

The Impact of Workplace Training on Organizational Productivity: An Empirical Study

Internship Organization
HrSoft BD

Prepared by
Farhan Rahman
ID - 202011008
Major - Human Resource Management

Supervised by
Sahadat Hossain
Senior Lecturer
ULAB School of Business

Submitted in Partial Fulfillment of the Requirements for the Degree
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ULAB School of Business
UNIVERSITY OF LIBERAL ARTS
BANGLADESH

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Internship/Project Report Approval Form

Student Name _Farhan Rahman_____ ID No. _202011008_____

Major: _Human Resource Management_____ Year: _2025_____

Mobile Phone: _01713141672_____ Email: _farhan.rahman.bba@ulab.edu.bd_____

INTERNSHIP/PROJECT INFORMATION

Internship

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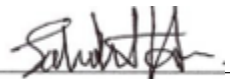
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SUPERVISOR APPROVAL

(Tick One)

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

Remarks (For Not Approved): _____

Signature: 

Date: 09/12/25

Name: Sahadat Hossain _____

E-mail: sahadat.hossain@ulab.edu.bd _____

Phone: _01552344169_____

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Name: FARHAN RAHMAN (BLOCK LETTERS)

ULAB ID: 202011008

Signature 

Date 10/12/25

Letter of Transmittal

14th December, 2025

Sahadat Hossain

Senior Lecturer, Ulab School of Business (USB)

University of Liberal Arts Bangladesh
688, Beribadh Road
Mohammodpur, Dhaka 1207

Subject: Submission of Internship Report on “The Impact of Workplace Training on Organizational Productivity: An Empirical Study.”

Dear Sir,

With due respect, I would like to inform you that I have completed my internship report on my experience at HrSoft BD and a project titled “The Impact of Workplace Training on Organizational Productivity: An Empirical Study.” to fulfill the partial requirements of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB). In this report, I have made every effort to gather the ideas which I have learned in my Bachelor of Business Administration along with some experience gathered from the host organization at HrSoft BD. I hope that you will acknowledge it. I look forward to your insightful feedback.

Sincerely,

Farhan Rahman

ID: 202011008

Bachelor of Business Administration (BBA); Concentration: Human Resource Management

ULAB School of Business (USB)

University of Liberal Arts Bangladesh (ULAB)

Acknowledgement

I am deeply indebted to the individuals who have been consistent in assisting me while I finished my internship and the report. I am grateful to God for the blessings he have bestowed upon me that I am able to complete my internship and to be consistent throughout each step of the process.

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I would also like to thank my organization's head Mr. Rokmunur Zaman Rony, department lead Mr. Masud Rana and admin Ms. Monalisa Mim for their valuable insights and guidelines on adapting to the corporate culture and on the divisions of Human Resource Management, particularly Training & Development.

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Executive Summary

This internship report contains my experience at HrSoft BD. I have worked there in the marketing department as part of my undergraduate BBA program in Human Resource Management. During my internship, I was involved in engaging with prospective international clients to understand their needs and challenges. I contributed to the company's global expansion effort by collecting insights and business data from small to medium enterprise owners from around the world spanning three sectors: Hospital, Restaurant and Retail. I have generated around 10,000+ solid business leads throughout the process. My co-workers have been nothing but supportive and they have assisted me to get into the depth of my research topic of Workplace Training on Organizational Productivity.

Which brings us to the second part of the report. It explores the impact that training has on HrSoft BD's overall productivity. We have gone in depth with the understanding of the types of training provided in the company and also made an attempt to find out the challenges and limitations that it brings. Key training programs that directly improve employees' technical proficiency and productivity in software development projects include coding training, AI tools training, and training of such sort. By enabling the workforce to stay up-to-date with emerging technologies, enhance code quality, and expedite project delivery, these training programs increase overall productivity.

Additionally, the HR administrator actively applies lessons learned from "6 Thinking Hats" training camps, encouraging organized and innovative problem-solving throughout the company. This strategy enhances team dynamics and facilitates more creative and deliberate project solutions by promoting varied viewpoints and balanced decision-making, which further boosts productivity.

Chapter 1

Internship Preparation

1.1 My Motivation to pursue the Internship

My long-standing interest in the field of Organizational Behavior is what motivates me to pursue an internship in a technology-focused company like HrSoft BD. My desire to specialize in this important field has always been fueled by theoretical ideas like needs assessment, instructional design, and performance-based evaluation.

A crucial link between academic knowledge and professional application is provided by the opportunity at HrSoft BD. My main goal is to obtain practical experience in a fast-paced business setting. In this case, a highly skilled environment of a software development company, I am excited to go beyond case studies and textbooks and begin my journey of understanding a core aspect of Human Resource Management, which is, Training and Development. This environment is perfect for seeing firsthand how focused training programs help shorten skill gaps and produce desired business results, which are at the heart of my empirical research.

Through this internship, I aim to achieve several critical objectives, where mastering the practical tools and methodologies used to measure the impact of workplace training on organizational productivity comes first. Secondly, the exposure to HrSoft BD's organizational nature will enhance my foundational skills in change implementation and stakeholder management. Ultimately, this experience will serve as the vital cornerstone of my BBA degree and will help in preparing me for the future endeavors to come.

1.2 Internship Search Process

Finding an internship was not quite an easy job. After sitting for the final exams on my 11th semester, which was the end of all academic courses, I began searching for opportunities right away. I notified every organization, reaching out to my university's Career Services Office as well. They had sent me a template according to which I had to tailor my resume and advised me to keep searching for companies that are open to recruiting interns. I applied on Bdjobs, LinkedIn, and different online vacancy groups. Finally, I received an invitation to interview from HrSoft BD, where I applied through LinkedIn, for the position of an intern.

1.3 Internship Interview Experience

After receiving a call from the HR coordinator and being given the choice of selecting a time, I confirmed that I would be arriving at the first hour right away. I arrived on time and was delighted to have been served refreshments. They did not make me wait, and I was soon called. I was nervous, although I practiced essential and crucial interview questions where I would have to talk about myself, my strengths and weaknesses, and my experiences. One HR personnel who was in charge of the administration and the CEO were present in the room. They started off with basic questions and then quickly moved to asking about my experiences. Prior to joining Ulab, I had stayed in Canada for two years, and I had worked at a shoe merchandising company as an inventory clerk. Along with BBA at Ulab, I was also pursuing ACCA from LCBS, Dhaka, and had sat for 3 papers. These two, one experience and one qualification, drew their interest, and they started asking questions on it. I eased myself into talking since I could go on about sharing my experience working with inventories and talk about my passion for accounting. Throughout the process, I got to understand that the organization was keen on enriching their workforce; for example, they talked about their different aspects and vision for the future, which fueled my interest in joining further. They assessed and later confirmed that I was selected. Then, in turn, I received the letter of appointment and submitted it to our Career Services Office.

