

ASSESSING THE IMPACT OF SKILL GAPS AND LACK OF TRAINING ON WORKFORCE PERFORMANCE AT INNERT SOURCING LTD.



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Submitted in Partial Fulfilment of the Requirements for the Degree Bachelor of Business
Administration



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Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

Organization: Innert Sourcing Ltd

Internship /Project Report Topic: Assessing the impact of skill gaps and lack of training on workforce performance at Innert Sourcing Ltd.

Term (Tick one): ☐ Spring 2025 ☐ Summer 2025 ☐ Fall 2025

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

PLAGIARISM DECLARATION

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.
2. I acknowledge and understand that plagiarism is wrong.
3. I understand that my research must be accurately referenced.
4. This assignment is my own work, or my group's own unique group assignment. I acknowledge that copying someone else's assignment, or part of it, is wrong, and that submitting identical work to others constitutes a form of plagiarism.
5. I have not allowed, nor will I in the future allow, anyone to copy my work with the intention of passing it off as their own work.

Name # MD GOLAM AREFIN SAJID

ULAB ID # 01883303505

Signature _____

Date_____

EXECUTIVE SUMMARY

This internship report analyzes how employees' overall performance at Innert Sourcing Ltd. is impacted by skill gaps and training shortages. The report is based on a survey that was completed by 33 employees from various departments and my experience as an HR intern. The main objective of this research was to identify the abilities that employees need, evaluate the effectiveness of the present training methods, and figure out how these factors affect their everyday work and productivity. The study used a structured questionnaire to gather data using an easy descriptive and quantitative methodology. The results shows that there are still noticeable skill shortages, particularly in technical and technological areas, even if many workers have no trouble carrying out their daily responsibilities. Employees are not being able to adapt the changing job demands, because the organization does not provide regular training. The majority of participants agreed that receiving quality training improves effectiveness, reduces mistake, and increases job satisfaction. Additionally, they mentioned how important it is to have appropriate technical and technological training programs.

Overall, this research recommends that Innert Sourcing Ltd. should establish a more structured training program, focusing on employee skill development, increase HR's role in promoting training, and build a culture that values continuous growth. These actions would support the long term growth of the business, promoting employee development, and improve performance.

Letter of Transmittal

December 2025

Nazmun Nur Eva
Lecturer
ULAB School of Business
University of Liberal Arts Bangladesh (ULAB)

Subject: Submission of Internship Report

Dear Madam,

It is my great pleasure to submit the internship report. Titled “Assessing the impact of skill gaps and lack of training on workforce performance at Innert Sourcing Ltd.” which has been prepared as a requirement of Intern report for the Bachelor of Business Administration (BBA) program.

This report reflects the practical experiences I gained while working as an HR Intern at Innert Sourcing Ltd and includes the research findings conducted during the internship period. I have tried to learn the possible outcomes, organizational practices, and research insights as accurately and clearly as possible.

I sincerely appreciate your continuous guidance, valuable feedback, and support throughout the preparation of this report.

Thank you for your time and consideration.

Sincerely,

MD Golam Arefin Sajid
ID: 203011067
Bachelor of Business Administration
University of Liberal Arts Bangladesh

ACKNOWLEDGMENT

I would like to start by thanking almighty Allah for everything. Without his help I wouldn't be able to complete my internship report.

Secondly, I would like to show my heartfelt gratitude by thanking my supervisor Nazmun Nur Eva ma'am Lecturer, at ULAB School of Business. For her unconditional support and guidance to finish my internship report.

I also want to thank MD Rifat Pathan (Operations Manager) for helping me in my internship report writing. Also, I want to thank my office colleagues for their help and mental support to do my tasks and for being supportive all the time.

Lastly, I want to thank ULAB for including this opportunity in our academic curriculum. This opportunity has been very helpful in terms of connecting the real world field experience with the things we studied in university.

I have put in a significant extent of effort in terms of finishing this report. Any advice that can be offered about this report will be highly appreciated.

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Part A

Chapter One - Internship Preparation

1.1 Motivation to do the Internship

The primary motivation behind pursuing an internship was the realization that academic knowledge alone is not enough to navigate the complexities of modern organizational environments especially in the field of Human Resource Management. Over the last several semesters at ULAB, I studied many theories related to HR practices, organizational behavior, and workforce management. However, I strongly believed that these concepts would only gain true meaning once applied in a real work field.

I wanted an internship that would teach me, expand my understanding of HR work, and help me identify the skills, I need to grow professionally. Human Resource Management is a practical discipline that deals with people, communication, problem solving, and strategic decision making. Therefore, on field experience was essential for developing confidence as a new HR professional.

Additionally, I was particularly motivated to intern at a company where HR responsibilities extended above just paperwork where I could actively participate in recruitment, employee monitoring, communication and planning. I wanted to understand how HR departments actually works under pressure, how policies apply in real management decisions, and how employee related challenges are handled on a daily basis.

This internship was not just a requirement for finishing my BBA program, but also played an important role in establishing a solid fieldwork in HR. I am doing my internship with a clear intention to learn, adapt, and test my capabilities and capacity in a professional environment.

1.2 Internship Search Process and Why I Chose Innert Sourcing Ltd.

Finding the right internship opportunity was more challenging than I expected. After the midterm exams of last semester, I actively began submitting my CV to different companies

through LinkedIn, BDJobs, Facebook groups and known contacts. I also stayed in touch with faculty members, university seniors, and the Career Services Office (CSO) at ULAB for internship offers.

Like others, I faced few rejections, delays in responses, and uncertainty. My first interview was at APEX DMTI. Which I was referred by Career Service Office (CSO). Some organizations were hiring for fulltime. Like my second interview was at bKash LTD. They wanted to see the software skills and they offered the post of territorial executive post. I could not join that post because that did not match with my academic schedule. Yet I still continue applying my CV regularly for each opportunity I saw.

At last I learned about a vacancy at Innert Sourcing Ltd a home textile and manufacturing company. They were looking for HR Interns, which matched with my academics and timing. After doing a little research about the company. I found out it was a growing organization which was expanding in different sectors. The nature of work involved HR activities, supervision tasks, and digital responsibilities. All the areas I wanted to experience.

I applied there and got a call after 15 to 20 days for further details. After a short interview process, I got accepted as an HR Intern. My official joining date was 1 October 2025, but because of nationwide holiday, the office reopened on 5 October 2025, which became my first day of joining.

I chose Innert Sourcing Ltd. because. It aligned perfectly with my academic background and my interest. I have always wanted to work in manufacturing industry. It provided social media management, HR operations, monitoring, and hiring. This company had a creative mindset. The duties were valuable and important. It offered a chance for practical learning and right away of staff communication. I was able to contribute to genuine company activities while understanding about the reality of HR work thanks to Innert Sourcing Ltd.

1.3 Internship Interview Experience

The internship selection process at Innert Sourcing Ltd was simple but little lengthy. After submitting my application I got a phone call from the Admin of Innert Sourcing Ltd. for further communication. The interview took place through a formal discussion with the Operations Manager & Admin personnels.

During my interview, I was asked few questions regarding:

My academic background, Why I chose HRM as a major, My communication skills, My expectations from the internship, Basic understanding of HR duties, My interest in digital tools such as Microsoft Suite, Google Suite and Meta Suite, My flexibility in handling worker supervision tasks.

The interviewer also reviewed my attitude, self confidence, and flexibility to learning qualities that are supposed to be important in any HR position. I showed my desire to get practical experience and my capacity for quick adaptation.

The manager's behaviour and openness was what made this interview memorable. He gave me a clear description of the position, the difficulties, and the opportunities for learning. The conversation was transparent and respectful, which increased my desire to become a member of the company.

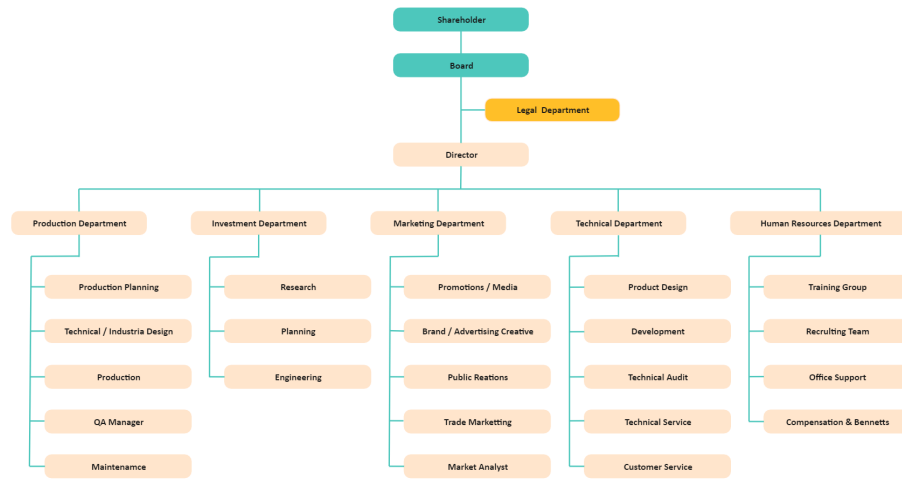
After few days of the interview. I received confirmation through email that I had been selected as an HR Intern. A moment that motivated me to begin my professional journey with passion.

1.4 Information About the Organization

Innert Sourcing Ltd. is a private limited home textile company based in Bangladesh, specializing in the production of comforters, bedsheets, pillow covers, and related textile goods. The organization operates with a focus on quality, customer satisfaction, and timely delivery. Their business involves both manufacturing operations and digital marketplace expansion.

The company's structure allows smooth collaboration between operations, HR, production units, and digital commerce teams. As the business expands, Innert Sourcing Ltd. aims to modernize its workforce capabilities, strengthen training practices, and develop efficient HR processes areas closely connected to my research topic.

