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## **Employees Perception on Training Effectiveness – A Study on Garments Industry of Bangladesh**

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## **Employees Perception on Training Effectiveness – A Study on Garments Industry of Bangladesh**

### **Abstract**

The garments sector of Bangladesh contributes significantly to the GDP by creating about 4.2 million employment opportunities. This industry is now facing new challenges due to the fast globalization and technological development. For gaining a major source of competitive advantage in a global market organization need to improve capabilities, knowledge and skill of the talented workforce. Thus, to cope with their challenges, effective training program are needed by all manufacturing organization. Training effectiveness depends on few things and these are trainer's knowledge and capabilities, deliverable methods of trainers, training contents and objectives. Several studies highlighted the importance of training on the employee performance through the learning process. This study focused on the perception of employees on effectiveness of the training program and identified the relation of variables with training effectiveness perception. Self-developed questionnaire using Likert Scale was used to collect data from the sample size of 100 to do the study. The results were generated using SPSS Ver. 20 where Crosstab, frequency table was used. It is evident in this research that there is significant relationship exists with gender, education level and training frequency with the employee's perception regarding the effectiveness of training program. The study will help the garments industry to design training program by focusing on factors which influences the perception of the employees regarding training effectiveness.

**Keywords:** Employee Perception, Training, Garments Industry, Bangladesh.

## **1. Introduction**

### **1.1. Background**

The manufacturing industries (Garments) are now facing new challenges due to the fast globalization and technological development. Therefore, the organizations need to be focused on technological innovation, teamwork, communication skill, better customer service, job satisfaction, interpersonal relationship and moral of employees. (Hafeez and Uzma, 2015; Akbar and Waqar, 2015). Organization failure and success depends on their employee's performance as it is considered as the major element. (Hameed, 2011). For gaining a major source of competitive advantage in a global market organization need to improve capabilities, knowledge and skill of the talented workforce. (McKinsey, 2006). The organization's ability to train its human resource definitely enhance performance of the employees which help them to survive in the competitive society (Edralin, 2004; Lynton, 2000; Vemić, 2007). In the research Gupta (2006), it is evident that the training is the most persistent techniques for improving employees' performance to enhance organizational productivity. Thus, to cope with their challenges, effective training program are needed by all manufacturing organization.

According to Wexley and Latham (1981), when trainees' can apply their knowledge, skills, and attitudes gained in the training to the job which represents positive transfer of training then the employee and the organization benefit from the training program. That is why the utility of the training and development programs is determined by the effective transfer of training. The role of trainee affecting the transfer of training is vital although received relatively less research attention. As the positive perception can increase the training transfer to the job, it is essential to analyze the relationship of trainee's demographic characteristics with their perception of training effectiveness.

## **2. Objective of The Study**

The broad objective of the study is to analyze the relationship of trainee's demographic characteristics with their perception of training effectiveness.

## **2.1. Methodology**

The research concentrated on the training program of different manufacturing organizations. The respondents were selected from 3 garments factory Fakir Apparels Limited, Pioneer Denim Limited, Talisman ltd which are situated in Dhaka division as it is evident that the majority of the garments factories are established in Dhaka division. This study was focused on the relationship of trainee's demographic characteristics with the perception of employees regarding the effectiveness of training programs. So the study focused on the respondents working as full time and in the administrative position of different level like entry level, mid-level and top level. 100 respondents were selected using non-probability purposive sampling technique. Employees were selected randomly working in different department of manufacturing companies. i.e HR, finance, marketing, research and development, quality control etc. Data and information has been collected through questionnaire survey and interview. The survey has been completed in 2018 and the questionnaire was divided into two parts. One is demographic information where age, gender, working year, designation etc. and second part is prepared using 5 point Likert Scale and it is designed to measure the perception of employees regarding training effectiveness. As the questionnaire is self-administered questionnaire the reliability test was done and it is considered acceptable as the Cronbach Alpha measure is .760. Descriptive statistics and Chi-square test has been used to see the relationship among the variables.

## **3. Literature Review**

HRM activities are viewed as enrichment in the employee's eyes and one of them is training (Sultana, 2013). Sing and Mohanty (2012) explains in their research that enhancing the workforce performance, training is an important tool. It increases the advantage of an organization and there need to be balance amongst training worth and training cost. The effects of training are varied in different types of organization. According to Obisi (2011), employee training and development in Nigerian organization' said that training program should be evaluated by observing the achievement of organizations objective and mission. Training improves the ability of employees for current and future expected tasks. To reach the organization

goal and enhancement of employee, training is most useful and needy element.

Training effectiveness depends on few things and these are trainer's knowledge and capabilities, deliverable methods of trainers, training contents and objectives. Poor training content and delivery style reduces the effectiveness of the training program. Thus a good trainer is the one who has the skill and ability to deliver the training in the best way by setting an appropriate training objective is referred as the pillar of training programs (Silberman, 2006). Several researchers indicated that successful training transfer to the workplace depends on the relevance of the training program with the job (Axtell et al., 1997; Rouiller and Goldstein, 1993). For successful training transfer at work depends on the planning of the training program. The goals and the extent of training, the training methods and means, as well as the training place and equipment, are important factors related to training program planning. The trainer himself must possess two essential characteristics. First of all he must be reliable, and secondly he must be effective. Finally, the content of the training must emphasize both theoretical and practical aspects, as well as the acquisition of knowledge and skills (Gauld and Miller, 2004). A good combination of all these is important and leads to increased training transfer.