1.4 About the Organization

Historical Development and Corporate Evolution



Founded in 2012, under the supervision and guidance of Eng. A. H. M. Rokmunur Zaman Rony, HrSoft BD took the first steps of its journey and development by offering Software Development and IT solutions. The company quickly gained recognition and

climbed through the ranks and got enlisted as a contributing member of BASIS - Bangladesh Association of Software & Information Services.

Offering various types of IT-related services, of which Software Development, Mobile App Development, Payment Gateway, Tele Marketing and many more are notable. Among these, the company found its unique niche by exclusively mastering OMR services, Ballot Counting Software services, and Coaching Management Software services.

1.4.1 Corporate Structure and Leadership Framework

Purposefully maintaining the size of the organization to be relatively smaller than its competitors, the organization maintains a hierarchical structure. There are primarily 2 main controlling bodies and a couple managers assigned their own teams. The structure comprises of the following -

1. Eng. A. H. M. Rokmunur Zaman Rony - Chief Executive Officer - Overseeing all operations and navigating all the team by providing insights.
2. MD. Rayhanuzzaman Roky - Chief Technical Officer - Overseeing system architecture, managing IT department, ensuring innovation and enhancing competitiveness.
3. Md. Abu Rafey - Project Manager - In charge of planning, overseeing and organizing different projects and operations.
4. Masud Rana - Asst. Manager - Marketing Department - Generating leads.
5. Atiqur Rahman - Asst. Manager - IT Department - Managing IT infrastructure.

This is the corporate structure and under each designated individual, there is a team usually comprising of a couple of members who help and assist each other in executing each operation of the company. The total number of employees altogether in the company is around 20.

1.4.2 Market Position & Future Vision



Around the 10-year mark from the company's initial beginnings, they acquired an impressive track record of 1790 satisfied clients, brought up 32 skilled experts, and finished 491 projects, as shown in the picture above which was taken from the company's official website - www.hrsoftbd.com.

The company is an enlisted member of BASIS, Bangladesh Association of Software and Information services. The future vision of the company is to incorporate AI in order to further diversify their workforce, aiming to reduce delivery time by a significant proportion and thus cater to a wider range of clients. Apart from offering Ballot Counting System, Coaching Management Software and OMR services, the company also aims to deliver Restaurant Management Software and Hotel Management Software. The company is also currently working on reaching out to clients from Europe, North America, and Australia in order to contribute to its global expansion effort.

Chapter 2

About the Internship

2.1 My Position

In HrSoft BD, I was appointed as an intern in their Marketing department. The department is run by Mr. Masud Rana, assistant manager. Under him works a group of 5 interns. Besides working with the general work of the company, I was also working on a side project of our CEO, which was to expand the company beyond borders. In general, for the most part, my role in the company was to act as an international sales representative.

Through the 4-month course of my internship, I spearheaded global expansion efforts by targeting the hospitality sector around Europe, North America and Australia which

resulted in a database of 7,000+ qualified leads. I also accumulated and created a further database of restaurants, grocery stores, clothing and boutique shops all around the mentioned regions, which resulted in another 8,000+ qualified leads. This was in order to promote the company's Hotel Management Software and Restaurant Management Software (POS Systems) and to build connections with potential clients.

I also took part in Tele-Sales, Tele-Marketing targeting the Education sector: Coaching sector in order to promote Coaching Management Software and OMR solutions.

2.2 Description of the Office

All the interns are usually appointed at the head office, which is located at P-7, Nurjahan Road, Dhaka - 1207. The office is on the top floor. Since it is a small office, the size is small but not overcrowded. There are two main rooms, one for the engineers and another room for executives working in marketing. The CEO, HR & Admin have their different rooms, and there is one meeting room. The equipment used to run the business, for example, computer systems, laptops, printers, scanning machines, photocopiers, and LAN phones are all relatively new, indicating that the company puts an effort in restoring.

2.3 Work Environment

At HrSoft BD, working as an intern, the experience was warm and welcoming. The admin staff was nice and friendly. Work-life balance was visible, and everybody was treated fairly. The harmony between the colleagues was reflected when major events took place for the company, such as Voting Events of different clubs and organizations. It was fun working with like-minded people and everybody felt at ease with the work. Throughout the 4 months I did not have to work overtime, and even before major projects, working overtime was not very common either.

Communication across departments was smooth. The main two departments, the engineering and marketing departments, had to rely upon each other. The engineering department was in charge of creating different software, but how the software would be and what features it should have was all aided by the marketing department. The CTO of the organization, Mr. Rayhanuzzaman Roky, supervised the entire operation.

2.4 What I Have Learned During My Internship at HrSoft BD

If I have to segregate my works into different groups of flows, then I have to mention that I worked with data regarding the Restaurant, Hotel and Retail industry. Primarily, I collected data, and specifically the type of data needed in order to sell certain software, and the contacts using which we could pitch our ideas. I will go through it one by one.

2.4.1 Restaurant Industry

The company came up with its latest restaurant management software “DineLogic”. My job was to collect information about restaurants across the world. I targeted Australia, Europe and North America. Starting from Australia, I collected direct Instagram IDs, Facebook pages, and WhatsApp numbers of restaurants. I segregated the restaurants according to tiers, mainly high-end restaurants and mid-range to small restaurants. I also collected extra information on the restaurants owned by Bangladeshi Australian citizens.

Through this operation, I learned how to design a PPT in order to pitch to a client, I polished my basic Excel skills, and I learned email marketing. We contacted restaurants through email and built a rapport with them. Emails were limited to 20 mails per day since otherwise the extra emails would get flagged as spam.

2.4.2 Hotel Industry

I gathered data comprising 7,000+ hotels. The type of data included the contact information of General Managers, General Sales Manager, PR executives and people from Marketing. The company launched their Hotel Management Software and I helped them connect with potential clients and built a clientele on LinkedIn as well.

