difficulties, especially competitiveness, which they are responsible for addressing (Waqar Younas, 2018). Changing policies, rules, and laws are sometimes necessary for enterprises to thrive in the current competitive environment, and these changes have a direct impact on the organization's overall functionality. When it comes to recruiting and retaining top talent in the manufacturing industry, there is a significant amount of pressure on companies to constantly improve production processes while simultaneously vying for personnel who are able to manage work and personal life (Umamaheswari S, 2016).

According to research by (Uhrin, 2017) a company's success is determined by the quality of its personnel. The existence of a high-quality staff is a major barrier for organizations, as shown in the two studies. In order to maintain its position in the competitive market, the organization must first attract a high-quality workforce that is primarily comprised of employees, and then recruit dynamic, intelligent, and enthusiastic employees into the organization. The organization must also motivate and retain the existing workforce, all of which are critical in enabling the organization to maintain its status in the competitive market (Noe, 2017). The training of employees is an important strategy for firms seeking to gain and retain a competitive position in their respective industries. Increasing the current workforce's capacity to meet the organization's goals requires investing in their education and development (Mulang, 2015). Mulang identifies the importance of well-developed training programs in ensuring that the workforce is able to meet the organization's current goals and maintain its competitive advantage (Mulang, 2015).

2.2 Training System, Process and Outcomes

According to (Thacker, 2013) employees benefit from training when they gain new skills and information that help them work more efficiently. Their existing employment needs are met or they are prepared for the expected changes in their jobs. Training, on the other hand, is only a chance to learn. Learners' motivation and learning style, as well as the climate of the company's learning environment, all play a role in what they take away from a training session.

As an open system, training is dynamic; closed systems, on the other hand, are static in nature. Obviously, a company must interact with its surroundings, making it a system that is open to the outside world.

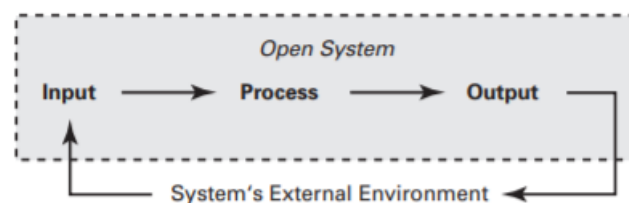


Figure 1.1: General Open System Model (Training)¹

An open system, as shown in Figure 1-1, relies on the environment for its input. For example, materials of raw, finance, and personnel are all necessary for a firm to function. The system's operations convert environmental inputs into outputs. As an example, for a firm, this would include its offerings. There is no guarantee that the system's outputs will impact future system inputs, but it is possible that they will. A successful system impacts the environment to provide fresh supporting input by influencing its output.

A firm, for example, must respond to the demands of its surrounding environment in order for it to refill itself, since these setting offers the input required. Financial and goodwill credits are given to businesses that are responsive to society's demands by offering valuable products and services (output) (input). These resources are essential to the company's ongoing operations. An organization's sustainability depends on the environment, and without this input, the system would run out of input and eventually collapse. The term "subsystem" refers to open systems that are part of a larger open system. The manufacturing system is itself a subsystem of the corporation, which in turn is a subsystem of the industry,

¹ P. Nick Blanchard and James W. Thacker, *Effective Training Systems, Strategies, and Practices*, Fifth Edition

and so forth. A product assembly system is one such example. As part of the wider HR department, training may be seen as a subsystem of the organization.

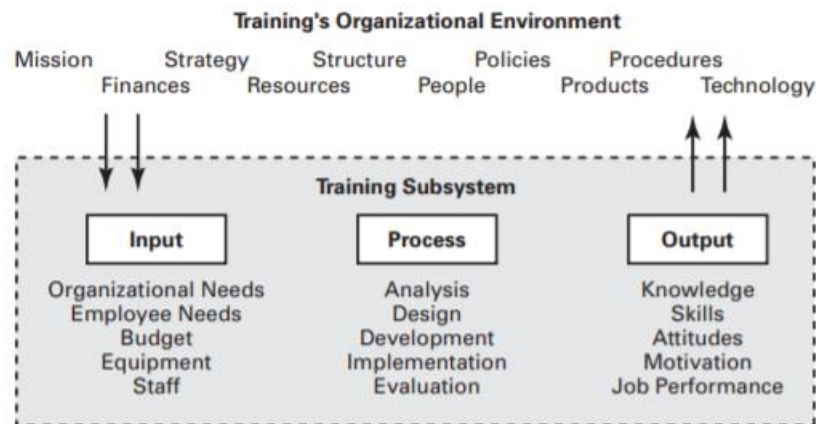


Figure 2.2: As an Open System of Training²

To further understand how training interacts with the rest of the organization, have a look at Figure 1-2 (left). Inputs to the training subsystem come from the organization's purpose, strategy, resources, and the like. A bigger HR function would likely filter these data inputs onto the training department, thus this is not an issue for those departments. The training subsystem receives input from the organization in the form of organizational and employee demands, training budgets, personnel, equipment, and so on. These inputs are transformed into useful outputs for the company via training procedures (e.g., enhanced job performance). From an open system viewpoint, the training unit reveals how intertwined it is with other parts of the company. The idea here is that the company spends money in the training function and expects a positive return on that investment. Training results are examined periodically by the company to see whether the system is performing effectively and if further investment is necessary.

2.2.1 Training Process Model

Effective training does not consist just of putting a large number of individuals through a large number of training programs. Such a limited perspective on training is unwise. To the contrary, training should be seen as an integrated system in which organizational requirements and employee skills are examined and addressed in a logical and strategic fashion. When training is handled in this manner, the performance of both the workers and

² P. Nick Blanchard and James W. Thacker, *Effective Training Systems, Strategies, and Practices*, Fifth Edition

the company will increase. This will raise the value of the training unit, and as a consequence, it is probable that further investment in training will take place.

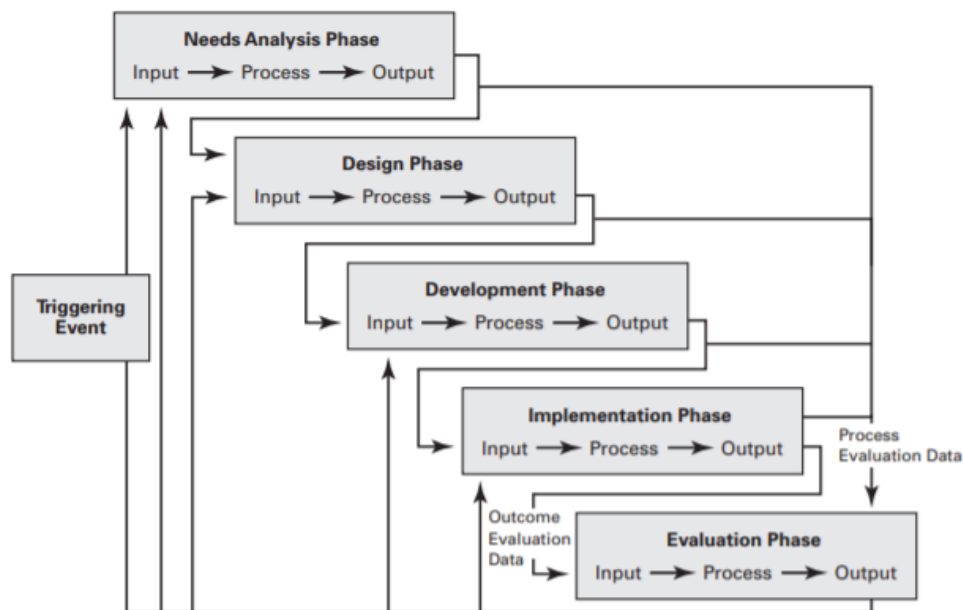


Figure 3.3: Training Process Model (ADDIE)³

From figure 1.3, In order for the training process to begin, there must be some kind of trigger event. Whenever someone with the ability to take action judges that actual organizational performance (AOP) is less than anticipated organizational performance (EOP), this is referred to as a "triggering event" (EOP).

The systematic training model is divided into five major stages, which are as follows:

- a) **Identifying Training Needs:** Once the gap between organizational performance and expectations has been identified, the training needs analysis step starts (AOP is less than EOP). A present performance gap might be demonstrated by a lack of profitability, dissatisfied customers, or an excessive amount of scrap. Another sort of performance gap is one that is focused on the future. In this case, the organization is seen as having a negative future performance outlook unless modifications are implemented. Throughout this technique can be identified both training and non-training requirements, it is misleading to imply that it exclusively focuses on training needs. Employees' lack of knowledge, skills, and attitudes (KSAs) may be to blame for the discrepancy in performance. Training may be an option if this is the case. Deficits in the KSA are only one of several causes of poor performance. It is important to distinguish between KSA

³ P. Nick Blanchard and James W. Thacker, *Effective Training Systems, Strategies, and Practices*, Fifth Edition

deficits and other non training issues, such as a lack of enthusiasm or malfunctioning equipment. The reasons of a performance gap are discovered during the analysis phase, whether they are related to KSAs or anything else. Because training is a remedy to KSA deficits, these gaps in performance are referred to as "training requirements." Training is the only answer for all other reasons, which are referred to as non training requirements.