Organizational Organogram



Managing Director / CEO > Operations Manager > Sales Manager > Accounts > Field Manager > Commercial > Admin > Production & Quality Teams > Worker Supervision Unit

Field Supervisor > Cutting team > Mapping team > Shell maker Team > Stafiner (padding team) > Covering Team > Sewing team > Quality Inspection team > Packing > Loadup/Load-down team

Online Sales & Business Development Unit

Digital Marketing & Meta Suite Team

My role as an HR intern includes worker monitoring, digital activities, and HR-related duties, introducing me to a broad range of practical sectors.

Chapter Two: About the Internship

2.1 My Position and Office Environment

As an HR intern at Innert Sourcing Ltd., I was directly supervised by MD Rifat Pathan, the operations manager. As part of my job, I had to assist with operational areas which have an indirect impact on HR performance in addition to working with HR Admin teams. Because of this, the internship was multifunctional and educational.

From the first day, the office culture was friendly. Despite the fact that my official starting date was October 1, 2025, my actual work begins on October 5, 2025. When the workplace reopened after national holidays. When I first started working there, I saw that the employees were kind. The office culture there was open communication, and that the managers were happy to help interns at every stage.

Various departments, such as HR-Admin, operations, production, employee oversight, and online sales teams, collaborate within the Innert Sourcing Ltd. factory. Throughout my internship, I handled digital and HR-related tasks at a specific desk. The respectful and transparent communication among individuals from various departments captured my attention. All individuals were professional and supportive, regardless of being staff, management, or online sales team members. Instead of merely observing, the workplace encouraged interns to make contributions. I wasn't merely an intern meant to watch silently; I was regarded as part of the team

2.2 My Job Responsibilities

As an HR Intern, my responsibilities at Innert Sourcing Ltd. covered both traditional HR tasks and operational support functions. These responsibilities helped me understand the dynamics of people management, worker coordination, digital HR tools, and organizational workflow. Some of the major tasks I was assigned are described below:

CV Sorting and Recruitment Support : One of my primary responsibilities was helping the HR team with basic recruitment tasks. This includes collecting and arranging incoming Resumes/CV for workers and employees, analyzing resume according to set requirements, making a shortlist of possible employees, assisting in communicating face to face with

those on the short list, and setting up interviews if needed. This helped my ability to evaluate candidates' abilities and to understand HR hiring processes.

Monitoring Workers and Daily Operations : Innert Sourcing Ltd. operates with a medium workforce (more than 50 and less than 250) in its textile and production units. I was asked for monitoring on workers' and employees attendance and inform the operations manager of any problems. This taught me how office HR positions differ from operational HR functions and how important worker management is to manufacturing organizations.

Handling Social Media Through Meta Suite : I was familiar with digital marketing and digital business management. That is why the company sent me to take steps in expanding the company in the digital market. I was responsible for the company's online presence. Managing product posts on Facebook was one of my main duties here. Keeping an eye on consumer feedback and questions, Before posting anything, I was supposed to coordinate with the design and manager, Regularly updating about the product and product details. This task needs attention to detail, quickness, and consistency, qualities necessary for digital communication.

Online Sales and Business Expansion Work : After some time of my ongoing internship, I was removed from HR Admin responsibilities and put in for online sales. Assist in online sales operations, Communicate with customers and wholesalers politely and professionally, Handle order queries, Delivering on time, Assisting the team explore new ways to expand online business. This allowed me to understand how sales and marketing in the real business field.

2.3 The Specific Things I Learned

My internship experience taught me valuable lessons. In both practical and professional. Some of the important things I learned includes.

Professional Communication: I learned how to communicate with workers, managers, and customers professionally. Handling inquiries and solving worker issues helped me improve. Verbal communication, Email communication, Customer handling techniques, Listening and clarity.

HR Operational Knowledge: I gained practical knowledge in Recruitment process, CV sorting, HR documentation, File Arranging, Attendance monitoring. These are fundamental HR skills that strengthened my confidence in pursuing an HR career.

Digital Skills: Through Meta Suite and online sales work, I have learned. How digital platforms works in business, How online marketing can improve sales, How to manage social media professionally, How digital tools helps in business.

Teamwork and Organizational Behavior: Working closely with operations helped me understand, The importance of coordination and team work, Responsibility understanding and sharing, Maintaining discipline, Understanding organizational structure Overall, these experiences helped me understand the corporate environment and prepared me for future professional challenges.

2.4 Course Related Topics Learned Practically

I was able to put my academic knowledge to use in actual work conditions because to the internship. I was able to understand hiring, employee engagement, and worker monitoring because of concepts from human resource management. I was able to write messages and communicate effectively because of business communication. I was able to understand employee attitudes and discipline problems because of organizational behavior. When managing Meta Suite and social media tasks, my basic knowledge of digital marketing become helpful and my understanding of management principles helped me to function well under pressure and make responsible decisions.

Chapter Three: Self Reflection

3.1 Things I Liked and Disliked About My Internship at Innert Sourcing Ltd

Every workplace has both good and bad face, overall my time at Innert Sourcing Ltd. was not different. But each part was important for my growth and learning as an intern. The welcoming and supportive environment was one of the things I liked the most. Everyone treated me with genuine respect from the day one, From employees to top managers everyone, which made it easier for me to adjust in the new environment. Rather than being viewed as outsiders, interns were encouraged to actively participate in work that actually contributed to the day to day functioning of the company. I also liked my roles active nature because it gave me important responsibilities rather than boring or easy work. During my internship, I managed the company's social media accounts using Meta Suite, spent a lot of time interacting with various employees, assisted in organizing sales events, and assisted with a variety of tasks pertaining to the expansion of an online business. In addition to teaching me new technical skills, doing all of this made it easier for me to collaborate with others. I naturally became more accountable for my actions as a result. My supervisors' faith in me was one thing I truly valued. My confidence was greatly increased when they asked me to oversee employees or assist with online company events. It gave me the impression that my work mattered, not just as an intern but also as a dependable member of the team.

Like any other work, though, I had some challenges. I occasionally struggled to balance everything at once, including digital tasks, staff supervision, and HR duties. Though there were times when I felt like I had too much on my plate during extremely busy times, it undoubtedly helped me grow. Additionally, I observed a few instances of inadequate communication within the operational team, which occasionally led to misunderstandings regarding what needed to be done or how specific tasks should be carried out. It took me some time as an intern to comprehend the entire procedure and determine which problems could wait and which needed immediate attention. Additionally, handling employee related issues might be very difficult because a lot of employees came to me with worries about their own problems, workload, or attendance. Courage, empathy, and emotional intelligence skills that are crucial in HR but take time to develop were needed to handle these circumstances. Despite these challenges, I think all of these experiences are really worthwhile. They made it clearer to me that actual corporate settings are complicated, dynamic, and flawed, and that overcoming these obstacles has improved my flexibility, problem-solving skills, and general professional maturity.

3.2 How I Could Have Performed Better and How the Organization Could Have Utilized Me Better

My internship taught me how important it is to continually aim for personal development, no matter where you are in life. I can easily see a few areas in which I could have done better when I think back on my own performance. For example, I was occasionally slowed down by my hesitation to ask questions because I didn't want to come across as uninformed. In addition to managing HR responsibilities, I discovered that I still have a lot to learn about time management from working in online sales and staff supervision. Even though I had become somewhat comfortable with Meta Suite, I realized that I could enhance my digital skills much more to support the company's online operations. At times, I depended excessively on my supervisors for validation rather than believing in my own judgment, and building greater confidence would have enabled me to manage certain tasks independently. Conversely, there were also situations in which the organization could have better utilized my skills. Participating in HR policy creation or documentation would have allowed me to utilize the knowledge gained from my major. An organized approach, perhaps by presenting the HR software, workflow systems, or communication tools at the start, could have facilitated a smoother transition during the initial weeks. As I became more accustomed to the environment, activities such as writing employee assessments, assisting with data analysis, or facilitating training programs could have accelerated my growth. Nevertheless, in spite of the difficulties, I genuinely value the chances the company provided and the experience I acquired during the internship.

3.3 Insights on What I Want to Continue Working On for My Next Position

This internship has become a transformative experience that afforded me a very comprehensive perspective of what human resource management is about in real life. There are a few areas I would like to work on moving forward to be a well-developed HR specialist. For instance, I would like to better my interpersonal and communication skills. HR will always require me to have motivating yet clear conversations with employees, candidates, supervisors, and even clients; hence, I have to improve my conflict resolution skills by listening keenly to others as well as my bargaining skills. I would also like to enhance my technical understanding of HR in the recruitment process, labor law, performance appraisal, and training program design and implementation. My internship introduced me to digital HR tools such as Meta Suite and numerous online sales platforms. I've realized how important it is to know how to handle social media, communicate online,

and use data to drive marketing. I also intend to improve my confidence and decision-making skills because there have been times when I was unsure; consequently, I want to practice making decisions on my own with difficult HR scenarios without overthinking. Finally, having multiple jobs to balance will help me realize the importance of time management and adaptation; as a result, I intend to constantly improve my abilities to prioritize work, organize my calendar, and deal with stress. This internship revealed that HR is more than a department; it serves as the link between individuals, processes, and the overall success of an organization. These insights will direct me as I get ready for my upcoming career move.

Chapter Four: Personal Development Plan

A personal development plan is essential for translating internship experiences into future growth. My time at Innert Sourcing Ltd. provided a clear understanding of my strengths, weaknesses, and the skills I must improve to build a successful HR career. This chapter outlines how I plan to enhance myself professionally and personally.