2.4.3 Retail Industry

Next we targeted only Bangladeshi, Indian, Pakistani, Nepali, and Sri Lankan grocery stores and clothing & boutique shops from England, Ireland, Scotland, France, Australia, America, and Canada. This was also done in the effort to pitch POS solutions and systems.

In total, a number of 10,000+ business leads were generated, and quite a handful of solid connections were built.

2.5 Application of Educational Learning with Internship

During my 4-year-long university journey and with the diverse educational aspects of ULAB, I learned a handful of things that will stay with me throughout my personal and professional endeavors. With business courses, I also had to take 10 GED courses, which strengthened my expertise in writing reports, researching topics, and preparing colorful, enhanced, and engaging presentations. The educational knowledge regarding company culture, organizational behavior, marketing, and branding helped me turn the knowledge into hands-on experience. Throughout university, we learned how to understand company culture and how to deal with our surroundings in a workplace. I applied for it. In marketing courses, I studied how a product is built and carried throughout its life cycle. I applied a fraction of that, helping to build the product first. In Finance and Accounting courses, I had to learn Excel. I applied that knowledge in my workplace and further developed in adapting to the newly demanded skills on Excel.

Chapter 3

Self-Reflection

3.1 Feedback on Internship

From the very beginning of the interview process to joining the office and continuing work, the employees of HrSoft BD have made me feel welcomed at the workplace. Although the type of work I was assigned, which comprised mainly of collecting data and communicating with potential clients, was monotonous since not everyone would reply to my message and the unlimited length of data collecting got stagnant at some point, the CEO of the company sat with us on a daily basis and got updates from our work. I learned that not every day I am going to connect with someone; however, the progress should go on. This is probably the most valuable lesson I learned from HrSoft BD.

The constant updates, mandatory meetings, and weekly/monthly reports kept us going every week. We also were given 15 minutes of time at the very start of the day to reflect

on ourselves and were served tea alongside the moment. That helped start the day better. I got support from my immediate supervisor whenever I needed help with something. Sometimes I would need help with Excel, managing the internal IOT system, and reporting. My seniors helped me throughout everything.

Another thing I also learned from the company is discipline and a strong work ethic. It's a good starting point for someone who is just about to set foot in the corporate sector. Clocking in on time, mixing with people from diverse backgrounds, and working towards a common goal are what made me realize the importance of team effort.

Lastly, I need to mention that I did find it hard to accustom myself to the corporate life at first. There were days I would keep sending emails with little to no response. Moving to tele-sales and tele-marketing, I found myself being anxious when I would pitch software to a client. My teammates and seniors gave me constructive criticism and it helped me thrive in the workplace, and soon I overcame the problems I was having.

3.2 How They Can Utilize Interns Better

In this day and age, Artificial Intelligence has just set foot in our lives, and it has a long way to go, but it is the only way to go forward. Just like computers and the internet were a vague concept back in the 80's, AI is also one now. However, it is soon going to change. It has already changed for countries from the Global North.

Nowadays, the majority of digital marketing is run by AI. AI agents are used by creating workflows through tools like N8N and many more. The company can make an attempt to enrich their workforce by incorporating AI into the workplace. For example, basic AI digital marketing tools can be demanded from the interns, and they can learn and grow in turn.

In my case, if I had subscriptions of certain AI software and tools, I would have been able to create, let's say, a web app that would generate the data I needed every day and spend time on collecting. This could have been done by sites like replit.com. So I think knowledge of AI at this point in time is extremely crucial for the company.

3.3 Recommendations

HrSoft BD is a fair starting point for the students who are going to begin their corporate careers. However, a lot of the aspects can be improved for interns and the overall workplace as well. It can promote a more modern approach to maintaining a healthy workplace culture, and some of the suggestions I came up with are described below:

Wellness Initiatives - Usually we used to get a half-hour break during lunchtime, and if anyone wanted a further break of 5 to 10 minutes during the afternoon, they could ask the admin and could obtain one. However, those breaks were not official and certainly not everybody took it. What they can do is maybe cut 5 to 10 minutes from here and then add another official break of 15 minutes during the afternoon. We were served tea after lunch, which made sense because after lunch we could get a little slow; however, in my opinion, that tea would have been best if served during afternoon hours around 4.

Work from Home - The company does not allow work from home, partly because universities do not accept remote internships. However, there are times when one might have something else to attend to, but missing the whole day of work isn't usually wise because they would eventually be free for the whole day. In those types of circumstances the company could allow WFH.

Employee engagement - Employees are awarded when they do an outstanding job. However, this is not official in the sense that it does not happen on a regular basis. They could incorporate employee of the month recognition and overtime recognition.

Career guidance counselling - Many interns join, and upon completing graduation requirements, they usually head out. At HrSoft BD, throughout my time, I have observed that people like the CEO, Rony Sir, and the CTO, Roky Sir, are extremely experienced individuals. They have strong networking and strong leadership skills, which they can use to train up the interns, bring out the best out of them, and guide them in the right direction.

Through applying these insights, HrSoft BD can enhance their overall performance and also build a strong human resource force.

Chapter 4

Personal Development Plan

4.1 Technical Skills

In today's world, to survive in a corporate sector, especially where being technologically advanced is an inherent requirement, I need to polish my technical skills regarding the areas described below:

1. Artificial Intelligence - I have learned and observed that learning how to use certain AI tools in the IT sector even when working in HR or Marketing is important. Today, even without the knowledge of coding, we can create different tools to enhance our work. For example, one can learn how to use replit.com for this regard. Sometimes, creating a short 10-second video presentation about a product or an ad becomes important, and it can be easily done through Google's Veo3, but in order to derive a better result, one needs to understand how prompts work and why prompt engineering is important. In fields like HR, generative AI, conversational AI for chatbots, machine learning, and predictive analysis are important.
2. In-depth knowledge on Excel and Computer Networks - Some knowledge on Computer Network Systems is required to work in the corporate sector. During my internship, whenever the electricity went out, we had to reset the internet settings, meaning we had to enable the Ethernet cables, and a little bit of tweaking was needed. This was common knowledge for people working in IT, but for others, we had to ask for help every time it happened. A little bit of this knowledge is essential because then I wouldn't have to rely on someone else. The same goes with Excel, at times I found that whenever I was copying a contact number and pasting it on Excel, it wouldn't register the number as a contact number; rather, it would work with the "+" and "()" signs that came with the number. I had to learn to input a formula so that it would register the numbers as they were. Excel knowledge is also needed to summarize and edit an Excel spreadsheet in a proper, correct manner, inserting symbols, numbering items, and so forth.