- b) **Design of Training:** Analyzed training needs and constraints/support are inputs to the design phase of a training program. The formulation of training goals is a key step in the design phase. It's up to them to decide what and how they're going to be taught. Inputs to the model's development and assessment stages, they describe the desired results for employees and the company as a whole. To put it another way, they serve as the assessment criteria. Additionally, it is necessary to determine how the training will handle organizational constraints. Final results from the design phase include a better understanding of the elements required in the training program to promote learning and its subsequent application on the job.
- c) **Development of Training:** The process of creating a teaching approach that achieves the training goals by following the criteria established during the design phase is known as development. This step also includes acquiring or generating all of the materials necessary to perform the training program. Methods and components to be employed in the training program to achieve the goals are described in the instructional approach. There are two things to keep in mind while developing a training program: training goals and guidelines from the design process. This phase's outputs include everything required to put the training program into action. Among them are the course's unique topic, the training's teaching techniques, the materials to be utilized, and any other relevant resources. These are all part of a comprehensive training program aimed at helping participants meet their training goals.
- d) **Implementation:** During the implementation phase, all of the preceding stages of training come together. Before providing the training, it's a good idea to have a dry run or even a pilot of the program. Before the training can go live, it must first undergo a dry run, often known as a pilot program, in order to see whether any changes need to be made.
- e) **Evaluation:** It starts during the developing period. Understand that evaluation goals are a design result. The design phase specified the training goals, which were utilized in the development phase to produce the evaluation tools and measurements. These become evaluation inputs. Organizational restrictions provide more input. Evaluation is affected

by time, money and manpower. Evaluating two forms of data first, process assessment assesses how successfully a training program met its goals (i.e., outputs). That is, did the trainer follow the recommended training process? If role-plays were included, were they employed properly? Collecting and analyzing process data may help identify possible training program issues.

- f) **Out Come Evaluation:** The outcome evaluation measures the impact of training on the trainee, the job, and the organization. The benchmark for this assessment is the training goals. Using outcome assessment to enhance training methods. However, when combined with process evaluation data, outcome evaluation data may be a useful tool for enhancing programs. If one or more goals are not met, the training process assessment data may be utilized to identify issues and remedy them.

2.3 Aligning Training with Business Strategy

For the last five years, almost all studies reveal that training manager, HR managers, and other company leader's priorities connecting training with business strategy. Training's influence on the bottom line has just been clear in the past decade. Second, and no less significant, the corporate landscape has changed dramatically over the previous decade, and all indications point to this trend continuing. Most businesses will have to adjust their operations on a regular basis to keep up with changing market circumstances. Everyone in the company must be able to make choices that are consistent with business strategy on a daily basis. Training activities must be aligned with the company's long-term goals and those of its employees. Effective training is widely recognized by organizations as a tool for improving job performance, improving bottom-line outcomes, and fostering adaptation throughout the business as a whole.

Organizations are beginning to realize that employee knowledge is a competitive advantage and that training is a strategic asset. Because of the rapidity with which the world is changing, businesses are under increasing pressure to keep up. The truth is that training is one of the most powerful tools we have at our disposal to modify performance and help individuals adapt more quickly to that change. While integrating training with company strategy is a vital aim, it isn't always straightforward to accomplish.

2.4 OD, Strategy and Training

The greatest result that training can accomplish is an improvement in the trainee's capacity to perform, which is what training is all about. Value comes from the capacity to increase one's

work performance as a result. It is a difficulty in performance management to get better performance from better capabilities. To achieve "capacity," the Human Resources Development section works to develop employees, while organizational development (OD) focuses on performance management. This is why the two should go hand in glove. Strategies need an organization's external and internal environments to be altered, which necessitate change in both areas. Organizational development and change management are at the heart of OD's research and practice. The KSAs demanded of workers alter as the organization's goals and strategy shift. Although it is important to give fresh KSAs, it isn't enough. If the intended improvement in performance is to be realized, the organization's systems and processes must be updated to enable the usage of the new KSAs. The area of organizational development (OD) offers strategies for determining when and how systems and procedures need to be changed.

2.5 Learning and KSAs

Theoretical backgrounds of authors have a big influence on how learning is defined in the literature. According to (Thacker, 2013), unless explicitly stated differently, the word "learning" refers to a generally long-term shift in cognition (i.e., how we perceive and think) that occurs as a direct consequence of exposure to new situations and circumstances.

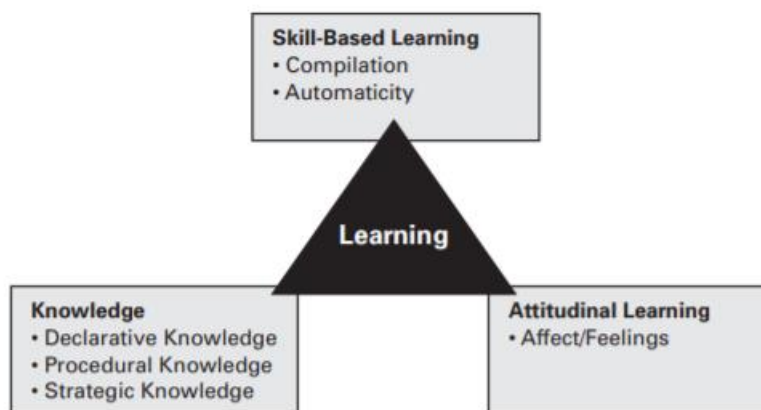


Figure 4.4: Learning Outcomes⁴

What is learnt may be classified into a number of distinct groups. Knowledge, skills, and abilities (KSAs) are three distinct forms of learning outcomes. Information gathered through time is referred to as "knowledge," and it may take many forms. A person's understanding of facts about a topic that is declarative. The ability to apply what one has learnt is the next step

⁴ P. Nick Blanchard and James W. Thacker, *Effective Training Systems, Strategies, and Practices*, Fifth Edition

up the learning ladder. Procedural knowledge is the term for this. People's strategic knowledge comprises of their awareness of what they know as well as the internal rules they've acquired for obtaining the necessary information and processes needed to achieve a certain objective. Skills, the acquisition of learning are a precondition for the acquisition of skills. Skills may be acquired at two different levels: via compilation (at the lower level) and by automated learning (at the higher level). These represent variances in the degree to which a skill has become regular or automatic in the practitioner's mind. When someone is acquiring a new talent or has just recently acquired one, he is said to be at the compilation stage. A person must know "what" to do and "when" to do it in order to be successful. Attitudes are the thoughts and views held by employees that either support or hinder their actions.

2.6 Employee Learning, Behavior and Organizational Performance

Organizational performance can be improved by providing employees with training that aims to improve their abilities and attitudes. Employees' ability to perform their jobs more effectively and efficiently is a fundamental goal of corporate training and development. It is imperative that employees gain a thorough understanding of the organization as a whole as part of the training process (Umamaheswari S, 2016). The ability to set specific goals, conceptualize the roles of individuals as employees, increase efficiency, boost motivation, and develop self-confidence in performing specific tasks assigned within the organization are all factors that contribute to better learning and performance as a result of training.

In order to change employee behavior, training programs are considered essential. Employees develop positive behaviors that are characterized by reduced absenteeism, low turnover, increased morale, reduced grievances, and even reduced strikes within the organization through training and development, as identified as ensuring skill development and enhanced knowledge among the workforce. Behavior in most circumstances is linked to increased levels of satisfaction and motivation as a result of training (Amjad Ali, 2017).

2.7 Training, Development and Education

When we talk about education, we often use the phrases "training" and "development." As opposed to training, which is a series of actions, development is the intended result of those efforts. Training is the systematic process of offering the chance to learn KSAs for current or future occupations; development refers to the learning of KSAs. This means that training offers the chance to learn, and growth is the end outcome of that learning opportunity. It's no longer "training departments" or "management training," but rather "Human Resource

Development departments." The shift in language reflects a shift from an emphasis on the process (training) to a focus on the end performance (development). KSAs created in education are often more broad in character, which distinguishes them from those developed in training and development, which are more specific in nature. In contrast to training, which is often focused on work-specific KSAs, education is focused on more general KSAs that are relevant to a person's vocation or job, but are not explicitly customized to it.