Human resource management practices have been strongly and positively related to employee performance and developments areas which were revealed earlier in studies. There has been a lot of research to support the fact that employee performance can improve through training by building a sense of teamwork among employees, and to develop specialized financial skills. Employees are being more productive and relationship between employees and employer improved after training (Smith, 2009). Training has a significant importance to employee performance to adopt innovation. The research done by the HR, reported that lower absenteeism rates at organization can be implement by providing staff with training. (Patricia, 2014). Latif et al. (2013), indicated in their study that training will results in increasing the level of employee satisfaction of their current jobs. One study showed that there is a positive correlation between the two variables, training and employee performance areas (Khan et al., 2011). Sultana et al. (2012) investigated relevant issues in the telecom sector of Pakistan deduced that 50.1% of change in the employee performance can only be achieved by proper training sessions with the explanation that training is a good

explanatory variable to the employee performance. In the research paper related to employee performance and development it is evident that the employee is the major element of every firm and their success and failure mainly based on their performance (Hameed, 2011). The above explained literature is describing the merits of training and its positive influence on employee performance. If there is a proper planning for making the training procedures then it will be fruitful for both the employee and for the organization as well. So it is evident that several researches were done exploring the relation of training and employee performance. However, very few researches concentrated on finding the relationship with the employee's demographic variable and the training effectiveness which might help to design better training program.

#### **4. Analysis and Interpretation of Data**

##### **4.1. Demographic profile of the respondents**

The demographic profile of the respondent is given in the Table 1. Here it can be seen that more than half of the respondents (66%) are male and rest is female (34%). Highest number of the employees (44%) belongs to the age group of 31-40 and 55% of the respondents were married. Majority of the

**Table 1: Demographic Profile**

Gender	Male	66%	Monthly Income	15,000-25,000 TK	27%
	Female	34%		25,000-35,000 TK	30%
Age	20-30	41%	Work Experience	35,000-45,000 TK	34%
	31-40	44%		Above 45,000 TK	9%
	41-50	15%		1-5 Years	46%
Marital Status	Single	43%		5-10 Years	32%
	Married	55%		10-15 Years	20%
	Divorced	2%		>15 Years	2%
Education	Graduation	50%	Training Frequency	Once in a year	69%
	Post-Graduation	50%		Half Yearly	31%
Designation	Top Level	21%	Training Methods	On the job training	68%
	Mid-Level	57%		Off the job training	27%
	Lower Level	22%		Seminar	5%

respondents poses higher education degree which was indicated as 50% are holding post graduate degree. According to managerial level it is evident that majority belongs to middle level (57%). The research also shows that a large number of respondents have the salary range below 45000 taka and substantial number of employees (46%) has (1-5) years of work experience in current organization. According to training frequency 68% employees receives training once in a year whereas 31% receives training twice in a year. From the table it can be said that more than half of the employees (68%) got on the job training however only 27% receives off the job training.

The training effectiveness influenced by perception of employees. This research identified the relationship of gender with the perception of employee’s regarding training effectiveness. Some factors influencing the perception of employees has significant relationship with gender which are indicated in Table 2

**Table 2: Crosstab Analysis**

Gender* Perception of employees regarding training effectiveness	Asymp. Sig. (2-sided)
Training increases the ability to work in teams	p= .010
Training increases communication skill	p= .017
Training enhanced ability to serve customer better.	p=.039
Training improves the interpersonal relation with supervisor	p=.062

**Table 3 Crosstab Analysis**

	Asymp. Sig. (2-sided)
Age * Perception of employees regarding training effectiveness	No relation
Marital status * Perception of employees regarding training effectiveness	No relation
Education level * Perception of employees regarding training effectiveness	
• Appropriateness of training method	p= .032
Training Frequency * Perception of employees regarding training effectiveness	
• Regular training evaluation	p=.017

The research indicated that there is a significant relationship with gender and the perception of employees regarding the ability of training to increase teamwork. Male employees have strong agreement than female regarding the ability to work in teams after training. Regarding the communication skill improvement capability enhancement after training the male employees



are more positive than female and the relationship is also significant. A significant relation is evident when the relationship with gender and perception of employees regarding the training ability enables better customer service is explored. Male employees agree more on the issue. Male employees are more positive regarding the training ability to improve the interpersonal relation with supervisor and the relation is significant as evident in the chi-square test.

In this research it is also evident that there is no relation with age and marital status with the perception of employees regarding training effectiveness. According to the educational level the post graduate employees are more agreeing on the appropriateness of the training method and the relationship is also significant. It is evident in the study that the organization which provides training once in a year has more positive perception of employees regarding training evaluation than the organization that provides training twice a year. The relationship is also substantial as the p value is .017.

## **5. Conclusion**

Effective training program is considered to be a main factor for improved performance of the organization. Organizations now-a-days realizing that training has a great impact on development areas of employees that's the reason they are willing to invest in training program. It is evident in the study that the perception of training effectiveness varies based on gender. So the manufacturing organization should design the training program focus on the techniques which might be suitable according to gender to make it more effective. On the other hand there is no noteworthy relationship with perception of employees regarding training effectiveness with age, marital status, education and frequency of training. However the higher educated employees find the method of training more appropriate and the organization who arranges training once in a year considered regular in their training evaluation. This research will help the manufacturing industry to design more effective training program keeping the relationship of the variables into consideration. The research was done concentrating on garments industry and focused on Dhaka city however future research can be done to explore the relation of the variables for other industries of Bangladesh.

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