4.2 Interpersonal Skills

I had an idea about this from the beginning, which is that I lacked soft skills. Making friends and connecting with others are not exactly my forte; I tried to engage in activities and build relationships inside the office as much as I could. I still need to push myself out of my comfort zone and start to stay with the group. I realized it is important to stay with the group in order to work as a group. If I give in to my personal preferences, then it looks bad and also naturally drives me out from the group. In order to grow as an individual, I need to engage myself with my team members and people from my workplace more often.

4.3 Conclusion

Throughout the 4-month journey with HrSoft BD, I have learned, and I have grown as an individual. I am grateful that I was given the opportunity, and I am grateful that I could actually learn a lot of things. I learned etiquette, learned how to be with people in the work sector, and learned important skills on how to present myself in front of my supervisors, seniors, and organization heads. Working with the marketing department, generating sales leads, I understood that no one can get 100% of their clients right away; sometimes what is needed is building a strong foundation, relationship, and rapport. I learned that in order to sell something, someone needs to trust me first, and only then can I proceed on with sales. Trust can be built by asking questions, not just any questions but the questions that are directed towards finding a problem. A sale can only be done when a problem is solved. These are the valuable lessons I learned from this internship, which spans around two major areas: people and sales.

Part - B

The Impact of Workplace Training on Workplace Productivity: An Empirical Study

Chapter 1

1.1 Background of The Study

Human Capital's Strategic Significance

Rapid technical breakthroughs, changing market needs, and intense rivalry provide organizations with ever-greater challenges in the modern global economy. Businesses must go beyond material assets and acknowledge their human capital as their most valuable resource in order to gain a sustained competitive advantage (Barney, 1995, as referenced in Said et al., 2025). Since employees' skills, knowledge, and abilities (SKAs) are the main factors influencing performance and creativity, it is strategically necessary rather than just an operational expense to continuously grow this workforce (Enga, 2017).

The Role Training and Development plays in Organizational Success

In order to improve employee competency, close skill gaps, and get people ready for future problems, training and development (T&D) programs are essential HRM practices (Baldwin & Padgett, 1994, as quoted in Said et al., 2025). Businesses that make T&D investments demonstrate their dedication to expansion, which has a number of beneficial effects, such as higher work satisfaction, lower staff attrition, and more flexibility in response to market shifts (Said et al., 2025).

A substantial positive correlation between successful T&D projects and organizational outcomes has been confirmed by a large body of theoretical and empirical research. According to studies (Arthur, 1994; Huselid, 1995, as referenced in Said et al., 2025), organizations must offer continuous learning opportunities in order to achieve their objectives. According to Khan et al. (2011) and Said et al. (2025), training may be costly in the near term, but it maximizes talent investment and fosters innovation, which results in considerable long-term returns.

Training and Organizational Productivity

The main topic of this study is the direct relationship between organizational productivity and training. Productivity, which is frequently gauged by output volume or efficiency, is intrinsically linked to worker performance. Research has shown that workers with training perform better on the job, are more competent, and are more confident than those without training (Enga, 2017; Khan et al., 2011). According to Khan et al. (2011) and Said et al. (2025), there is a direct correlation between increased individual and organizational productivity and training that is properly designed and provided, whether through job rotation, off-the-job training, or on-the-job training. In the end, the choice to spend money on employee training is an attempt to increase workforce competency, which raises profitability and overall business outcomes (Asteris et al., 2022, as referenced in Said et al., 2025).

Justification for The Study

Even though there is broad theoretical and scholarly agreement about the benefits of training, some organizations continue to struggle with determining needs, putting effective programs into place, and accurately calculating return on investment (Enga, 2017). This suggests that T&D and productivity have a complicated relationship that is frequently influenced by factors including training design, delivery method, and the particular organizational situation (Khan et al., 2011).

Because it aims to precisely examine and measure the effect of training on organizational productivity within a specified framework, this empirical study is justified. This study intends to provide tangible proof of which particular training components are most successful in increasing productivity by going beyond conceptual validation to collect and evaluate primary data. This will provide insightful and useful suggestions for management practices.

1.2 Research Question

This research has the following question

1. How Training & Development programs affect organizational productivity at HrSoft BD?

1.3 Research Objectives

The primary objective of this study is to understand how training and development programs affect organizational productivity and to understand the impact they have on employee performance. The objectives are:

1. To assess if Training & Development programs have a positive impact on the productivity of employees at HrSoft BD.
2. To identify the specific changes that employees showcase after participating in Training and Development programs.

Chapter 2

Literature Review

Theoretical Framework: Human Capital Theory

Human Capital Theory (HCT), mostly credited to Gary Becker (1964), provides the fundamental idea for investigating the connection between employee training and organizational production. According to HCT, investments in human knowledge and skills, such as education and training, are comparable to investments in physical capital (Becker, 1964). These investments boost each person's potential for productivity, which increases the organization's financial returns (Obeng-Tuaah, 2025).

Investing in a training program is effectively boosting the employee's "human capital" for a company like HrSoft BD. A well-trained employee is more competent, educated, and efficient, which directly translates into increased production and a long-term competitive advantage for the company, according to HCT (Khan et al., 2011).

Conceptualizing Training and Development

According to Drummond (2000), as stated in Obeng-Tuaah (2025), training and development are defined as methodical procedures intended to transfer knowledge, assist people in gaining the skills required for satisfactory job performance, and prepare them for future responsibilities within the organization.

- According to Noe et al. (2020), as referenced in Obeng-Tuaah (2025), training is frequently perceived as a brief, task-specific activity aimed at improving performance deficiencies or imparting new, urgent job abilities.
- According to Drummond (2000), as stated in Obeng-Tuaah (2025), development is a long-term, future-focused activity that aims to build larger competences, attitudes, and career growth.

Effective T&D aims to reduce the gap between an employee's present performance and the intended organizational performance requirements, regardless of the category (Abrar, 2021). In order to increase labor productivity, the research cites a number of successful training approaches, including technical skill boot camps, on-the-job coaching, and blended learning (Obeng-Tuaah, 2025).

Training's Direct Impact on Organizational Productivity

Employee training is a key factor in determining organizational performance and a direct route to increased productivity, according to a substantial body of empirical research (Muhammad et al., 2020; Said et al., 2025).