2.8 Training, Employee Satisfaction and Wellbeing

Increasing employee happiness and well-being is a typical goal for businesses. This feature is founded on the belief that job happiness directly correlates to employee productivity. Employees' levels of contentment at work tend to fluctuate over time. An increase in these patterns could indicate a higher rate of staff turnover than an increase in the static level of satisfaction (**Jeremy S. Wolter, 2019**). An increase in these patterns could indicate a higher rate of staff turnover than an increase in the static level of satisfaction. In order to keep morale and motivation high, (**RozitaTahir, 2016**) say that training is a critical procedure for boosting teamwork and employee empowerment. Employee empowerment and teamwork, on the other hand, have been identified as critical components of assuring job satisfaction, which in turn contributes to their overall well-being. In the opinion of (**Edward Ocen, 2017**), employee satisfaction ensures that employees are able to maintain a healthy work-life balance while avoiding issues such as burnout.

2.9 Training and Employee Retention

Keeping employees on board with training and development is possibly one of the most crucial components of the entire process. Employee retention, according to (**Shekhawat, 2018**), is defined as the efforts taken by a company to ensure that all of the organization's talented people remain with the organization. Thus, retention entails the intentional action on the part of the organization to guarantee that they provide the most ideal atmosphere that ensures that employees are completely content with their employment with the company (**Shekhawat, 2018**). The efforts made by management and the entire organization to guarantee that their employees, specifically the most productive employees, are retained in order to achieve organizational goals, as defined by (**Srivastava, 2018**) and it is also included in the definition of employee retention. Employee retention is deemed to be a critical component of effective training programs. But it is training that relies on the factors outlined above, which results in improved learning and performance, which in turn increases

the pleasure and well-being of the employees that is the key. It is critical to your professional development that you continue to develop your skills throughout time.

According to (Shekhawat, 2018), employees are enthralled by a business that is continually concerned with their professional advancement. In other words, employees are more likely to choose companies that are constantly engaged in career-enhancing practices like training. As a result, training is a vital part of the recruitment process for new employees. This research shows that the most satisfied employees are those working in organizations that enhance their knowledge and skills, help them set goals, conceptualize the roles of employees, increase their efficiency and motivation, help them develop self-confidence, and also ensure that they have a strong sense of recognition, which all key roles are identified above (Srivastava, 2018). The majority of the time, companies use training and development to ensure that their employees have the skills and knowledge necessary to perform and meet specific goals within the organization, but they also do it to keep their employees happy and motivated to stay with the company, according to research (Torraco, 2016).

2.10 Importance of Training and Development

Other key considerations when it comes to training are as follows:

- Training plays a significant role in the recruitment process, and it is also related with the organization's ability to attract high-quality candidates.
- Training eliminates the hazards that are linked with it. Because it assures better economic use of equipment, resources, and materials by decreasing and preventing wastage, it is related with a reduction in environmental impact (Andriotis, 2018).
- Training acts as a monitoring strategy for employees within the organization.
- Training helps employees become more efficient and productive.
- Employee morale grows as a result of their training and development. This is connected with its power to influence the conduct of individuals within the organization, as previously stated (DeSimone, 2012).
- Training promotes the flexibility and loyalty of employees, which is connected with the personal advantages of training and development programs, such as increased morale among employees, which is associated with the personal benefits of training and development programs.

CHAPTER 03

ORGANIZATION PROFILE

3.1 Take a Look at Intertek Bangladesh

Intertek is a leading provider of 'Total Quality Assurance' to businesses throughout the globe. They are more than just a testing, inspecting, and certifying company; they are a Total Quality Assurance service for industries throughout the globe. Throughout its more than 130-year history, Intertek has relied on enterprises all around the globe to assist them in ensuring the quality and safety of their goods, processes, and systems.



Customers benefit from their worldwide network of state-of-the-art facilities and industry-leading technological knowledge, which enables them to deliver innovative and customized assurance services. They assist our clients' Quality Assurance efforts in all aspects of their business, including raw materials procurement, R&D, production, transportation, component suppliers, distribution, and retail channels, and consumer management.

With more than 43,800 workers spread over 1,000 offices in more than 100 countries, Intertek is a market leader. Their industry-leading methods and customer-centric culture allow us to provide Total Quality Assurance expertise around the clock, seven days a week. Regardless of how big or small your company is, Intertek, they can help you fulfill the quality, health, environmental, safety, and social responsibility requirements required by practically every market in the globe with the items you manufacture. Many international accreditations, recognitions, and agreements attest to their thorough understanding of the regulatory, commercial, and supply chain issues that need to be addressed and their unrivalled ability to overcome them. Intertek may help you get an advantage in the marketplace:



- With accurate testing and certification, regulatory authorization may be obtained more quickly.
- By gaining access too virtually any market in the globe quickly and efficiently.
- Ensure the integrity of your whole supply chain using TQM.
- In order to achieve social responsibility criteria, creative leadership is required.

- In order to cut costs while still ensuring the health, safety, and security of employees.
- By establishing yourself as a Trusted Brand.

3.1.1 Cover Up Industries in Bangladesh

With more than 800 personnel in strategically positioned offices and laboratories in Dhaka, Chattogram, Gazipur, and Narayanganj, they offer timely and local coverage in order to deliver on their Total Quality Assurance customer commitment to their customers across Bangladesh. With a broad network of more than 44,000 workers in 1,000 sites throughout more than 100 countries, they are the industry leaders in Assurance, Testing, Inspection, and Certification services.

Cover Up Industries in Bangladesh			
01.	Chemicals	05.	Food & Healthcare
02.	Energy & Commodities	06.	Government & Trade
03.	Products & Retails	07.	Transportation
04.	Construction & Engineering	08.	Hospitality & Tourism

Table 1.1: Intertek's Cover up Industries in Bangladesh

3.2 Mission

Customers' expectations will be met or exceeded by providing them with unique and customized Assurance, Testing, Inspection and Certification services. Globally 24/7.

3.3 Vision

To be regarded as the world's most trusted partner in the field of quality assurance.

3.4 Core Values

- A multi-cultural family that values their diversity.
- Interk, they always do the right thing and they do it with accuracy, efficiency, and passion.
- They have trust in one another and have a great time winning together.
- They have the ability to control and mould their own destiny.

- They help businesses expand in a sustainable way. This is for everyone.

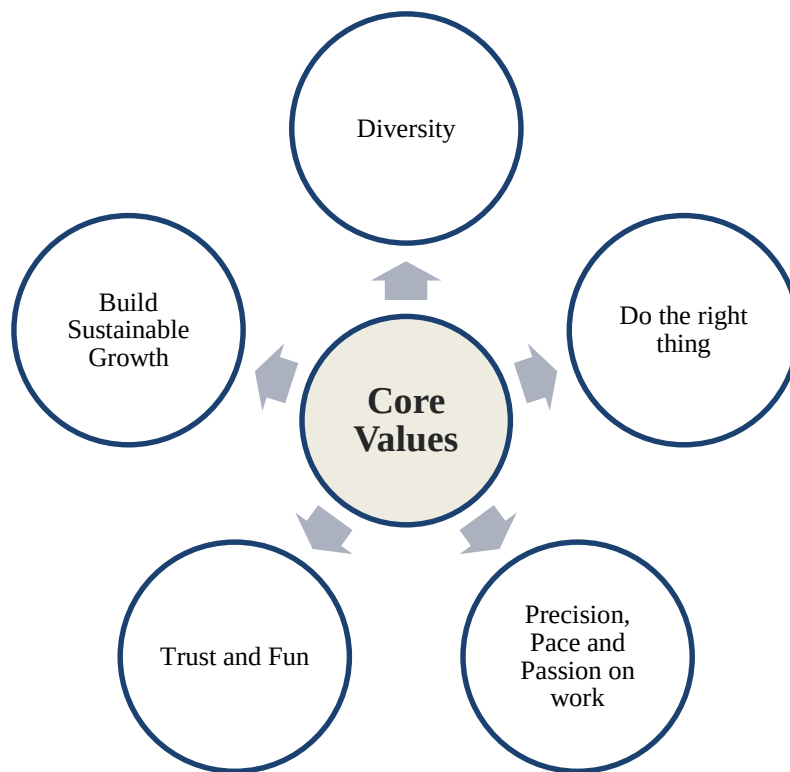


Figure 5.5: Core Values of Intertek Bangladesh

Source: (Website of Intertek Bangladesh)

3.5 Brand

Throughout the globe, Intertek's brand identity represents their dedication to providing exceptional customer service while providing Total Quality Assurance.

When it comes to predicting the demands of its customers, Intertek has always been ahead of the curve. Innovative in spirit, we are redefining the industry with our Total Quality Assurance value proposition, which extends beyond physical quality control through our testing, inspections, and certifications to include Assurance services to ensure that our customers' operating procedures and systems are working properly. This is summed up in their tagline, which is also their brand's unique selling proposition: "Total Quality Assured."