4.1 A Brief Personal Development Plan

My internship at Innert Sourcing Ltd. significantly impacted my academic and professional journey as it presented me with genuine workplace challenges and revealed the essential skills required in the HR sector. It also made me understand that growth doesn't conclude with obtaining a degree; professional development is something you continually develop. In the future, I aim to enhance my comprehensive HR knowledge by deepening my grasp of HR analytics, performance evaluation techniques, employee engagement strategies, workforce planning, and training and development initiatives. These aspects are crucial for me to be genuinely effective in HR. I aim to improve my confidence and leadership skills, particularly because HR frequently involves managing people-related matters with poise and tact. This entails engaging in additional group discussions, managing minor tasks or projects, honing decision-making abilities in high-pressure situations, and enhancing my public speaking and negotiation capabilities. I also aim to concentrate on technical skills, as contemporary HR positions are largely reliant on technology. I aim to gain greater proficiency in HR software, digital tools such as Meta Suite, Excel analytics, and fundamental data visualization to enhance my contributions in upcoming positions. Additionally, I aim to enhance my emotional and cultural intelligence because HR necessitates empathy, patience, and the capability to communicate respectfully with individuals from diverse backgrounds. Ultimately, this internship allowed me to view HR as a strategic role instead of merely an administrative task. My long-term aspirations involve becoming an HR Executive specializing in recruitment and training, ultimately transitioning into HR operations or organizational development, obtaining certifications in HRM and digital HR, and aiding in strategies that enhance employee performance and well-being. Through consistent effort and continual education, I hope to build a career where I can make a positive impact on both employees and the organization as a whole.

4.2 Technical and Interpersonal Skills I Want to Develop

I gained a great deal from this internship but it also taught me that I still need to develop in other aspects. I want to improve at working with HR software for things like hiring, payroll, attendance and employee-information management. And I am eager to learn the fundamentals of HR analytics in order to be able to divine from performance data and employee behavior. In order to make better HR reports, comparisons and dashboarding I would like to become skilled at Excel and other reporting facilities. I'm also interested in various digital HR tools integration solutions that tie the HR function back to business, since I have worked with Meta Suite. Apart from building on my technical know how, I would like to build on my soft skills as well. That includes improving my communication-not only spoken but written too-so that I can relate better with employees and managers. I also want to be good at solving problems and conflicts and assisting employees in different predicaments they might be going through. HR mostly requires collective efforts. I want to work better and more decisively with others. Coping mechanisms that can be adjusted for calmness in stressful and unsure situations are what I also wish to improve. The area of professional etiquette and ethics that I would like to enhance includes applying workplace etiquette and discipline, dealing with confidential HR information responsibly, and making ethical decisions in sensitive situations. Having such skills will make one a more reliable HR practitioner.

PART B

Chapter One: Introduction

Research Title

Assessing the Impact of Skill Gaps and Lack of Training on Workforce Performance at Innert Sourcing Ltd.

1.1 Research Objectives

Aligned with the research questions, the objectives of the study are:

- 1.To identify the major technical, digital, and behavioral skill gaps among employees.
2. To examine how the absence of structured training programs affects employee productivity and workplace performance.
3. To propose appropriate training solutions that can enhance workforce skills and organizational outcomes.

1.2 Research Context / Background of the Study

To be competitive in the ever changing business world of today, companies must have a workforce that is knowledgeable and flexible. Modern industrial processes, automation, and digital technologies have greatly enhanced the requirement for workers to constantly improve their skills. Organizations suffer from decreased productivity, increased error rates, and variable performance results when workers lack adequate technical, operational, or digital competences. Innert Sourcing Ltd. a Home Textile and production company falls within the challenges of the entire industry. As it is increasing manpower and digital activities, having people with the right technical and behavioral skills is equally important, as observed during an internship in the HR department. There are gaps at different degrees in various departments regarding technical execution, digital literacy, soft skills, and knowledge about compliance that were learned during an internship in the HR department. This usually translates into operational inefficiencies, miscommunication, slow output, and increased burden of supervision. There is also a dearth of regular frequent training programs that can effectively bridge these skill gaps. Much of the workers' learning has

taken place informally or by mere observation; thus, it is inconsistent and on which performance improvement and promotion cannot depend. Recent academic literature has highlighted that structured upskilling is important for workforce development in a sustainable manner. Global HR studies indicate that organizations investing in training have higher levels of employee performance, motivation, and retention, while a lack of training results in reduced confidence, mistakes in performing tasks, and stagnation of the organization. Given these realities, there was a need to explore the skill gaps, training deficiencies, and impacts on employees' performances at Innert Sourcing Ltd. The key objective of this research is to secure evidence-based insights that may help in better HR planning, focused training initiatives, and an overall productivity enhancement drive.

1.3 Problem Statement

In summary, Innert Sourcing Ltd faces some challenges in unbalanced skills composition, a shortage of training opportunities, and variable levels of employee confidence to perform the work. On the one hand, many reported the lack of basic technical and digital competencies; on the other hand, some felt that they could not perform certain tasks without prior guidance. The organization has not yet undertaken a structured or frequent training framework, which leads to a gap between employee capabilities and organizational expectations. These skill deficits directly influence productivity, quality of work, and operational consistency. Without appropriate training interventions, the company risks reduced performance, increased supervision costs, higher errors, and limited workforce growth. The present study, therefore, intends to pinpoint the prevailing skill gaps, assess the current training scenario, and understand how these factors together influence workforce performance in an organization.

Chapter Two: Methodology

The methodology chapter explains how the research was conducted, the type of data collected, the tools used, and the analytical process followed. This section strictly adheres to the ULAB guidelines and matches the format used in the sample internship report.

2.1 Type of Research

This study follows a descriptive quantitative research approach.

A descriptive research design is appropriate because the objective of the study is to measure, analyze and describe, the existing skill gaps, the availability of training, and how these factors influence employee performance at Innert Sourcing Ltd.

Quantitative research allows the collection of numerical data through structured survey questions, which can be analyzed statistically to identify trends, employee perceptions, and overall findings.

The descriptive method is suitable as it presents a clear picture of the current workforce's skill. Measures employee awareness regarding training. Evaluates the relationship between training availability and performance. This aligns directly with the research objectives and enables the formulation of data-driven recommendations.

2.2 Research Design

A quantitative descriptive research design was used for this study. Data was collected primarily through a structured Google Form questionnaire distributed among employees of Innert Sourcing Ltd.

The research design includes, Close ended questions to gather measurable responses, Rating scales, multiple-choice questions, and Likert scale items, Data analysis using descriptive statistics, frequencies, and graphical representation. This method allowed for uniform responses, easier comparison across variables, and accurate interpretation of patterns related to skill gaps and training effects on performance.

2.4 Data Collection Method

Data was collected through an online Google Form survey, distributed internally among employees.

This method was selected because, It is efficient and accessible, Respondents can answer anonymously, It supports structured data collection.

Employees were informed about the purpose of the research and assured of confidentiality. No personally identifiable information (names, contacts, etc.) was collected. The survey contained demographic questions, skill related questions, training questions, and performance related questions to capture a complete dataset.

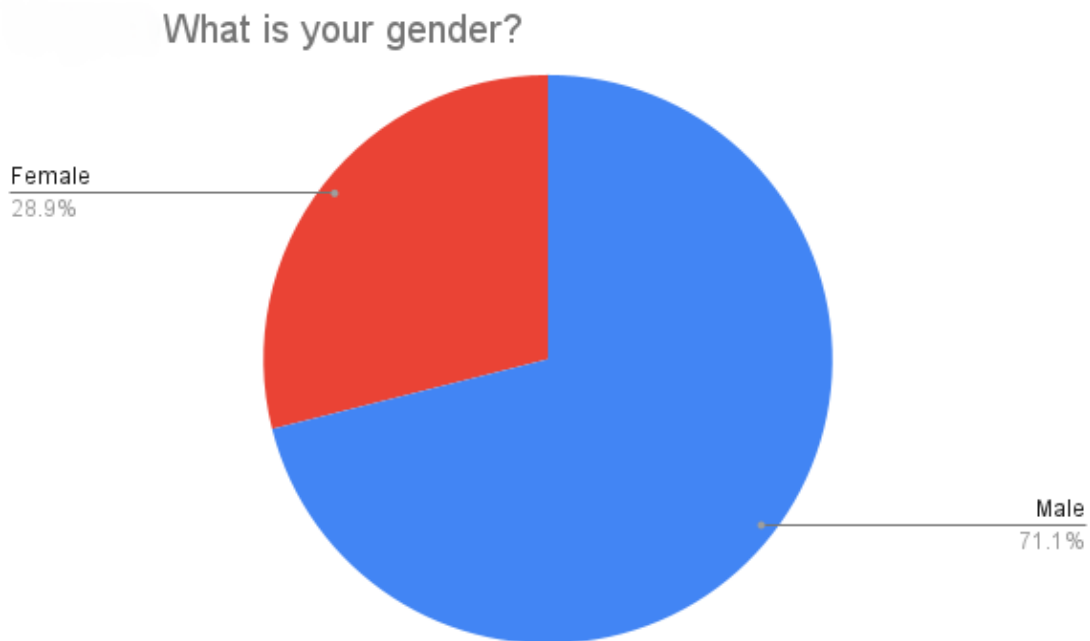
2.5 Data Analysis Technique

The data was collected to google forms and then the data was exported to Microsoft Excel for analysis.