- **Enhanced Employee Performance:** According to Khan et al. (2011), training increases an employee's knowledge, skills, and abilities (KSAs), which results in better individual performance. Research indicates that a substantial improvement in employee performance is correlated with an increase in training and development programs (Garba, 2019, as referenced in Al-Ghazawi, 2012). Employees with training are more capable of managing job demands, embracing new technology, and upholding quality standards (Al-Ghazawi, 2012; Obeng-Tuaah, 2025).
- **Organizational Outcomes:** In highly structured organizations, this better individual performance directly translates into increased productivity, which frequently results in improvements of up to 30% (Obeng-Tuaah, 2025). According to Khan et al. (2011) and Obeng-Tuaah (2025), companies that make appropriate investments in T&D also benefit from lower turnover rates, fewer errors, and increased profitability.
- **Motivation's role:** Training has a significant psychological impact as well. When workers receive T&D, they feel appreciated and prepared for their jobs, which boosts their motivation, job satisfaction, and dedication to the company (Akhtar,

2023; Muhammad et al., 2020). According to Salihu et al. (2021), as referenced in Al-Ghazawi (2012), this increased dedication further supports productive behavior.

Factors Influencing Training Effectiveness

Although there is a clear positive association, not everyone finds training to be useful. A poorly planned training program is a waste of time and money, according to several studies (Tsai & Lin, 2007, as quoted in Khan et al., 2011). The following are important moderating elements mentioned in the literature:

- **Needs Assessment:** A comprehensive examination of organizational and staff needs is a prerequisite for effective training. The particular "training gap" between required and actual performance must be addressed in training (Khan et al., 2011).
- **Alignment with Goals:** Leadership support and T&D programs' alignment with the organization's overarching goals are critical to their success (Obeng-Tuaah, 2025).
- **Measuring Impact:** One major obstacle for many organisations is the absence of reliable assessment tools to calculate the Return on Investment (ROI) of training initiatives (Obeng-Tuaah, 2025).

Research Gap and Conclusion

A solid theoretical and empirical basis for examining the beneficial effects of training and development initiatives on organizational productivity is provided by the literature. The anticipated effect is supported by the Human Capital Theory: raising employee KSAs leads to increased productivity and efficiency.

The literature does, however, also show that the precise impact varies depending on industry, setting, and training design quality. Consequently, there is a need for regional empirical research that particularly:

1. Identify the generalized relationship between T&D and productivity in a corporate setting like HrSoft BD.

2. Identify specific changes in performance metrics (accuracy, speed, efficiency) that are measurably affected by training interventions in organizations.

Chapter 3

Research Methodology

3.1 Type of Study

The type of this research can be addressed as a Descriptive Research. The reasons why:

1. Descriptive Research - The second research objective is “to identify the specific changes in employee work performance (speed, accuracy, quality) that result from participating in T&D programs at HrSoft BD.”

This is descriptive research because it aims to accurately and systematically describe the characteristics of a phenomenon or a population (Creswell, 2014). Here, we are describing the current state of productivity metrics before and after training, and we will be describing the training programs as well. We will be seeking to describe what changes occur following an implementation of a training program.

It is descriptive because it describes the changes in metrics.

3.2 Research Design

The research methodology for the study will be qualitative. Finding complicated problems, experiences, and elements pertaining to obstacles and the methods by which the manufacturing industry might embrace e-procurement is advantageous. This qualitative method will yield comprehensive contextual data through in-depth interviews with employees working at HrSoft BD.

3.3 Sampling

Purposive sampling, also known as judgmental sampling, is a non-probability sampling technique used in the current empirical investigation. This strategy is required since the research calls for particular information and insights about productivity measurements and training programs that are possessed by a small number of managers and staff at HrSoft BD (Saunders et al., 2019). A sample size of 8 was taken to conduct the study.

3.3.1 Purposive Sampling

Purposive sampling involves the researcher hand-picking participants based on their ability to supply specific information that is crucial to the goals of the study (Etikan et al., 2016). The following criteria will be used to choose the sample for this study:

- **Relevance to Training:** People who have recently taken part in or overseen training and development (T&D) initiatives.
- **Knowledge of Productivity:** People whose positions give them a clear understanding of how productive an organization is (e.g., department managers, HR personnel, project leads, or long-term employees).

This method guarantees that the interviews produce context-rich data that is immediately pertinent to determining the relationship between T&D interventions and increases in productivity at HrSoft BD.

3.4 Data Collection

The method for data collection in this study is structured interviews. Since we are trying to establish the cause-and-effect relationship between Training Programs and Employee Performances at HrSoft BD, the result is going to be fairly straightforward. We are going to

solely determine whether the outcome is going to be positive or negative or have no impact at all. The interview questions would be predetermined but open-ended. The number of the questions would be at least 8 and up to 10. Online journals and published research papers will be analyzed before setting the questions.

3.5 Data Analysis

A qualitative method, namely manual thematic analysis, will be used to examine the information gathered from the seven to eight semi-structured interviews. This approach is appropriate for a study that seeks to identify patterns and meanings in the experiences and

viewpoints of participants in order to thoroughly examine how Training and Development (T&D) programs impact productivity at HrSoft BD (Braun & Clarke, 2006).

3.5.1 Data Preparation

1. Transcription: With the participants' permission, all interviews will be digitally recorded. After that, the audio files will be verbatim transcribed into text documents. The main dataset for the analysis will be these written statements.
2. Organization and Cleaning: Transcripts will be arranged by participant and meticulously verified for accuracy against the audio recordings. To maintain confidentiality, personally identifiable information will be anonymized.

Chapter 4

Findings and Discussions

4.1 Overview of Questions Asked and Responses Received

There was a set of 9 questions asked to 10 employees from HrSoft BD. The questions primarily addressed to understand the type of training programs are organized and opted for: How does the authority analyze the need for training programs? What are the changes the company sees after the training programs are initiated? and other questions related to the topic.

Here the questions are mentioned, and answers are analyzed to understand the findings of this research to further proceed on to the recommendations regarding the research.