3.6 Products and Services of Intertek Bangladesh

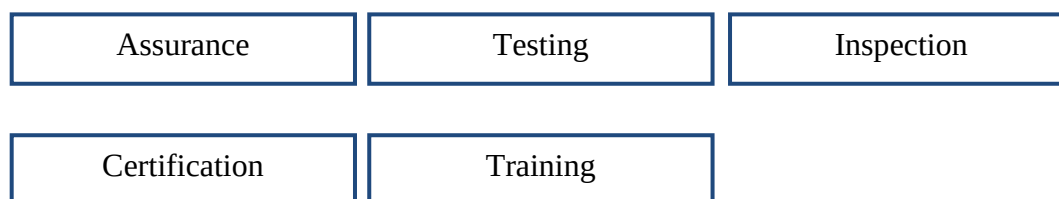


Figure 6.6: Products and Services of Intertek Bangladesh

Source: (Website of Intertek Bangladesh)

They deliver creative and unique Assurance, Testing, Inspection, and Certification services to their clients, supporting their operations and supply chains, via their worldwide network of state-of-the-art facilities and industry-leading technical knowledge. Over 800 personnel in strategically situated offices and laboratories in Dhaka, Chattogram and Gazipur ensure that their Total Quality Assurance customer guarantee is met on the ground. A network of over 44,000 people in over 1,000 sites in more than 100 countries enables us to provide assurance, testing and inspection and certification services to their customers. Inspection, analysis, technical inspection services, technical staffing, testing, asset integrity management, and management system certification are just a few of the services they provide to their customers across their supply chains to help them meet end-users' expectations for safety, sustainability and performance in virtually any market worldwide.

Key Services Within Bangladesh			
Assurance	Auditing	Inspection	Exporter & Importer
	CSR		Remote Inspection
Testing	Chemical & Environment		Textile & Apparel
	Fire & Flammability	Certification	Management System
	Packaging		Textile Certification
	Textile & Apparel	Training	
	Personal Protective Equipment(PPE)		

Table 2.2: Intertek's Key Services within Bangladesh

3.6.1 Intertek Academy Bangladesh



The Intertek Bangladesh is now delivering courses, seminars, and workshops for your business's development and success via online for your safety.

International and regional regulatory developments, customer and legal compliance requirements, operational excellence through lean-six sigma and TQM, certification of quality management systems, evolving technology and markets, sourcing and development needs, testing strategy and more are all covered by their experience. Helping clients and their supply chain management achieve their needs is what we do via their professional development services.

They provide a variety of training choices, including scheduled classes at predetermined times and places, as well as custom courses delivered at your site or one of their training facilities around the globe. Intertek Academy courses may be taught locally thanks to their worldwide network of expert instructors. Their offering courses are listed below:

- System Certification
- Technical & Environmental
- Efficiency Improvement
- Total Quality Management
- Social Compliance
- Soft Skills & IT

All of our Intertek Academy courses are designed to assist you in learning how to comprehend, apply, and enhance business procedures and processes in order to ensure the continual development of your organization's management systems and staff skill sets.

3.7 Departmentalization of Intertek Bangladesh

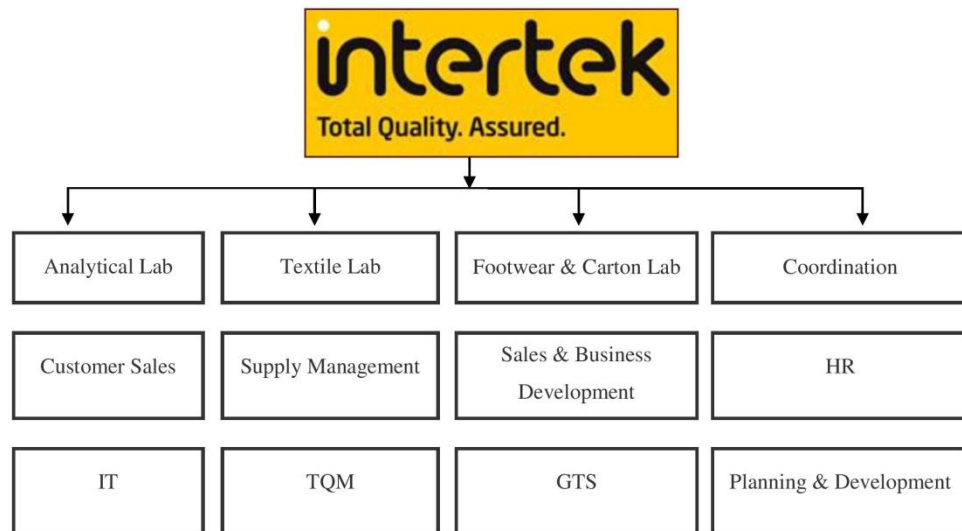


Figure 7.7: Departmentalization of Intertek Bangladesh

3.8 Hierarchy of Intertek Bangladesh

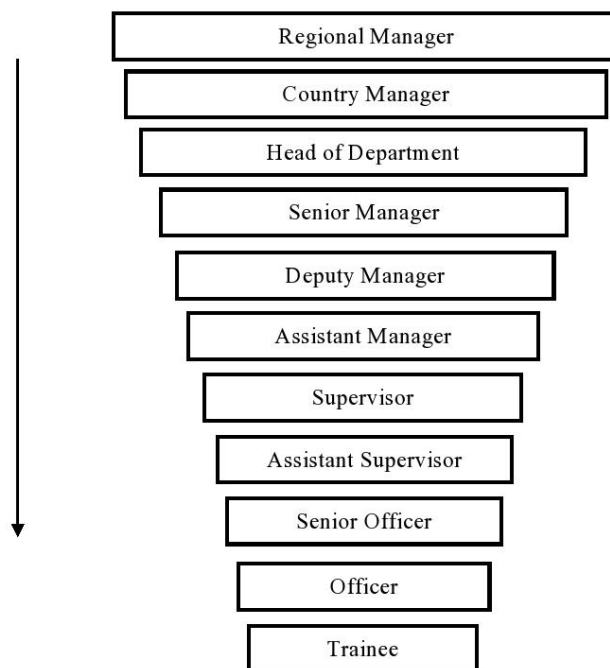


Figure 8.8: Hierarchy System of Intertek Bangladesh

3.9 Compliance and Corporate Governance

To achieve one of the Group's key business goals, it is necessary for all of the Group's personnel to conform to local, national, and international laws, as well as to conduct

themselves with integrity and honesty in all of their interactions. As a result, risk management and internal controls are ingrained throughout Intertek, ensuring the integrity and validity of the reports and certifications that the Group offers to clients.

3.9.1 Compliance Goals of Intertek Bangladesh

According to the Intertek Group CEO, the General Counsel is responsible for overseeing the organization's compliance programs. Their compliance goals are mentioned below:

- In order to prevent conflicts of interest, it is necessary to behave honestly, responsibly, and within the bounds of the law and globally recognized principles.
- All control processes must be updated to reflect current "best practice" rules.
- To establish a workplace culture in which all workers are aware of the expectations placed on them.
- The purpose of this monitoring is to ensure that organizational controls and reporting processes are followed.

3.9.2 Corporate Governance

In all of its operations, Intertek adheres to high standards of corporate governance, commercial ethics, and professionalism. A company's board of directors is responsible for overseeing the company's operations and ensuring that the company's shareholders are satisfied with its governance.

Non-Executive Directors and Executive Directors make up the Board, which has a diverse spectrum of expertise and experience to draw upon. It is essential that Non-Executive Directors play a role in corporate responsibility and provide unbiased judgment on problems pertaining to strategy, performance, financial resources, and business standards of behavior.

In compliance with the rules of the UK Corporate Governance Code, the Board has created an Audit Committee, Nomination Committee, and Remuneration Committee (please click on the name of the Committee to discover the Terms of Reference for that Committee). The Board Approval Matrix may be accessed by clicking on this link.

3.10 Philosophy for People

Every day, Intertek Bangladesh, their specialists experience and breathe their TQA culture, assuring the quality, safety, and long-term viability of goods and services that are used by their hired people all over the Bangladesh. The success of the company depends on the quality of their employees. Each and every day, they provide their clients with exceptional knowledge and excellent work because they are focused on them and enthusiastic about what they do.

The world is enriched by the job that employees undertake. For them, it's not just about making money; it's about making a difference for the better. A high-performance, growth-oriented, and compassionate work environment is what they strive to achieve via open, honest, and frequent communication and acknowledgement. They make sure that each employee has a personal development plan that is being followed through on. They have established a workplace culture of mutual respect, openness, and equality, which is a prerequisite for attracting, training, and retaining the best personnel.