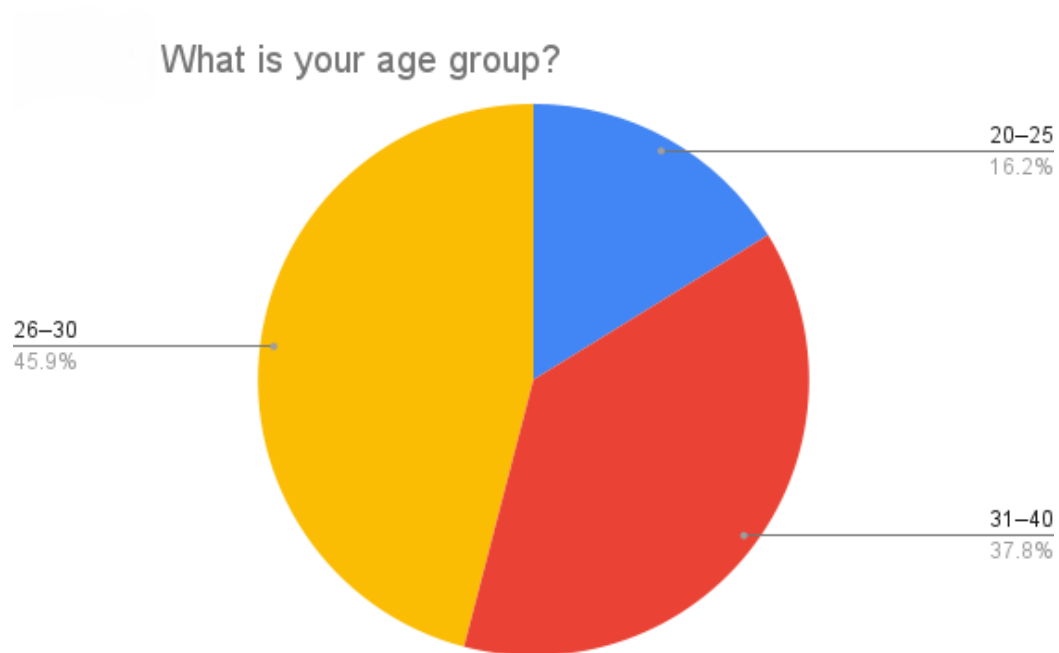
Analysis Included, Percentage calculations, Pie charts, Explanation, Discussion, Interpretation of trends, Comparison of responses across categories. Each survey question is visually represented in Chapter Three (Findings and Discussion) with proper interpretation, similar to the structure in your senior's report. This analytical approach allowed to Measure the extent of skill gaps, Evaluate employee perceptions of training, Understand the impact of training on performance, Identify areas requiring HR intervention..

Chapter 3 : Findings and Discussion

The survey response and employee's opinion of the report came with some interesting and unexpected result. I got all the data from 30 employee to analyses my topic. First the survey focused on collecting demographic information to build a foundational understanding of the workforce at Innert Sourcing Ltd. These variables help inspect the findings related to skill gaps, training needs, and performance.

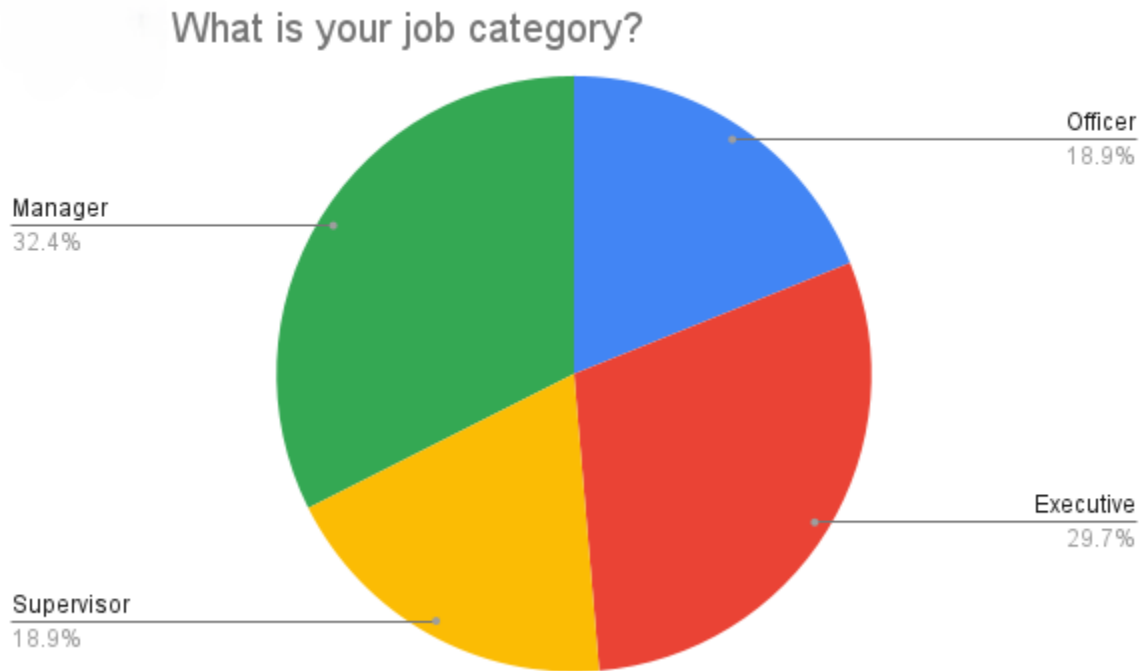


The survey results show that a majority of the respondents were male, with 23 male employees compared to 10 female employees. This indicates that the majority workforce in Innert Sourcing Ltd. is male, which is common in many operational and production oriented businesses in Bangladesh.



The age distribution indicates that a large portion of the workforce falls within the 31–40 (37.8%) and 26-30 (45.9%) age groups, representing experienced employees who are likely deeply involved in operational tasks. A smaller percentage belongs to the 20–25 (16.2%) category, indicating fewer new entrants or junior staff.

An experienced workforce can be beneficial for productivity, but skill gaps may also arise when employees do not receive regular upskilling.



The survey included a diverse group of respondents: managers, executives, supervisors, and officers. The highest number of responses came from managers (10) and executives (9), followed by supervisors (7) and officers (6).

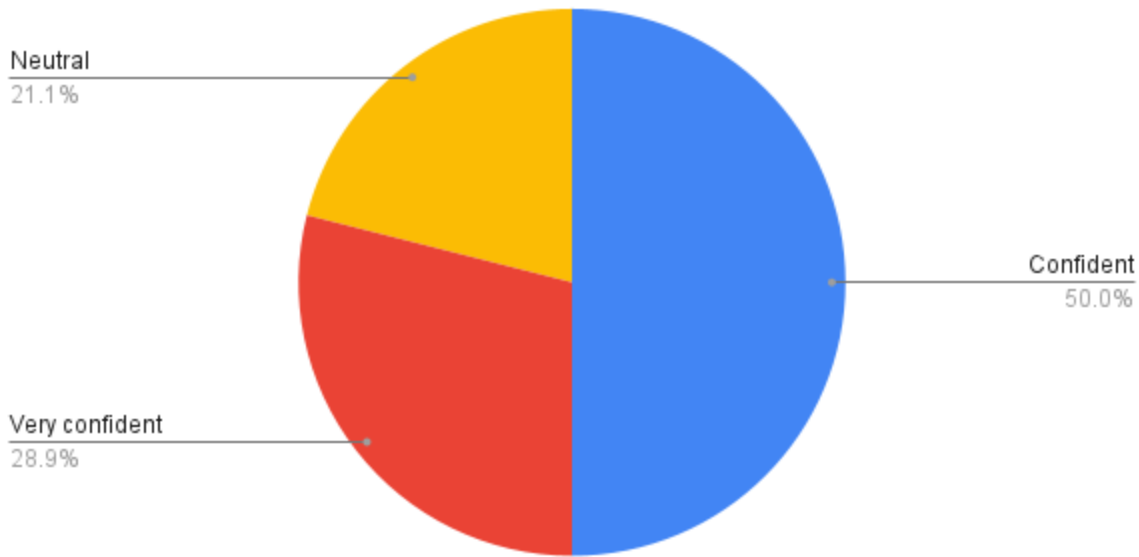
This distribution provides a balanced viewpoint for the research by showing input of different organizational employee levels. The majority of respondents were managers and executives, So their perspectives offer an organizational view on how skill gaps impact operational performance. Officers and supervisors provide useful insights from day to day activities in the meantime.



The responses indicate that employees with 1–2 years, 3–5 years, and more than 5 years of experience are almost equally represented, while fewer respondents fall under Less than 1 year. This demonstrates a relatively stable workforce with moderate to long term experience in the company. Although experienced employees contribute to consistent operations, skill gaps may still emerge over time due to Lack of structured training, Changes in technology, Shifts in production requirements.

Employees who have been working for several years may not have received updated training, which can put an impact on the skill gap. Therefore, this finding confirms the need for ongoing training initiatives that update employee competencies regardless of time.

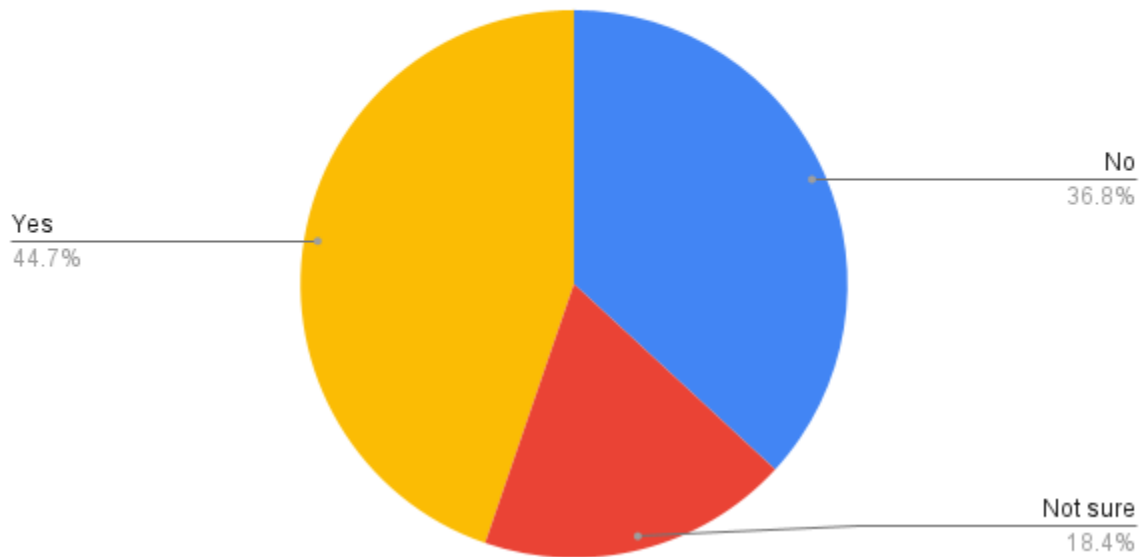
How confident are you in your current technical skills to perform your job?