4.2 Training Opportunities at HrSoft BD

Here at HrSoft BD, there are 4 major departments, with two doing the majority of the work. These are Engineering, Marketing, Sales and HR departments. When asked if they could describe the training and development programs they have attended at HrSoft BD, employees from Engineering department replied the following:

Asst. Manager Atiqur Rahman answered, “I have attended several workshops and training programs since the time I have been working at this company for about 6 years now. If I have to talk about recent times, throughout the rapid increase of AI use from the last 2 years, we were thinking of deploying a necessary AI tools training session for the interns who join us every 4 months. So we conducted a training on using tools such as Perplexity AI, Claude, Veo3, Github Copilot and Codiga. As for myself, I get to participate in training programs, esp. IT-related workshops, once or twice in every year.”

On the same issue, Asst. Manager (General) Masud Rana, who helps to lead the marketing and sales department said, training programs on Digital Marketing and on related fields are conducted after each recruitment and selection of new marketing interns and junior executives. Such programs are usually on SEO Optimization, Content Marketing, Email Marketing and Tele Marketing. He also said he recalls training programs of such sort were also conducted at the time when he joined the company 2 years ago, mentioning that the contents of the programs have slightly changed in this time, but the core aspects have remained the same.

HR and Admin Officer Ms. Monalisa Mim mentioned that she attended “The Six Thinking Hats - A Strategic Thinking Framework” a few months back. The program focused on the Six Hats - White hats, Red hats, Black hats, Yellow hats, Green hats and Blue hats. The program emphasized on the importance of focusing on objectives, data and information; showcased how emotions, feelings, and intuition should be dealt with, highlighted how potential problems, risks, and challenges should be analyzed; and mentioned the importance of encouraging creativity, new ideas, and alternative solutions. She described that these programs aim to create a sound workplace environment. The instructors are always industry experts who work in various corporations in the role of Head of HR and top management roles. The programs are designed to help young executives and HR professionals understand the importance of understanding people, allowing them to innovate newer ways of thinking, and aligning them with the company’s goal and vision. She mentioned she attends these workshops on behalf of HrSoft BD once every year.

4.3 Key Training Gains

In general, the responses came more or less the same from each department. One employee from the HR department said he recently completed a training course on “Corporate Etiquette Online Training Course” at 10 Minute School, the expenses of which were covered by HrSoft BD. He recalled that the course and other etiquette

training programs like these often put significant pressure on emotional intelligence. He stated that “Being emotionally intelligent is crucial to working in a corporate environment. You are held accountable for the work that you put in, and sometimes you may have to face backlashes or just may find it difficult to always stay on guard in the workplace. In cases like those I need to be careful with my emotions and not give in to them too much. At the end of the day, I need to be able to separate my work life from my personal life. I need to understand that both are different and my emotions should not interfere with any of them. I like being professional.”

Another employee from the Engineering department said, “I attended a workshop on the Laravel framework this September. I joined as a fresher from a CSE background; however, I only had the PHP fundamentals. After the program, I learned quite a lot of things, including Eloquent ORM and RESTful API.” Another employee said, “The workshop of AI has helped me a lot with adjusting to AI tools such as Gemini Pro. I learned the techniques of prompt engineering, which made me use AI in a more efficient way.”

4.4 Training Needs Assessment

When asked about this question, HR officer Ms. Mim emphasized on the needs are identified through a training needs analysis, which is a structured process. She said understanding organizational goals, assessing employee skills and identifying gaps between current abilities and the skills required for reaching those goals are important for the training programs to be deployed.

She recalled a training program that took place just this November, where she identified that project delivery timelines were slipping and some junior developers struggled with debugging complex code. To address the problem, she did the following:

At first Ms. Mim recalled that the company’s goal primarily was to improve the product quality and speed of delivery. She reviewed project performance reports and held one-on-one meetings with developers. She found that some junior developers lacked advanced developing skills and knowledge of the newest AI tools. Then she conducted a survey in order to gather developers’ input on areas where they wanted to improve, finding interest in advanced debugging and code optimization techniques. After getting the insights, she organized a training session on debugging best practices, new coding tools, and optimization techniques. The session was a hands-on work experience and also

had online elements to it. It rolled out for a month, and the progress was monitored through quizzes and short tests, all to ensure the training knowledge was applied.

4.5 Training Feedback and Structure

Two months ago, a junior executive from the Human Resources department, Shadik Al Kavi, mentioned that he went on an intensive 5-day Human Resource Management Training Course hosted by The Knowledge Academy. He mentioned that for such a broad syllabus, 5 days were a little tight when taking account of the time. The workload of the company is heavy since the work hours are 9 am to 6:30 pm. He had to take leave from the office by 2:30pm every day and attend the workshop from 4pm, which too was in Gulshan. The distance travelled was quite a bit considering the Dhaka traffic.

As for the sessions, he said that it was all well structured and he did not find any problem understanding the content of the course. As with many HR topics, he found it easy to understand that the core idea of it lies in maintaining everything in order and finding the right balance in making a better work environment.

Another employee mentioned that the workshop on “The 6 Thinking Hats” was an incredible one; however, it was a day-long one as well, making the commute to her home at night a bit difficult.

4.6 Performance Improvement from Training

Employees at HrSoft BD responded positively to this question. They said that after joining the workforce, whether it is due to the changes in demand of skills or the transfer to corporate from academics, one needs to adopt or acquire new skills the company demands. Training has always had a positive impact on the employees at HrSoft BD.

Many freshers who joined the company after graduating had been sent to Software Development training programs where they gained practical knowledge and a clear understanding of best practices. Over time their coding skills improved, which led to fewer errors and faster task completion. The training sessions were interactive, and the regular feedback sessions encouraged them to ask more questions and become independent in problem-solving, which boosted their confidence.

4.7 Positive Changes from Training Culture

Asst. Manager from the IT department, Atiqur Rahman, said regarding the topic, “We've noticed a significant decrease in defects and rework in our software modules after putting in place regular technical training and code review workshops. Teamwork and code quality have improved as a result of junior engineers being more proactive in asking for assistance and participating in peer coding sessions. Employee confidence has increased as they become proficient with new frameworks, which immediately contributes to quicker product delivery and more seamless sprint completions.”

HR Officer Monalisa Mim said, “Our emphasis on performance management training, conflict resolution, and communication skills has promoted a more harmonious working atmosphere. Higher levels of satisfaction and receptivity to criticism are revealed by employee engagement surveys. As a result of standardized training orientation, we've seen a reduction in interpersonal disputes and an increase in the effectiveness of onboarding. Attendance and involvement have increased across departments as a result of the general improvement in morale and enthusiasm.”