3.11 HR Policies of Intertek Bangladesh

3.11.1 Talent Attraction and Management

A number of methods are used to reach out to potential workers based on region and job in conformity with local laws ensuring fair recruiting practices and equitable access. In addition to posting job openings on their website (intertek.bd.com/careers), they use a variety of methods to find the best talent. Some examples include recruiting agencies and social media; printed adverts; employee recommendations; professional groups and associations; educational institutions. They will do our best to hire local talent wherever feasible. To ensure that existing employees have the opportunity to develop and flourish within the organization, they try to fill all of their open positions internally whenever feasible.

They consistently invest in the development of their employees in order to take advantage of the exciting growth potential presented by their Total Quality Assurance ('TQA') value proposition. They want to employ, motivate, engage, and retain the finest individuals possible to fuel our 5x5 strategy and provide the talents necessary to expand their company's revenue and profits.

They understand the critical role that employee involvement plays in achieving long-term success for all parties involved. On a monthly basis, they use the Intertek TQA Engagement

Index, which is based on the key drivers of sustainable value creation within their differentiated ATIC business model and measures employee engagement with the following metrics: Net Promoter Score, Customer Retention, Quality and Voluntary Permanent Employee Turnover. 89 percent of the group members were engaged in 2020, and 90 percent of the members will be engaged in the following year.

At 8.7 percent in 2020, their Voluntary Permanent Employee Turnover will be well within industry norms after decreasing from 13.8 percent in 2019. As they continue to implement their People Strategy, they want to maintain this percentage at or below 15%.

It is important to them, that their employees strive to become "Ever Better" in their work and to fulfill the TQA Customer Promise. The future success of Intertek's strategy and the promotion of our culture and values depend on their talent-planning process. As a whole, the Board of Directors is responsible for ensuring that their long-term plan and sustainable performance can be achieved. The topic of leadership succession and global talent is brought up on a frequent basis.

They adhere to all applicable anti-discrimination laws when making employment-related decisions in the areas where they operate. Discrimination and harassment are not tolerated in their organization.

3.11.2 Reward

Reward is critical to recruiting, motivating, and keeping top people. The minimum wage and necessary social contributions in all jurisdictions where Intertek Bangladesh does business are met by the company.

All workers at Intertek are compensated according to the same policies and principles as the company's top executives. Management in each region is responsible for ensuring that the company's remuneration methods are attractive to current and prospective employees.

Local regulations and norms govern the compensation of all workers. The compensation is made up of both fixed and, in certain situations, variable aspects. When relevant, pensions are included in the fixed components. Incentives, both short-term and long-term, are among the variables to consider.

3.11.3 Skill Development

In order to accelerate their good-to-great journey as a company, every employee must be given the opportunity to grow and develop. They've come a long way with their Leadership Development plan throughout the years.

Group-wide programs such as talent planning procedures, the 10X Journey that offers a framework for individual growth planning and '10X Energies that assist define winning behaviors' are all in place today to support this objective. There are a plethora of programs around the company that provide both in-house and external training.

Their '10X Way!' platform or an equivalent Learning Management System is available to all Group workers. As part of their training, new hires may access their '10X Way!' training as well as their Code of Ethics and Compliance, Cyber Security, and Core Mandatory Controls courses.

Training, education, and assistance for a broad range of industries need the use of a variety of methods, including apprenticeship and internship programs and college degrees and certifications. Because they are committed to 'Ever Better,' our leaders at Intertek work hard to be the best in the business. They recognize that their ability to nurture and develop the people on their teams will have a significant impact on our exciting future development.

They've presented growth and development talks to all of their staff at the very least once a year. To guarantee that all of their staff is capable of doing their jobs, the company provides comprehensive coaching, development, and training.

3.11.4 Protecting Human Rights

They strive to ensure that our workers are treated fairly and respectfully at work. Their labor and human rights policy and code of ethics are strictly enforced to ensure that the rights of their workers are safeguarded. Human rights, including the International Bill of Rights and the Declaration on Fundamental Principles and Rights at Work issued by the International Labor Organization (ILO), are completely respected by Intertek.

It is their goal to educate all workers about possible integrity concerns, such as human rights, bribery, corruption, nondiscrimination, and employee relations via Code of Ethics training.

CHAPTER 04:

**Training and Development Policies and Practices at
Intertek Bangladesh**

4.1 Training and Development Practice in Intertek Bangladesh

Training and development refers to the process of delivering certain skills, talents, and information to a member of the workforce. A training and development program aims to increase the performance of existing and future employees by enhancing their capacity to perform via learning, which may be done either by altering the employee's attitude or growing his/her skills and knowledge. **Intertek Bangladesh** invests a significant amount of money in its training and development initiatives. During these training sessions, each and every employees and trainee of **Intertek Bangladesh** develops new skills that will help them perform better on the job. Both new employees and long-term personnel may benefit from these initiatives.

Before I go into the training process, I would like to describe the diagnostic technique that may be used to determine which types of training are required for each employee in an organization or business.

4.2 Diagnostic Approach

It is divided into four phases, each of which may contribute to the success of the training program. It may assist operational managers in narrowing their attention to a small number of important elements. It provides a map that allows a person to view the whole image or specific portions of the picture.

4.2.1 Step 01: Diagnosis

If an employee's performance is decreasing as a result of their lack of productivity, then they need to be diagnosed. To begin, an organization must identify the root causes of its lack of performance. By the approach, **Intertek Bangladesh**, they get the data is a personal interview. **Intertek Bangladesh** employs a diagnostic procedure if they find an employee who is either inexperienced or threatening.

4.2.2 Step 02: Prescription

This is the stage of the process when an organization attempts to identify and resolve issues. The planned transition time will be extended by three to six months. During this phase, SGS Bangladesh provides a supervisor to consult with the troublesome employee and attempt to determine the root cause of the problem. If required, the HR team of **Intertek Bangladesh** will also give consultation to help resolve the issue.

4.2.3 Step 03: Implementation

The employee must be contacted a second time and informed of the whole procedure by the **Intertek Bangladesh** and the technique of evaluation used at this step.

4.2.4 Step 04: Evaluation

In order for a company to compare an employee's prior performance with their current performance, there are two sorts of evaluations:

- **Process Evaluation:** Program activities are evaluated to see whether they have been carried out as planned. The day-to-day activities are evaluated as part of the process.
- **Outcomes Evaluation:** An outcome/effectiveness assessment assesses the impact of a program's efforts on the target group by evaluating how well the program is accomplishing its stated goals. To get an accurate result, **Intertek Bangladesh** evaluates the employee's previous and current performance.

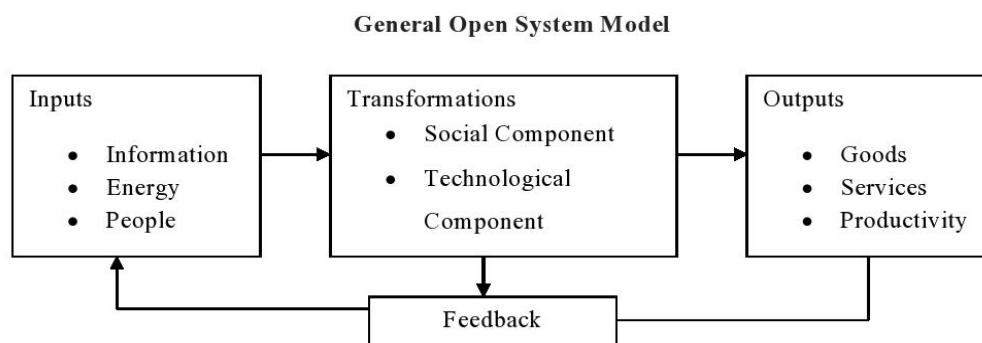
4.3 Training Process Model

There are two distinct models of the training process in **Intertek Bangladesh**. They are as follows:

- General Open System Model and
- General Performance Model.

a) General Open System Model

Open systems are dynamically linked to the environment. With the Open System (OS) model, a generic model is created that may be used to diagnose whole institutional sectors, sets of organizations, individual organizations, divisions, or units within organizations. The components of every organizational system may be regarded as interconnected. There are three parts here: the input, the procedure, and the result.