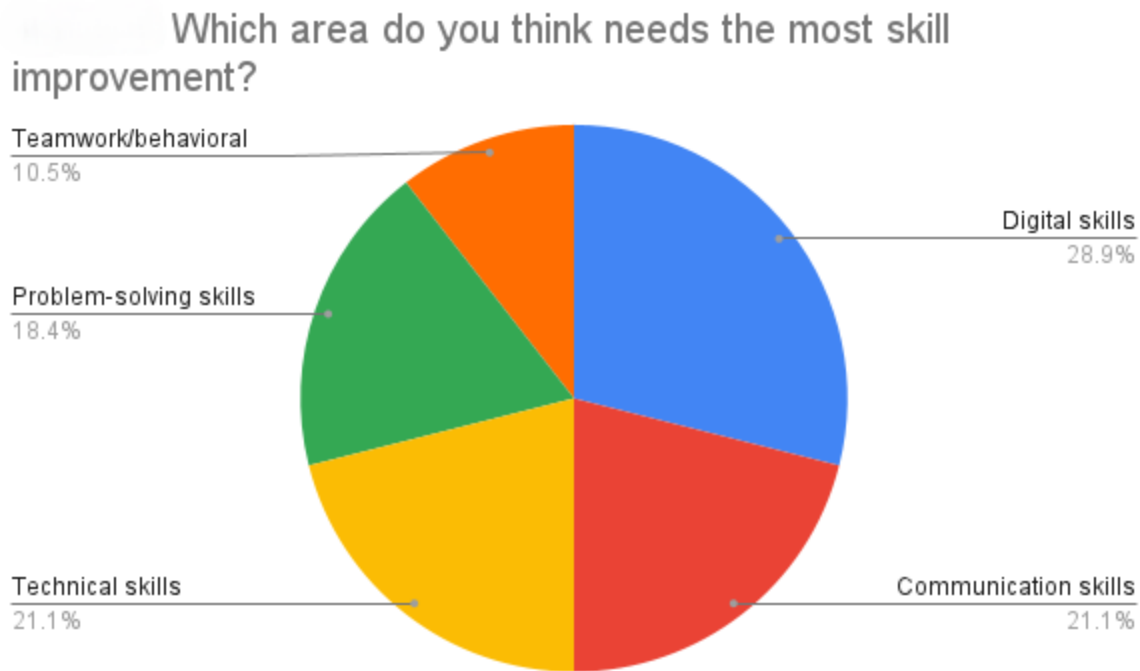
According to the responses, a large proportion of employees are Confident 50% or Very Confident 28.9% in their ability to fulfill their current job tasks. Rest of the employees are reported feeling neutral or lacking confidence which are 21.1% of survey population. This shows that most employees believe they have the basic technical abilities to fulfill the job requirement.

However, confidence may not always match actual performance capacity. In certain situations, employees may be confident in normal activities but lack the advanced or updated skills required for increased productivity. These studies show that, while the foundation is strong, there is still potential for structured skill development, especially in digital tools, problem solving, and specialized machine operation.

Do you feel there is a skill gap in your current department?



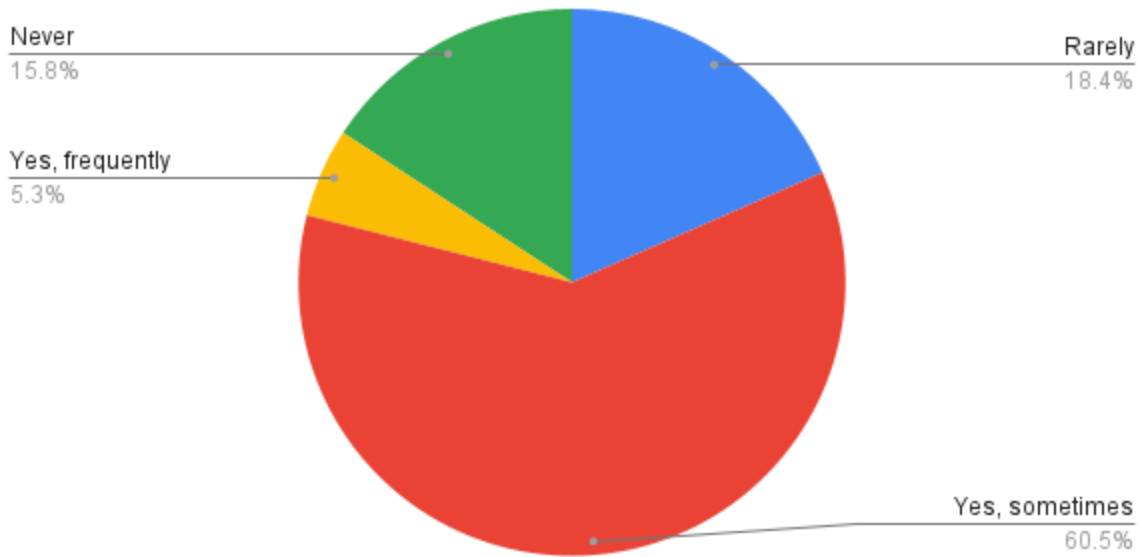
A big number of employees 44.7% answered “Yes”, indicating they believe skill gaps exist in their department. A small portion 36.8% selected “No,” while a minority 18.4% responded “Not sure.” This confirms that employees themselves recognize lacking in current skill levels. The presence of skill gaps affects operational flow, productivity, and the need for continuous supervision. Employees acknowledgment of these gaps supports the study's core research that Innert Sourcing Ltd. would benefit from structured skills development initiatives. The “Not sure” responses also suggest that some employees lack clarity about training standards or performance expectations.



Employees identified Technical Skills and Digital Skills as the three most needed areas of improvement. Equally Communication skills, behavioral/teamwork abilities and problem solving skills were also selected by several respondents.

This is consistent with existing HR studies, which shows the importance of technical training as well as technological advancement in the manufacturing and textile sectors. The focus on digital skills suggests that the company's shift to online sales and digital technologies demands employees improving their skills. Furthermore, the selection of communication and teamwork skills shows the value of social ability in operational teams.

Have you ever struggled to complete tasks due to lack of proper skills or training?



A few 15.8% of employees reported that they “Frequently” and the majority 60.5% “Sometimes” struggle to complete tasks due to inadequate skills or a lack of training. A smaller group 18.4 indicated they Rarely face such issues, and 15.8% selected “Never.”

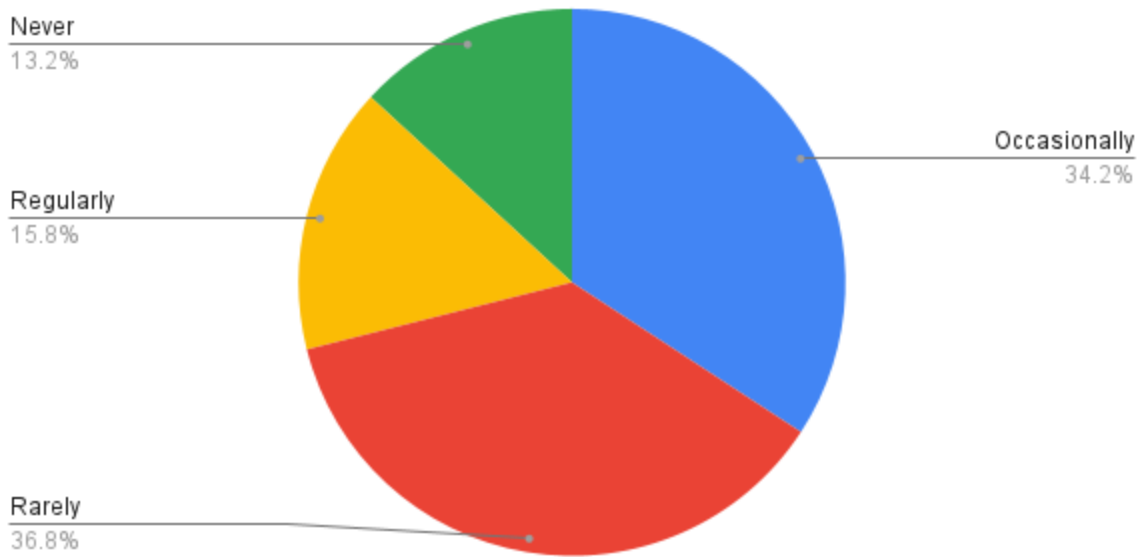
This confirms that skill gaps have a direct impact on daily work performance. When employees struggle due to insufficient training, it affects productivity, increases dependency on supervisors, and raises the likelihood of errors. These findings reinforce the need for structured, ongoing training programs that address both foundational and specialized skill areas.



The graph shows that 18 employees 54.1% confirmed receiving structured training, while 12 employees 37.8% reported that they have not received any formal training. A small number 8.1% selected not sure.