Asst. Manager from the Marketing department, Masud Rana, said, “Our productivity has greatly increased as a result of the training courses on digital marketing technologies, content production, and consumer engagement tactics. Our team members now manage campaign data more accurately, which lowers targeting and budgeting errors. Driven by the confidence gained via skill development, there is a discernible positive shift in creativity and initiative, with more team members sharing creative ideas during brainstorming sessions.”

All things considered, HrSoft BD's grooming and training culture has produced a more competent, self-assured team that works well together, makes fewer mistakes, and increases business efficiency. These ongoing learning programs support personal development while coordinating with corporate objectives, guaranteeing long-term success in a cutthroat industry.

4.8 Skill Retention and Application

Various responses were collected from this particular question.

Asst. Manager from the Engineering department, Atiqur Rahman, said, “We regularly use the abilities we learned in training, particularly with regard to new coding frameworks

and debugging tools, in our day-to-day development responsibilities. These lessons have been directly incorporated into our problem-solving sessions, code reviews, and sprint workflows. These abilities don't deteriorate because they are crucial to our primary task; instead, they get ingrained in our daily routines.”

Asst. Manager from the marketing department said, “Campaign development and performance monitoring make extensive use of our training in digital marketing platforms and analytics. The dynamic nature of the marketing environment makes it possible for us to quickly adjust through the ongoing application of acquired skills. Although some sophisticated tactics might need to be reviewed, the information is generally still applicable and frequently used.”

HR Officer and Admin Monalisa Mim said, “My everyday contacts and HR procedures depend heavily on the communication, conflict resolution, and performance management skills I learned in training. I frequently witness the application of these abilities, particularly in managing employee interactions and onboarding. These abilities' practicality guarantees that they develop with experience rather than deteriorating over time.”

Another software engineer, Rabbi's take on the matter was, “I use training on agile approaches and best practices for coding on a daily basis. The team supports it and incorporates it into our workflow, which strengthens the lessons we learn. Additionally, I think refresher courses are beneficial for remembering more difficult subjects.”

HR assistant Shadik reported, “The soft skills and HR tools training are very relevant to my role, especially when assisting with recruitment and employee engagement activities. These skills are regularly used and have become part of my routine efforts to support the HR team effectively.”

Marketing executive Rifat said, “I apply the social media and content marketing skills learned in training almost daily. The hands-on nature of the courses makes it easy to keep using the skills consistently. However, for emerging trends, ongoing learning is required to stay updated.”

In general, HrSoft BD's training programs are made to closely match daily work requirements, which facilitates the consistent application of acquired abilities. The likelihood of abilities withering away is greatly reduced when combined with chances for

ongoing learning and real-world application, which promotes sustainable growth and performance across all departments.

4.9 Training Needs Enquiry

From the answers of all the participants from the interview, we could deduce that every team member at HrSoft BD has been questioned about the kinds of training that would be advantageous for their specific jobs and growth. This open communication guarantees that training is pertinent and in line with the needs of the workforce. Additionally, when major changes in global demands and technological advancements occur, firm leadership evaluates global industry trends and modifies training activities appropriately.

By striking a balance between strategic planning and individual employee feedback, this method guarantees that training initiatives continue to be effective and timely. By proactively addressing growing skills and knowledge areas, it maintains the organization's agility and competitiveness while fostering a culture where people feel acknowledged and encouraged.

4.10 Training Program Enhancement Suggestion

The most notable answer among the many is from the CEO, Eng. Rokmunur Zaman Rony. Who said, “From a leadership standpoint, I would make an investment in ongoing training that is in line with new technology and trends in the sector. Promoting a self-paced, peer-supported learning culture helps boost creativity and skill development, increasing HrSoft BD's competitiveness.”

Enhancing the practical, hands-on components and tailoring training materials to better suit individual roles and skill levels are two important areas for improvement in the training and development program, according to the team at HrSoft BD's collective comments. This would guarantee that workers could incorporate new abilities into their regular tasks right away, improving knowledge retention and boosting output. Regular refresher courses and interactive feedback systems can also improve learning engagement and retention. Stronger performance across departments would result from such enhancements, which would better match training to employee needs and changing business objectives.

4.11 Summary of Key Findings

Findings from the study shows us following key aspects on the impact of workplace training on effecting productivity levels at HrSoft BD:

- Employees struggle to balance training with daily projects, and tight deadlines often reduce their participation, especially in engineering.
- HrSoft BD, as a small software company, often has limited funds and time, which restricts the scope and frequency of staff training.
- Rapid tech changes in software require frequent updates to training materials, posing an ongoing challenge for HR.
- Without systematic measurement, assessing training's direct impact on employee performance and productivity is difficult.
- Some employees resist training due to overload or repetition, affecting learning outcomes and engagement.
- Budget limits restrict HrSoft BD from hiring external experts, reducing exposure to innovative training methods.
- Use webinars, online platforms, and internal knowledge for cost-effective training, and encourage peer-to-peer learning to boost formal training without extra cost.
- Schedule training during less busy project periods or allocate weekly "learning hours." Use microlearning with short, focused sessions to improve retention and minimize disruption.
- Conduct regular needs assessments to identify talent gaps. Develop modular, customized training materials for teams and skill levels to boost engagement and relevance.
- Establish a content review cycle with input from industry experts and tech leads for quarterly or biannual updates. Encourage staff feedback from recent projects to keep training relevant and current.

- Use KPIs like productivity metrics, feedback surveys, and pre/post assessments to evaluate training efficacy. Apply insights to refine programs and demonstrate ROI to management.

Chapter 5

Recommendations

Recommendations on implementing Training & Development Programs in Organizations to Enhance Organizational Productivity at HrSoft BD

The recommendations shown below are based on various studies on the impact of training on organizational productivity, and these are made to guide HrSoft BD on the effective use of training programs.

- **Adopt Blended Learning Approaches**

According to Salas et al. (2015), integrating e-learning modules with traditional in-person training can increase participation and effectiveness by providing flexibility and accommodating a variety of learning preferences. In order to enhance employee engagement while managing time constraints, HrSoft BD should implement blended learning.

- **Implement Ongoing Performance Support Tools**

Just-in-time learning, which has been demonstrated to boost productivity in tech companies, may be supported and training outcomes reinforced by integrating performance support systems like task aids, mobile learning apps, and internal knowledge bases (Baldwin & Ford, 2016).