General Open System Model of Intertek Bangladesh

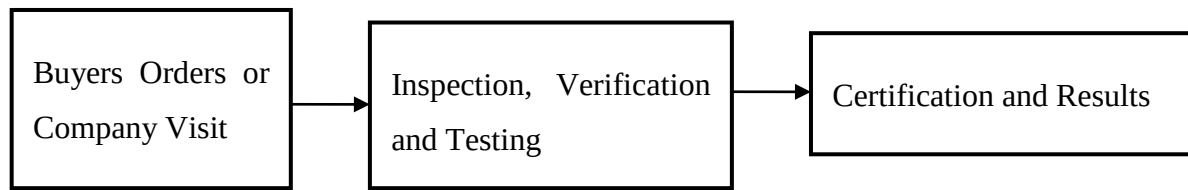


Figure 9.9: General Open System Model of Intertek Bangladesh

b) General Performance Model

Motivation, key performance indicator (KSA), and environment all work together to influence a person's performance, as shown by this model of human performance. These are the three things that have an impact. An equation demonstrates this;

$$KSA \times M (\text{motivation}) \times E (\text{environment}) = 0$$

(If any element is 0 then the final answer will be 0 as well as)

4.3.1 Model of ADDIE used in Intertek Bangladesh

The ethnical process is represented by the ADDIE model. These are the kind of processes that educational planners and training programmers often utilize. Some sorts of triggering events serve as the starting point for the training process. The restructuring of organizational performance deficiencies is the event that sets off the chain of events (OPD). When AOP exceeds EOP (Actual exceeds Expected), a training event occurs. There has been a training event. There are five stages. They are as follows:



Figure 10.10: Model of ADDIE used in Intertek Bangladesh

4.3.1.1 Analysis Phase

Intertek Bangladesh, for each level of certification, the department determines the minimum and maximum number of trained employees required; this number may change over time based on production output and the area's required manpower. Based on their existing certification status and the required number of qualified personnel, the department determines the training needs in the sector.

Some of the issues that are addressed during the analysis phase are as follows:

- Who are the customers, and what are their most significant characteristics?
- What is the new behavioral outcome that has been recognized?
- Are there any different kinds of learning obedience?
- What delivery options are available?
- What are the opinions of those who provide online instruction?
- What is the projected completion date for the whole project?

4.3.1.2 Design Phase

Intertek Bangladesh explains the objective of training in this section, which also specifies the kind of training that will be provided to the personnel.

- To ensure certain that all of the trainees on various industry get the training they need when they need it.
- Improve operational efficiency by making better use of available training programs.

Some of the stages are used in the design process. They may be found here:

- Documentation for the project includes instructional, visual, and experiential design strategies.
- Providing teaching solutions based on the desired behavioral outcomes by domain, and submitting them (cognitive, affective, and psychometric).
- Create the user interface and the perspective of the user.
- The creation of prototypes.
- Putting visual design into action (graphic design).

4.3.1.3 Development Phase

In this stage, **Intertek Bangladesh** ensures a positive learning environment by providing a space, furniture setup, and other forms of equipment that are relevant to the learning environment. They are prepared to provide theater-style seating or classroom-style seating arrangements in order to make the learning process better and more successful for trainees and employees. **Intertek Bangladesh** has a large seating capacity for all of it's for trainees and employees, which is all overseen by a trainer on site.

4.3.1.4 Implementation Phase

After completing all three steps (analyze, design, and develop), it is necessary to determine whether or not the outcomes are of any use. The first trainer as well as the physical setup of the training programmer is required for effective execution.

a) Peer Trainer

It is the major responsibility of the assigned peer trainer to keep an eye on the training's progress. Training coordinators and section heads must be kept informed of each trainer's progress by submitting a weekly progress report to the Training Coordinator. The Program Coordinator should be immediately reported of any difficulties relating to the trainee or the training. Additionally, the trainee utilizes a Training Progress Report (TPR) Form, which covers all levels and tasks, to ensure task-by-task monitoring. Upon successful completion of each activity, the Peer Trainer is responsible for collecting the trainees' signatures. Ultimately, the Peer Trainer takes the brunt of the blame for the training's success.

b) Coordinator (Training Program)

Peer Trainer and TPC (Training Program Coordinator) are in frequent touch, and TPC keeps a close eye on the training's progress. An effective training environment is ensured by the work of the training coordinator. (TPC) is responsible for ensuring that all participants are informed of the factory's Training and Certification status.

4.3.1.5 Evaluation Phase

A training evaluation and development coordinator is responsible for keeping track of training progress, taking input for any training or training-related improvements, and developing training materials.

a) **Evaluation Process**

The Peer Trainer informs the Education Evaluation & Development Coordinator when the training is over (TEDC). The TEDC arranges a meeting between the Trainer and the Trainee, with the consent of the Section Head, to close out the training. A training evaluation form is used to assess the progress of each participant. Training may either continue or the trainee can be certified after the team's review. TPC handles the paperwork in accordance with this standard if it has been given certification.

b) **Issuance Certification**

Documentation of training material is done once the Evaluation Team (consisting of TEDC and Trainer) advises that a certificate be issued or a conditional certificate be issued. This includes the Peer Trainer's name and training time period, as well as any TPR (Training Progress Report) assignments that have been completed.

The Training Program Coordinator (TPC) awards a Certificate or supporting documents for a Conditional Certificate upon the completion of all paperwork.

For complete certification, the TPC does the following:

- Updates the documents of training.
- The Section Head receives a certification for department filing.
- The trainee is informed of the date on which the certification will take effect.
- To facilitate Conditional Certification, the Area In-Charge gets a document.
- This letter informs the Trainee of the conditional certification and of the particular task/tasks for which the trainee has been certified.

4.3.2 Types of Training of Intertek Bangladesh

There are two forms of training that are often used in the training process: on-the-job training and off-the-job training. **Intertek Bangladesh** Limited offers both on-the-job and off-the-job training opportunities at this area.

a) **On the Job Training**

On-the-job training refers to the process through which an employee learns a job or task by performing it in the workplace. **Intertek Bangladesh** tried to give its employees work projects to complete and then instructed them how to do it as they went along. Most of the on-the-job trainings offered by **Intertek Bangladesh** are oriented toward making laboratory

equipment more user-friendly. As a result, they offer on-the-job training to their employees. **Intertek Bangladesh** limited has an in-house training department. There are three stages to this kind of training such as:

- **Job Rotation:** Vertical: Development of a single skilled worker. As an example, consider the position of HR Director. Horizontal growth: the development of multi-skilled workers. As an example, consider the position of CEO or Country Manager.
- **Assistant to Position:** The individual is chosen as a mentoring and facilitator for a trainee. The mentor keeps track of a participant's learning process. As for me, Mohammad Mehdi Hasan (Senior Manager – Training), my supervisor, serves as a kind of assistant to the several responsibilities that I have.
- **Committee Assignment:** This is a part of the multi team or a group that includes members from many departments. The size of a project determines the number of team members. For **Intertek Bangladesh**'s auditing process, this committee was formed.

b) Off the Job Training

Off-the-job training can only be provided by an organization with well-trained and competent employees. Basically, off the job training, with the appropriate person, the right style of training, and the correct aim. Off-the-job training may be provided to its' trainees and employees of **Intertek Bangladesh** as required. Employees in the upper ranks of the company are taking advantage of this opportunity. **Intertek Bangladesh** has a number of off-the-record procedures for off-the-job training.

They transfer their personnel to places like Thailand, India, and the United States. Because of the high cost of providing off-the-job training, this company only offers it to a select few personnel. These off-the-job training opportunities are described in further detail below:

- **Class room Lectures:** This is the most conventional method of imparting knowledge. It is possible that this will be an interactive learning session. Learning is mostly a one-way street in terms of communication. For example, one day the HR team was summoned to a conference room by their HR manager for a class meeting on the subject of "**Negotiation Skill**," which had been chosen at random.

- **Stimulation Exercises:** Practical learning is one sort of this kind of training. Simulating something is a method of doing so. An organization's simulation efforts are divided between practical and theoretical techniques. It mostly focuses on hands-on training. Training in firefighting, for example, is offered by **Intertek Bangladesh**. It is for this purpose that they build an artificial setting in which they may practice emergency situations. Getting speedier, better, and more accurate results for any kind of hazardous problem is the primary goal of simulation exercises. As a result of this, **Intertek Bangladesh**'s staff gets valuable safety-related expertise.
- **Vestibule Training:** Vestibule training refers to any kind of technology-related instruction. Innovative and practical training might be offered. An example of innovative training is when personnel are trained how to utilize a new, cutting-edge technology such as HRIS software. In addition, operational training refers to tasks that are practiced on a daily or regular basis, such as cooking or cleaning. Take, for instance, IT education.