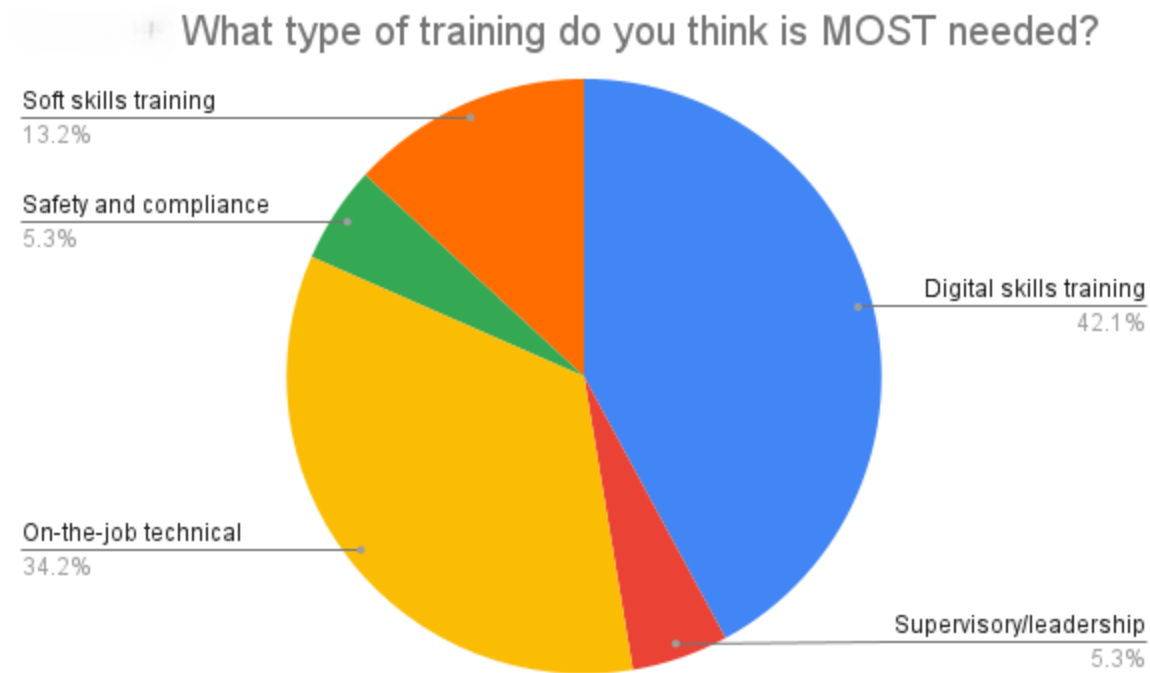
This response indicates an inconsistency in training delivery across departments. While some employees may have undergone specific technical or orientation sessions, others have not received similar opportunities. This lack of uniformity suggests the absence of a centralized training policy. The responses reinforce the research problem structured training is insufficient, and training accessibility varies significantly across the workforce. Employees who have never received training are more likely to experience performance difficulties or skill gaps, directly affecting operational efficiency.

How often does the company organize training sessions?



A major portion of employees 36.8% reported that training sessions are conducted Rarely and 34.2% responded to Occasionally. Only a small number indicated that training occurs Regularly 15.8%, and 13.2% responded that it Never happens.

This clearly reflects that training is not a regular or mandatory organizational practice. Infrequent training results in outdated skills, inconsistent performance standards, and heavier supervision demands. Employees cannot adapt to new technologies or processes without continuous learning support. These findings highlight the need for Innert Sourcing Ltd. to develop a more predictable and systematic training schedule that supports long-term workforce development.



Employees selected Digital Skills Training 42.1% and On the job technical training 34.2% as the most urgent training needs. Soft skills training 13.2%, safety and compliance training 5.3%, and leadership training were mentioned but received fewer responses 5.3%.

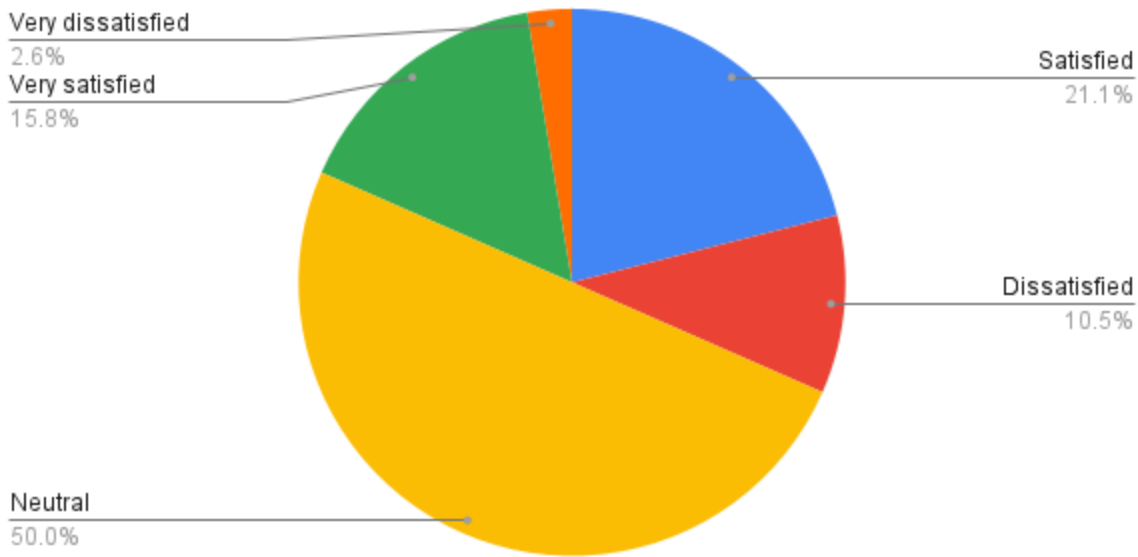
This trend is highly relevant to the organization current shift toward online sales, Meta suite usage, and multichannel business operations. The demand for digital skills reflects a gap between employee capabilities and organizational expectations. The strong need for technical training shows that many employees require deeper operational knowledge to perform tasks independently and efficiently. Addressing these needs would lead to significant improvements in productivity, quality, and job satisfaction.



An overwhelming majority of respondents Strongly agree 55.3% and Agree 31.6% that training improves their productivity. Only a minimal number expressed neutrality 10.5% and disagreed 2.6%.

This finding indicates a strong employee belief in the value of training. When employees understand that training directly enhances their performance, they become more receptive to skill development initiatives. This demonstrates that implementing a training program would not face resistance and employees already recognize the benefits.

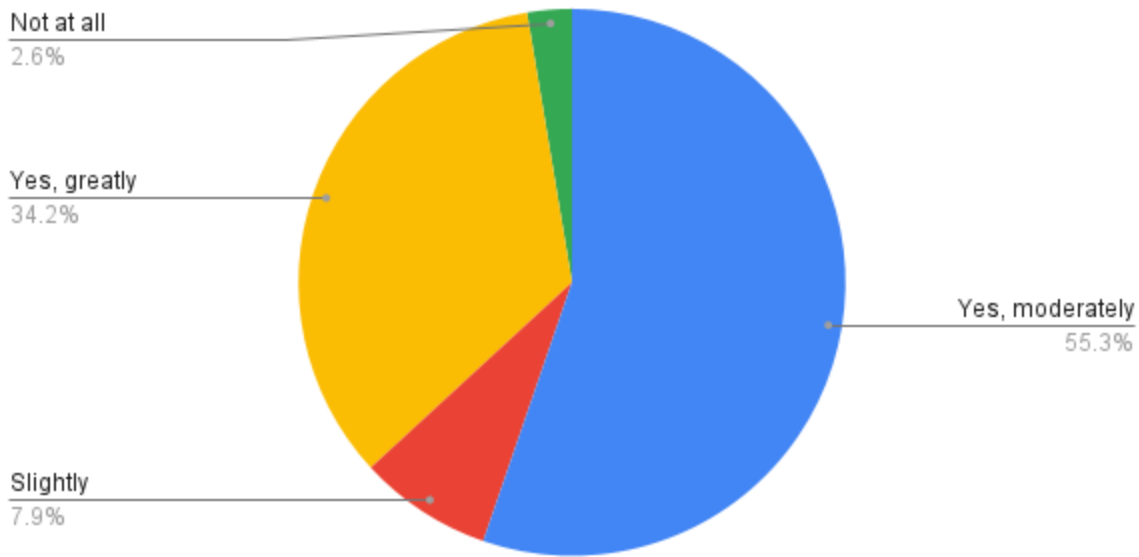
How satisfied are you with the current training and learning opportunities?



Most employees selected Neutral 50% and Satisfied 21.1%, very satisfied 15.8%. However, a decent number expressed Dissatisfied 10.5% and a 2.6% selected Very Dissatisfied.

These results reveal that while some employees find existing training satisfactory, many believe that the current opportunities are insufficient or ineffective. Neutral responses often indicate uncertainty or lack of strong feelings this can happen when training is irregular or inconsistent. The dissatisfaction levels suggest that training quality, frequency, or relevance does not fully meet employee needs. This reinforces the argument that Innert Sourcing Ltd. must improve training content, delivery methods, and consistency across departments.