- **Establish Clear Metrics for Training Evaluation**

By evaluating response, learning, behavior, and outcomes, systematic assessment frameworks such as the Kirkpatrick Model offer important insights into the efficacy of training (Kirkpatrick & Kirkpatrick, 2016). Such models should be used by HrSoft BD in order to more accurately measure how training affects worker performance.

- **Foster a Learning Culture with Leadership Support**

In order to integrate training into company culture, leadership commitment to ongoing learning is essential (Garvin, Edmondson, & Gino, 2008). Employee motivation and the application of new skills can be increased by encouraging supervisors to actively sponsor and participate in training.

- **Promote Cross-Departmental Knowledge Sharing**

Communities of practice and cross-functional workshops promote cooperation and information sharing, which have improved productivity and innovation in small businesses (Wenger, 1998). Such efforts to dismantle the silos between engineering, marketing, and human resources can be coordinated by HrSoft BD.

- **Leverage External Partnerships for Skill Development**

Small businesses can obtain state-of-the-art knowledge and resources through partnerships with trade associations, academic institutions, and technology suppliers (Garavan et al., 2016). To improve their training programs and maintain their competitiveness, HrSoft BD should look for such alliances.

Chapter 6

Conclusion

6.1 Limitations

The study faced some limitations at the time it was executed. Time worked as a constraint when this study was being conducted. It limited the depth of the collected data. Furthermore, the sample size of the research was limited to a small number of participants. Since the chosen company is a small software development firm, versatility of data was not observed. These two factors worked as the primary limitations of the study.

6.2 Conclusion

At HrSoft BD, a tiny but vibrant software development company in Dhaka, Bangladesh, this study highlights the critical role that training and development play in boosting organizational productivity. The results show that well-designed training programs greatly enhance workers' technical proficiency, soft skills, and general job performance in

a variety of disciplines, including engineering, marketing, and human resources. Employees become more productive, creative, and driven as they gain new skills, which immediately results in higher-quality outputs and on-time project completion.

Additionally, by fostering interdepartmental contact and overcoming knowledge gaps, training efforts have promoted a collaborative work atmosphere. By coordinating team efforts with corporate objectives, this synergy has increased productivity even more. Beyond short-term performance improvements, the chances for ongoing education have improved employee engagement and happiness, which has decreased turnover and stabilized the workforce—two critical components for long-term productivity in small business environments.

Despite obstacles including scarce resources, juggling work and education, and keeping training materials up to date, HrSoft BD's dedication to staff development has clearly and favorably impacted its operational efficacy. The study's findings demonstrate that training that is tailored to departmental requirements and supported by leadership has advantages that go beyond personal development to promote organizational performance.

Investing in training and development is not only a supporting role but also a strategic necessity in the fiercely competitive and rapidly changing software industry. Businesses that place a high priority on ongoing education and skill development, such as HrSoft BD, can develop a flexible and productive workforce that can adjust to changing market conditions and technology breakthroughs. In the end, this study demonstrates that successful training and development programs are a vital source of organizational productivity, setting the stage for sustained expansion and competitiveness.

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Appendix

Interview Questions

1. Can you describe the training and development programs you have attended at HrSoft BD? How often do you get the opportunity to participate in such training programs?
2. What was the most significant skill or piece of knowledge you gained from your last training session?
How are the needs for training identified for employees like you within the bank?
3. Did you face any difficulties attending the training (e.g., time conflict, location, workload)? Were the training sessions well-organized and easily understandable? What did you like or dislike about the format or delivery?
4. Have the training programs helped you improve your performance or confidence at work? In what ways?
5. Thinking about your team's overall productivity, what positive changes in behavior or reduction in errors have you observed that you attribute to the company's grooming/training culture?
6. Do you feel the skills learned in the training programs are consistently used and applied in your daily work, or do they fade over time? Please explain.
7. Have you ever been asked regarding what sort of training would be beneficial for you?
8. If you could improve one aspect of the current training and development program at HrSoft BD to make employees more productive, what would it be?

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8 September, 2025

To,

Jennifer Hossain

Director- International Affairs, Alumni Affairs & In-Charge Career Services Office
University of Liberal Arts Bangladesh (ULAB).
688 Beribadh Road, Mohammadpur, Dhaka 1207.

INTERNSHIP

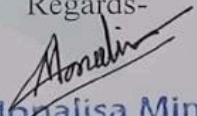
Dear Sir,

With reference to your letter dated 8 September, 2025 regarding the above, we are pleased to accept **Mr. Farhan Rahman**, [ID-202011008, BBA, Major HRM] student of your institute for doing 3(three) months internship at our **HRSOFTBD** (P-7, Nurjahan Road, Mohammadpur, Dhaka-1207).

The Internship program will be effective from the date of joining of the intern at HRSOFTBD. S/He will have to give regular attendance at the place where s/he will be deputed to work on her/his project. S/He will also require to submit 1 (one) copy of her/his internship report with accurate information on her/his work of HRSOFTBD concerned for their record and accessory action. Please be informed that we pay for lunch and transport allowance in this regard (as our office policy).

We assure you our best co-operation to student during his stay with us.

Regards-



Monalisa Mim
Assistant Manager
Admin & Accounts Dept.
HR SOFT BD

Internship/Project/Dissertation Sign-up Form Fall 2025

USE BLOCK LETTERS ONLY

NAME: FARHAN RAHMAN			
ID# 202011008		CGPA (CURRENT):	3.39
PROG: BBA		PHONE:	+8801713141672
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ULAB EMAIL:	FARHAN.RAHMAN.BBA@ULAB.EDU.BD		
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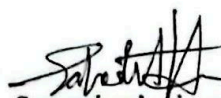
PREFERRED AREA OF WORK OR INDUSTRY: (E.G FMCG, FINAN. ORG., MULTI. COM., IT FARM, MEDIA HOUSE ETC.)
1. BANKING INDUSTRY
2. MEDIA HOUSE
3. MFS/FIN-TECH

REMARKS (Office Use):

**INTERNSHIP PROPOSAL FORM**

Name:	Farhan Rahman
ID:	202011008
Department:	BBA
Supervisor's Name (Faculty):	Sahadat Hossain
Organization Name:	HrSoft BD
Internship Title:	The Impact of Workplace Training on Organizational Productivity: An Empirical Study

 10/12/25
Student's signature & date

 10/12/25
Supervisor's signature & date

(Submit your Research Proposal to your Supervisor for approval)