4.3.3 Training Services by Intertek Bangladesh

Intertek Bangladesh provides authorized and outstanding training in a broad variety of disciplines and sectors. Officially, it offers three primary forms of instruction. They are: technical training, soft training, and safety training. They are outlined in the following section:

- a) **Technical Training:** Implementation, maintenance, support, and operation of a certain task or activity are all aspects of technical training. Job-specific training is the focus of technical education. Work-related training, especially technical training, is what we're talking about here. Employees in the RBS (Retailer Business Services) division get specialized training to help them advance in their careers. Organizations and individuals alike benefit greatly from technical training, which is critical to the smooth operation of their day-to-day operations.
- b) **Soft Skill Training:** Training in soft skills, such as presentation, communication, and leadership, is available via programs like SDP (Supervisor Development Program). Soft skill training includes the following topics:

Soft Skill Training Programs			
S.L	Training Programs	S.L	Training Programs
01	Emotional Intelligence	05	Leadership and Management
02	Time Management	06	Team Building
03	Interpersonal Skill	07	Business Etiquette
04	Problem Solving Skill		

Table 3.3: Soft Skill Training Programs of Intertek Bangladesh

- c) **Safety Training:** Personnel are educated about the hazards and risks associated with their jobs via safety training. In order to keep their employees safe, **Intertek Bangladesh** offers a variety of safety training options. Safety is a major priority for **Intertek Bangladesh**. SAFE-TALK, a 30-minute safety training course sponsored by **Intertek Bangladesh**, takes place at their tower on a regular basis.

Intertek Bangladesh also offers more forms of training. They are outlined in the following section:

d) **Safety Tour and Guidelines for Trainee of Garments and Manufacturing Sector**

A tour of the trainee's principal workplace is offered. In addition to the obvious hazards of fire and heat, mechanical and electrical threats are also shown. Tips on what to do in case of an emergency are offered to him/her. With the learner, the trainer must go through the **Intertek Bangladesh** Health & Safety Manual. The dress code and general behavior of **Intertek Bangladesh** must also be explained to each trainee.

c) **Factory Overview and Tour**

The factory's history, existing manufacturing capability, and management structure are all briefly explained to the trainee. This is followed by a brief introduction to all of the individuals with whom the trainee will interact throughout the course of the work. Various departments, offices, and manufacturing areas are seen during a factory tour.

d) **Job Knowledge Transfer**

Trainer and trainee are now preparing to concentrate on the particular work skills the trainee needs to learn to succeed in their careers. Trainers do the following to assure this:

- Educates the trainee on all essential area requirements.
- Provides a full explanation of the work.
- All theories that are necessary for the task are transferred.
- Provides any task aids, diagrams, or other available resources.
- Verifies comprehension in order to assure the flow of information.

There are a number of things that the trainer can do:

- Allow the trainee to take any courses that are relevant to the position.
- A look at the relevant manuals and technical materials.

e) **Laboratory Management**

Intertek Bangladesh is a third-party organization that does 80 percent of its work in the laboratory; as a result, the most significant training is in laboratory management. It's also one of the priciest courses out there. Laboratory and measurement management systems training have never been more thorough than it is with this training course.

f) **Environmental Training**

Intertek Bangladesh offers a variety of training programs pertaining to the environment. A variety of courses are available to assist us enhance our sustainability and fulfill their environmental responsibilities.

g) **Social Responsibility Training**

The social responsibility training is provided by **Intertek Bangladesh** in order to increase their social responsibility credentials via professional training.

4.3.4 Training Resources and Materials of Intertek Bangladesh

a. **Training Resources**

In the **Intertek Bangladesh**, the majority of the training resources are provided by Peer Trainers. Executive trainers, on the other hand, are employed in certain technical areas such as Quality Assurance and Maintenance. A 'Teach the Trainers' workshop is designed to identify and train individuals who are recognized as training specialists in their respective fields. These individuals are informed, competent, and have received specialized training to become trainers.

This programme provides participants with a fundamental foundation of human psychology as well as appropriate communication techniques. They adhere to particular training techniques that are essential to teach the learner while taking their learning styles into consideration. After successfully completing the trainer's workshop, peer trainers are issued a certificate, which allows them to begin training the trainees in their respective areas of expertise. Training will be performed one-on-one, which means that a single trainer will train just one pupil at a given time. Even if dual training (2 trainees with 1 trainer) is required, it should only be done with the agreement of the department in charge and the head of the training department, and any other exception should be avoided.

b. Training Materials

"On the Job Training" is **Intertek Bangladesh's** primary method of training employees. Each area of Training has a Training Task Checklist to help with the training process (TTCL). Because it is the Standard Operating Procedure (SOP) that must be followed in order to do the work, specifications are also employed as a supporting document in the training of a trainee. Depending on the training method, different regions may use different training materials. Training processes may be identified and documented on the TTCL by departments or areas of training. Additional training resources may include the following:

- Training Videos,
- Written or Verbal test materials,
- Process Technology Handbook,
- Equipment Manual.

c. Training Class

In addition to on-the-job training, classroom sessions provide important theoretical information. The on-the-job training is really reactivated during these sessions. On the basis of shifts and the kind of training required the training department of **Intertek Bangladesh** sets up classrooms for these on-the-job training sessions.

d. Types of Training and Certification

Training and certification levels have been standardized by the **Intertek Bangladesh** to ensure consistency while being flexible enough to meet the individual demands of the departments or training areas or industry or sectors.

The organization has defined the following processes for training and certification:

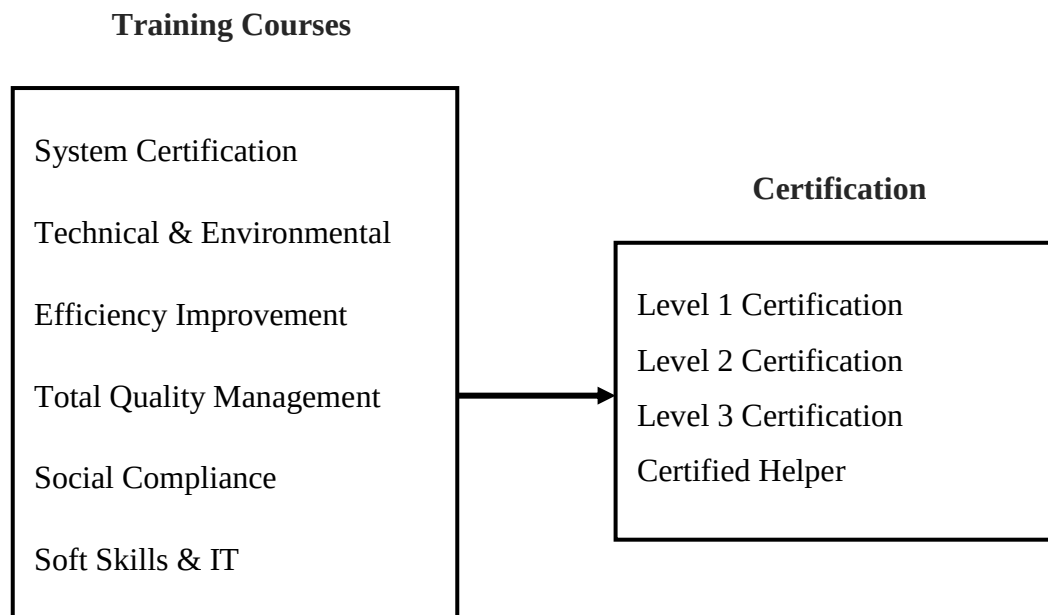


Figure 11.11: Training Courses and Certification of Intertek Bangladesh

4.3.5 Training Calendar

The process of compiling and managing a training calendar is known as training schedule management. A training calendar is a modest concession from the employer, but it may provide a lot of incentives and accomplishments. In reality, a training calendar may help a business keep track of the skills development of its current employees. Make arrangements for the orientation and training needs of new employees and trainees. Every year, **Intertek Bangladesh** adheres to a set training schedule. Prior to establishing TNA, the company would provide all of the necessary training resources to its personnel. After that, **Intertek Bangladesh's** Training & Learning Section creates a training schedule based on priority. Finally, **Intertek Bangladesh** provides on-the-job training to its staff in accordance with the company's schedule. An organization's training requirements may be quickly and readily identified by using a training calendar. For example, a training calendar is a method for a company to arrange its training sessions. In order to achieve corporate or individual success, the training schedule was essential. Throughout the year, **Intertek Bangladesh** strives to adhere to their training schedule. Executive, Tamim Hossain is in charge of **Intertek Bangladesh's** Training & Learning division.

CHAPTER 05

Analysis and Findings

5.1 Analysis

For analyzing the topic, a standard level questionnaire has been developed for the aim of conducting the study on the report. This questionnaire is based on the training and development process of Intertek Bangladesh, and it contains a great deal of information that is really useful. The information and data have been gathered from the HR Executive, officer, the Head of HR and the trainer of Intertek Bangladesh via the use of formal and informal interview sessions and conducting a survey by using Google form with the participants and the sample size was 11.