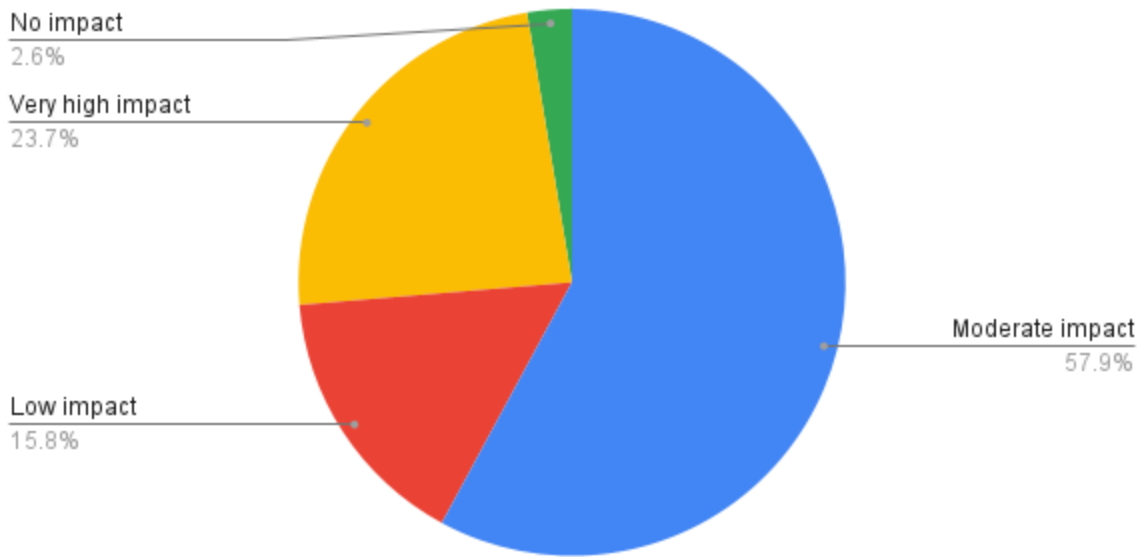
Do skill gaps affect the overall performance of employees in your department?



The majority of respondents selected Yes moderately 55.3% and Yes greatly 34.2, indicating that skill gaps have a noticeable and widespread impact on performance within their departments. Only a few employees felt the effects were slight 7.9%, and a very small number believed skill gaps had no impact 2.6%.

This clearly demonstrates that skill gaps are not isolated or minor; they have a direct influence on productivity levels and task execution quality. Employees who lack adequate technical or digital competencies require more supervision, take longer to complete tasks, and are more prone to errors. These findings strongly support the research hypothesis that skill gaps significantly affect workforce performance.

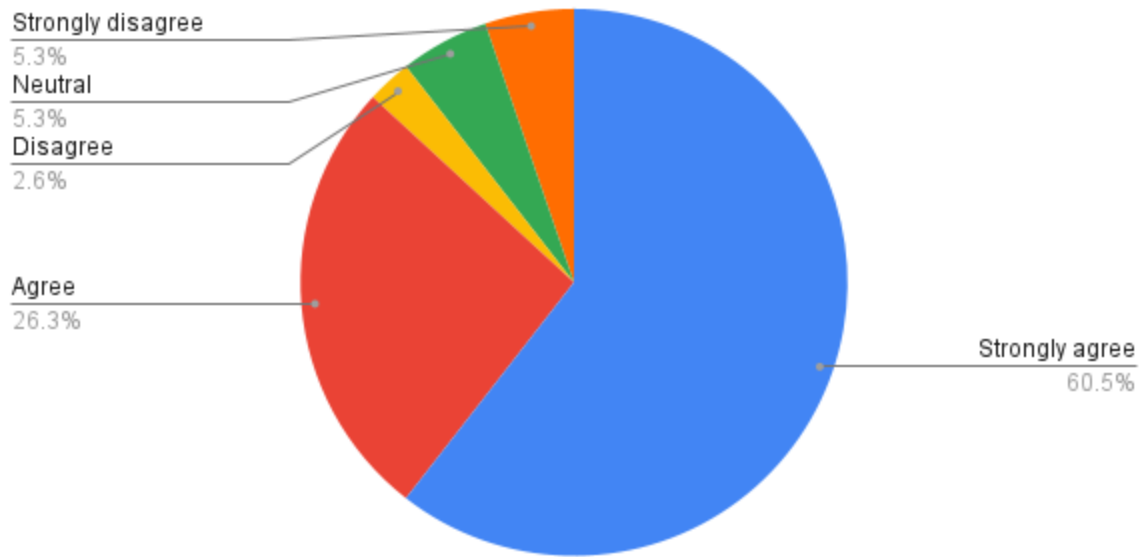
How much does lack of training impact your daily work performance?



A large portion of respondents reported that the lack of training creates a Moderate 57.9% and Very High Impact 23.7% on their daily performance. And some of them indicated low impact 15.8% no impact 2.6%.

These results reinforce that insufficient training limits employees' ability to perform consistently. Employees with inadequate training find it difficult to adapt to new responsibilities, technologies, or process changes. This not only slows down operational efficiency but also increases dependency on experienced workers or supervisors. Thus, the data clearly point to the need for structured, ongoing training as a core component of workforce development.

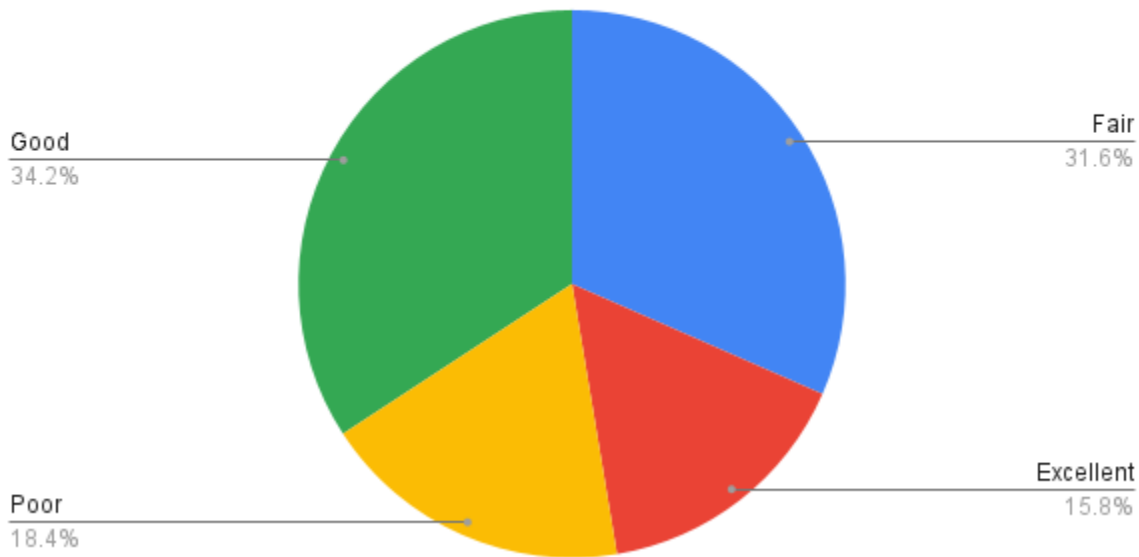
Do you believe proper training can reduce errors and increase work quality?



The majority of respondents Strongly Agree 60.5% and Agree 26.3% that proper training improves work quality and reduces errors. Only a minimal number expressed neutral 5.3% and Disagree 2.6% or Strongly disagree 5.3%.

This indicates widespread awareness among employees that training is directly linked to error reduction and productivity improvements. The finding is significant because it demonstrates employee willingness to participate in skill building initiatives.

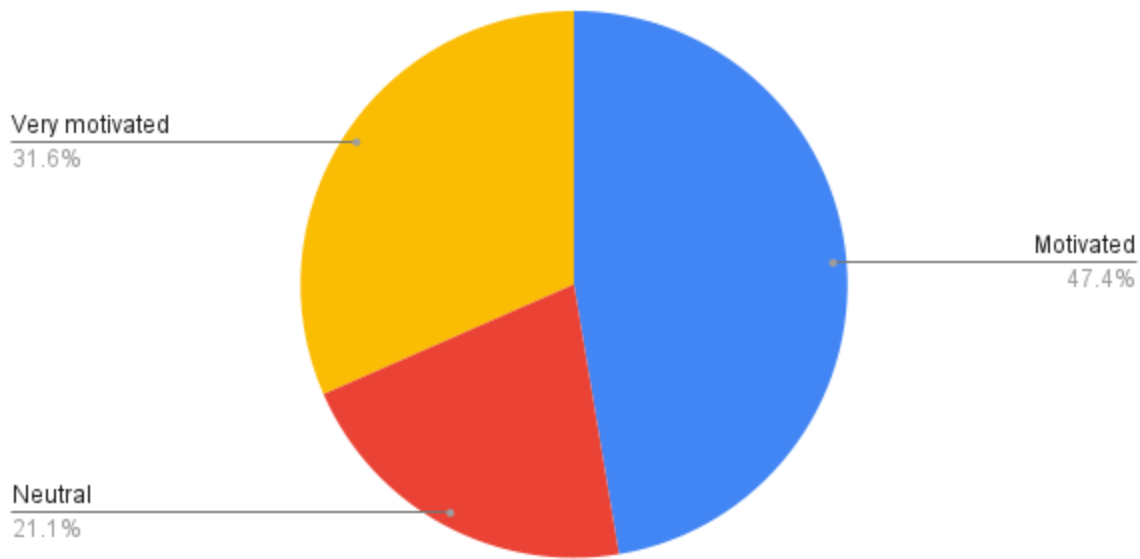
How well do you think the HR/Management team supports employee skill development?



The responses show mixed perceptions regarding HR/management support. Many employees responded as Fair 31.6%, Good 34.2% or Excellent 15.8% On the other hand 18.4% selected Poor.

This variation suggests that although some departments receive adequate guidance and support for skill development, others may not experience the same level of encouragement. Inconsistent communication, unclear expectations or lack of regular follow up could contribute to these perceptions.

How motivated do you feel when the company invests in training programs?



Most employees reported feeling Motivated 47.4% and Very Motivated 31.6% when the company invests in training programs, while a 21.1% number remained neutral.

This finding carries important strategic implications. When employees feel motivated through training investments, they tend to show higher engagement, improved performance, and stronger loyalty towards the organization. This reinforces the idea that training not only enhances technical skills but also contributes positively to employee morale and organizational culture.

Discussion

The survey findings provide a clear and comprehensive picture of the existing skill gaps, training shortcomings, and their combined effects on employee performance at Innert Sourcing Ltd. The analysis across demographic, skill, training, and performance related questions reveals several consistent patterns that directly address the study's research questions. To begin with, the demographic data shows that the workforce is dominated by male employees and consists mostly of individuals aged between 26 and 40 years. This indicates that the organization relies heavily on a moderately experienced workforce with significant operational responsibilities. However, as employees gain experience over the years, they often face skill stagnation unless they receive updated and structured training regularly. This lack of continuous upskilling can widen the skill gap despite years of experience. The skill gap assessment reinforces this reality. Although many employees expressed confidence in their current technical skills, a large portion acknowledged skill gaps within their departments. Moreover, employees highlighted the urgent need for improvement in technical and digital skills, a finding that set closely with Innert Sourcing Ltd. ongoing shift toward digital operations, online sales, and technology based work processes. Many employees reported that they rarely or only occasionally receive structured training. Training sessions are inconsistent, unevenly distributed across departments, and generally not aligned with specific skill development needs.. The dissatisfaction levels related to training opportunities further emphasize that the existing learning mechanisms are insufficient. A strong connection appear between training frequency and performance outcomes. Employees who lack proper training reported higher difficulty in completing tasks, greater dependency on supervisors, and more frequent errors. Notably, a large majority firmly believe that training significantly improves productivity and enhances work quality. This belief is critical because it shows employee openness and readiness to participate in structured learning initiatives an important factor for the successful implementation of new HR policies. Finally, the motivation levels associated with training investments reveal that employees feel more committed, engaged, and positive when the organization prioritizes their growth. Motivation is an important performance driver, and this finding suggests that improved training programs would not only address skill gaps but also positively influence employee morale. These insights collectively support the research objectives and establish a clear direction for designing effective training solutions for Innert Sourcing.

Chapter Four: Recommendations

Based on the response of 33 members of this study it is evident that Innert Sourcing Ltd. would benefit significantly from establishing a more structured and consistent training framework. The survey results clearly showed that employees often receive training irregularly, and in many cases, not at all. To address this issue, the organization should develop a standardized annual training plan that outlines the types of training to be conducted, their frequency, the departments involved, and the expected outcomes. When training is delivered in a predictable and organized manner, employees can develop their skills systematically, which in turn leads to more consistent performance across the workforce.

Another recommendation that requires strengthening both technical and digital skill training for employees. A large portion of respondents identified technical skills and digital competencies as key areas requiring immediate improvement. As Innert Sourcing Ltd. continues to expand its online presence and adopt more digital tools, employees must be equipped with the necessary knowledge to operate these systems confidently. Therefore, the company should introduce dedicated digital literacy workshops, Meta Suite usage training, and technical hands on sessions that allow employees to upgrade their capabilities. Such targeted training will help reduce skill-related difficulties, minimize operational errors, and improve overall efficiency.

In addition to upskilling current employees, the company should implement a more structured onboarding and orientation program for new hires. The findings suggest that many employees struggle during the initial stages of their employment due to the absence of formal guidance. A well-designed onboarding program would help new employees understand company policies, workflow systems, safety guidelines, and job expectations. This would reduce early-stage confusion, increase productivity from the first month, and improve employee retention.

The research also indicates that employees have mixed perceptions about the level of support they receive from HR and management regarding skill development. To address this, the organization should work to strengthen communication between supervisors and their teams. Regular follow-ups, mentorship sessions, and open discussions about training needs would help employees feel more supported and engaged. A more visible and consistent effort from management would foster greater trust and encourage employees to take ownership of their learning and growth.

In order to improve performance outcomes, training should be aligned more closely with the company's performance evaluation system. This means identifying specific skill gaps during performance reviews and assigning corresponding training sessions to employees who need them. After training, managers should assess whether improvements have been made and offer additional support if required. This approach ensures that training is not only relevant but also directly connected to performance enhancement, creating a cycle of continuous improvement.

Furthermore, Innert Sourcing Ltd. should establish a training evaluation system to ensure that all developmental programs are effective. This may include pre- and post-training assessments, feedback surveys, performance tracking, and departmental monitoring tools. Such mechanisms would allow the organization to measure whether training objectives are being met and whether employees are gaining practical value from the sessions. Continuous evaluation helps refine future training programs and prevents the repetition of ineffective methods.

Employee motivation is another important factor that emerged in the findings. The results showed that employees feel more motivated when the company invests in their professional development. To build on this, the organization could introduce recognition-based initiatives such as certificates, performance acknowledgments, or opportunities for career advancement. These incentives reinforce positive behavior and encourage employees to apply the skills they have learned during training.

Finally, the organization should work toward promoting a culture of continuous learning. Training should not be viewed as a one-time obligation but as an ongoing process embedded in the company's values. Encouraging employees to participate in online courses, internal workshops, and knowledge-sharing sessions will help create a dynamic learning environment. Establishing a digital resource hub or training library can also empower employees to learn independently at their own pace. A culture that values continuous development will strengthen overall workforce capability and support the company's long-term success.

Chapter Five: Conclusion

This study set out to assess the impact of skill gaps and lack of structured training on workforce performance at Innert Sourcing Ltd., a growing organization operating within Bangladesh's textile and online commerce sector. Through the analysis of responses from 33 employees across different job categories and levels of experience, the research successfully identified several critical patterns that directly influence operational performance and employee productivity. The findings consistently showed that although many employees felt confident in their basic job skills, significant skill gaps still exist, particularly in technical abilities, digital literacy, communication, and team coordination. These deficiencies often result in work delays, increased supervision needs, and inconsistencies in task execution. The research further revealed that training at Innert Sourcing Ltd. is irregular, insufficient, and not evenly distributed across departments. Many employees reported either rarely receiving training or not receiving any structured training at all. This lack of a systematic training framework has contributed to the widening of skill gaps and reduced performance efficiency. At the same time, employees overwhelmingly agreed that proper training improves productivity, reduces errors, and enhances overall job quality. Their positive perception of training indicates that employees are willing to learn and grow when given the opportunity, which is a strong foundation for developing an effective training culture within the organization. Another point is that skill gaps and lack of training have a measurable and moderate to significant impact on workforce performance. Employees noted that inadequate training affects their daily work, ability to adapt to new responsibilities, and overall job confidence. The findings also indicate that HR and management support, though present in some areas, is not consistently felt across all departments. This inconsistency highlights the need for a more unified, transparent, and strategic approach to employee development. In conclusion, the study demonstrates that skill development is not merely an HR function but a strategic requirement for sustainable organizational growth. The recommendations provided offer a practical roadmap for Innert Sourcing Ltd. to foster a skilled, confident, and motivated workforce capable of meeting current and future operational challenges.

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Saks, A. M., & Haccoun, R. R. (2019). *Managing performance through training and development* (8th ed.). Nelson Education.

Appendix



INTERNSHIP PROPOSAL FORM

Name:	Md Golam Arefin Sajid
ID:	203011067
Department:	Bachelor of Business Administration
Supervisor's Name (Faculty):	Nazmun Nur Eva
Organization Name:	Inert Sourcing Ltd
Internship Title:	Assessing the impact of skill gaps and lack of training on workforce performance at Innert Sourcing Ltd.

Student's signature & date

Supervisor's signature & date

Acceptance letter



Date : 01-10-2025

Innert Sourcing Ltd.
Eid-Ga-Road, Pagar, Tongi, Gazipur
Postal Coad - 1710
1st October 2025

Md. Golam Arefin Sajid

Subject: Acceptance of Internship at Innert Sourcing Ltd.

Dear, Md. Golam Arefin Sajid,

We are pleased to inform you that your internship application for the role of Human Resource Intern at Innert Sourcing Ltd. has been successfully accepted. We are welcoming you and looking forward to your contributions during your internship.

Your internship will start from October 1, 2025, with an expected completion date of December 31, 2025. In this period, you will have the opportunity to work closely with our HR team, assisting in various functions including CV sorting, recruitment and among other responsibilities. This experience will allow you to gain on field knowledge.

As an intern, you will be provided guidance and training to help you succeed in your role. We encourage you to learn from the opportunity to learn and grow, and we are confident that your time with us will be both rewarding and educational.

Please confirm your acceptance of this offer by signing the enclosed agreement and returning it to off by 6th October, 2025.

We are excited to have you as part of the Innert Sourcing team and look forward to seeing the positive impact you will bring to our organization.

MD. Rifat Pathan
Management
Innert Sourcing Ltd.



MD. Rifat Pathan
Operation Manager

Innert Sourcing Ltd

Office:
113/2 Pagar, Tongi, Gazipur-1710
Mobile : +8801818-175718, +8801616004003
Phone : 02-9814432
E-mail : info@innertteam.com

Survey Questioneer for the report writing

1. What is your gender?
2. What is your age group?
3. What is your job category?
4. How long have you been working at Innert Sourcing Ltd.?
5. How confident are you in your current technical skills to perform your job?
6. Do you feel that there is a skill gap in your department?
7. Which area do you think needs the most improvement?
8. Have you ever struggled to complete tasks due to lack of proper skills or training?
9. Have you received any structured training from the company?
10. How often does the company organize training sessions?
11. What type of training do you think is MOST needed?
12. Do you believe training programs improve your productivity?
13. How satisfied are you with the current training opportunities provided by the company?
14. Do skill gaps affect the overall performance of employees in your department?
15. How much does lack of training impact your daily work performance?
16. Do you believe proper training can reduce errors and improve work quality?
17. How well do you think the HR/Management team supports employee skill development?
18. How motivated do you feel when the company invests in training programs?

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 University of Liberal Arts Bangladesh

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