Five Likert scales and 10 statements have been applied to develop the questionnaire for data collection purposes. In the following, these have been analyzed and discussed:

Criteria	Percentage
Strongly agree	45.45%
Agree	28.18%
Neither agree nor disagree	8.18%
Disagree	18.18%
Strongly Disagree	0%

Table 4.4: Total Percentage of Survey Data Analysis

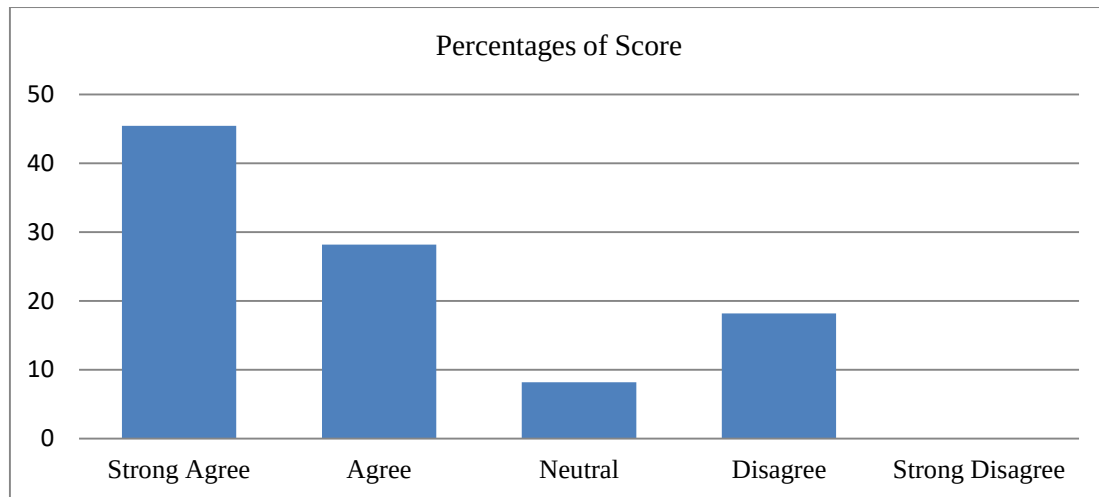


Figure 12.12: Training Courses and Certification of Intertek Bangladesh

Interpretation

According to the results of the survey, it can be said there is a strong relationship with the effective training and development practices and organizational performance. Around 45.45% of the participants of Intertek Bangladesh were strongly agreed that the training and development process and practices of the organization are standardized. 28.18% of participants were agreed that according to the viewpoint of training and development programs, Intertek Bangladesh is in excellent condition.

On the other side, 8.18% of participants were neutral and 18.18% of participants were disagreed on some of the statements and they claimed some of these issues may be rather significant in nature. The organization will need to concentrate its efforts on improving the aspects that got the lowest scores in order to address the serious difficulties and they will need to address certain concerns in their human resource programs in order to be successful.

5.2 Findings

Based on the survey analysis about the institution, some of the findings have been sorted which are as follows:

- a) Majority of participants agreed that, there are not sufficient staffs and personnel to handle the overall HR activities within the organization. Intertek Bangladesh has a lot of clients on providing training and development services so, their workload is really intense and for this reason organization may be faced challenges on employees' job satisfaction and their work life balances as well as performance of the organizational.

- b) Some of the participants claimed that the management of Intertek Bangladesh may not take quick action in response to difficulties or negative feedback found in the training and development process. Although evaluation and feedback on employee performance are carried out in a systematic manner, communication gaps between trainers and trainees are frequently observed, which may have a detrimental influence on the employee's performance.
- c) Employees are aware of their own requirements and how they can get the job done. It may not always be possible to get a great result from training and learning programs that are designed by trainers based on the requirements of their employees and trainees.
- d) Intertek Bangladesh has a challenge in recognizing training requirements for its employees and trainees and their organizational performance, and they also need adequate full-time trainers to support the training system at any given moment. In contrast, Intertek Bangladesh has very few full-time trainers to support its training system.

CHAPTER 06

Conclusion and Recommendations

6.1 Conclusion

Intertek Bangladesh is regarded as the gold standard training institution for quality and reputation across the world. Intertek Bangladesh has been doing business and upholding social obligations in Bangladesh since its inception. In Bangladesh, Intertek Bangladesh has a well-established presence. The primary objective is to make a profit and open up new employment opportunities via trade and commerce. To describe the accomplishments of Intertek Bangladesh would be a gross understatement. Intertek Bangladesh is committed to have a positive impact on the GDP and GNP of the country. Not just in the local area, but also throughout the world. They're continuously looking for methods to improve organizational efficiency. Having the opportunity to work for a well-known organization has always been a goal of mine. Intertek Bangladesh's training and development techniques and procedures will be more effective and efficient if they take the recommendations I've provided above. Intertek Bangladesh's present T&D program has to be improved and the gap between organizational expectations and employee performance reduced, and these results and recommendations will help Intertek Bangladesh achieve that goal.

6.2 Recommendations

- a) As a result, increasing the number of employees at the workplace is necessary in Intertek Bangladesh in order to reduce the amount of work and the good performance of the organization.
- b) Considering that Intertek Bangladesh, they give ongoing training to their employees, they should take rapid action in response to negative feedback so that employees may anticipate and participate in learning and growing with enthusiasm and participation. And it is recommended that Intertek Bangladesh implement a new, enhanced evaluation and feedback system for their employees and trainees, so that they can easily interact with their trainers in order to reduce communication gaps.
- c) As agreed upon with the employee, the trainer should determine the specific training requirements and develop a plan to meet those needs. This should be done on a regular basis to help employees progress.
- d) They should recruit a sufficient number of full-time specialist trainers to supplement their existing workforce training programs. Alternatively, they may outsource trainers according to their needs, since employing a full-time trainer is too costly for the institution.

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Appendix

Exhibit A: Interview Questionnaire

Interview Questionnaire (2022)-HRM

Impact of Training and Development Process on Organizational Performance: A Study on Intertek Bangladesh.

The following questionnaire is designed to collect information from employees at **Intertek Bangladesh** and it's about the impact of T &D Process on organizational performance in the context of Bangladesh. The information will be kept confidential and be used only for academic research purposes.

1. Tell me about a time you developed a training program for the trainees and employees of Intertek Bangladesh.
2. How do you feel about outsourcing employee development? What programs or courses are the best?
3. How does organization identify employees' needs in a training program?
4. What strategies would organization use to help motivate a new hire?
5. Tell me a time you had trouble communicating during a training session or with a coworker. How did you resolve the situation?
6. What metrics would you use to measure the success of a training initiative?
7. Tell me a time you received critical feedback about your performance. How did you handle the situation?
8. What components would you include in a training session that's meant for both junior employees and managers?
9. What are training resources and materials that your organization provides to the training sessions for their clients, employees and trainees?
10. How would you train a new employee?
11. Describe a time you faced a challenge during a training program.
12. How would you convince employees to take an optional training course?
13. Walk me through your process of performing a skill gap analysis.
14. How would you determine the effectiveness of a training program?
15. What strategies do you use to present a training program?
16. How do you discuss options for employees' career growth?

Exhibit B: Survey Questionnaire

Google Forms' Link: <https://forms.gle/mjiZCSWKT6vcM1yV7>

Impact of Training and Development on Organizational Performance: A Study on **Intertek Bangladesh**.

The employees and staffs of Intertek Bangladesh are being asked to complete the survey to assess the impact of training and development on the organization's performance. The information provided will only be used for academic purposes.

Gender	Male			Female
Designation	HR Executive	HR Office	HR Manager	HR Trainer
Working Experience	0-1 years	2-4years	5-7 years	8years and above

Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
01.	Organizational goals and objectives are clearly expressed to the organization's HR personnel.					
02.	The provision of the effective training program is regarded as a necessary part of the organization's overall strategy.					
03.	The organization arranges the training sessions in an effective way in order to achieve most of the time slot allotted for the training sessions throughout the period of time.					

04.	During the training sessions, the organization offers all of the necessary training facilities and resources to each and every participant.					
05.	The organization's training programs have an adequate number of participants.					
06.	Individuals get career coaching and counseling from the organization.					
07.	The organization's human resources department gives rapid feedback to all trainees on the basis of job performance outcomes.					
08.	The organization maintains a pool of experienced trainers for the purpose of training its participants, who come from a variety of work sectors and professions.					
09.	There are adequate employees and staff to manage the organization's entire human resource operations.					
10.	As well as improving an individual's capacity to perform their current job duties, the organization's training programs also position them for future employment opportunities.					

Exhibit C: Calculation of Survey Data

Impact of Training and Development on Organizational Performance: A Study on Intertek Bangladesh.						
Statement	S.D (1)	D (2)	N (3)	A (4)	S.A (5)	
1	0	0	0	4	7	11
2	0	0	0	2	9	11
3	0	0	0	6	5	11
4	0	0	3	4	4	11
5	0	3	4	2	2	11
6	0	0	0	4	7	11
7	0	3	0	3	5	11
8	0	6	1	2	2	11
9	0	8	1	2	0	11
10	0	0	0	2	9	11
Total	0	20	9	31	50	110
Percentage	0	18.18182	8.181818	28.18182	45.45455	100