

Internship Report
on
Training and Development Practices in Bangladesh:
A Case Study on Momtex Ltd.

Submitted by:

Mosabbir Aman
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Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Semester: Fall-2025

Submitted to:

Department of Business Administration
Faculty of Business
Sonargaon University (SU)

[Submitted for the partial fulfillment of the degree
of Bachelor of Business Administration]



Sonargaon University (SU)
147/1 Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: January 03, 2026

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Supervised by:

Md. Rasel Hawlader
Assistant Professor
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147/1 Green Road, Panthapath, Tejgaon, Dhaka

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Letter of Transmittal

January 03, 2026

To,
Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU), Dhaka.

Subject: **Submission of Internship Report on “Training and Development Practices in Bangladesh: A Case Study on Momtex Ltd.”**

Dear Sir

With due respect and honour, I would like to inform you that, I have successfully fulfilled the requirements for this report, which is a mandatory component for the completion of the BBA program. This is a great pleasure for me to submit the report on, **“Training and Development Practices in Bangladesh: A Case Study on Momtex Ltd.”** Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the Green HRM practices of the prominent firm Momtex Ltd. in Bangladesh.

This report aims to synchronize my theoretical learning from the BBA program with real corporate practices. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfil the requirements of this report I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humbly request you to accept this report for your kind evaluation.

Mosabbir Aman

ID: BBA2201025060

Major: HRM

Department of Business Administration

Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as “**Training and Development Practices in Bangladesh: A Case Study on Momtex Ltd.**” has been prepared by Mosabbir Aman, ID: BBA2201025060, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfilment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this report.

The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Mosabbir Aman, a student of Bachelor of Business Administration (BBA), ID: BBA2201025060 from Sonargaon University (SU) hereby solemnly declare that this report on “**Training and Development Practices in Bangladesh: A Case Study on Momtex Ltd.**” has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU).

I further declare that this report has been prepared with authenticity and integrity, without violating any copyright regulations. I also confirm that it has not been submitted, either in part or in full, for the award of any degree, diploma, or certificate at this or any other institution.

Sincerely Yours,

Mosabbir Aman

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Major: HRM

Department of Business Administration
Sonargaon University (SU)

Acknowledgement

First and foremost, I would like to express my sincere gratitude to my supervisor, Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for his invaluable guidance, support, and encouragement throughout the preparation of this report. His insights and expertise in the field of Human Resource Management have significantly enriched my understanding and enabled me to complete this case study on “**Training and Development Approaches for Factory and Office Staff in Bangladesh: A Case Study on Momtex Ltd.**”

I would also like to extend my appreciation to the respected faculty members of the Department of Business Administration at Sonargaon University for their continuous support and dedication to fostering an environment of learning and growth. My gratitude also goes to Momtex Ltd. for granting me access to information that has been vital to the successful completion of this study.

Finally, I am deeply grateful to my family, friends, and close ones for their constant encouragement, motivation, and assistance throughout this journey. Their support has been instrumental in helping me focus and complete this work.

Sincerely,

Mosabbir Aman

ID: BBA2201025060

Major: HRM

Department of Business Administration

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Executive Summary

This report, titled “**Training and Development Practices in Bangladesh: A Case Study on Momtex Ltd.**” examines the training and development (T&D) practices implemented at Momtex Ltd. to enhance employee skills, productivity, and organizational performance. The primary objective of this study is to analyze the effectiveness of different training and development approaches used for factory and office staff and to assess their contribution to workforce efficiency and long-term organizational growth. Data for this study were collected through direct participation and observation during the internship period, supported by informal interviews with HR and production personnel, internal organizational records, and relevant academic literature. The analysis highlights key training initiatives undertaken by Momtex Ltd., including on-the-job training, orientation and induction programs, technical skill development for factory workers, soft skills and managerial training for office staff, safety and compliance training, and performance-based learning initiatives. The study also identifies several challenges in the implementation of training and development programs, such as limited training budgets, time constraints due to production pressure, varying skill levels among employees, and insufficient use of modern training technologies. Despite these challenges, the findings indicate that Momtex Ltd. recognizes training and development as a strategic HR function and actively invests in improving employee competencies to maintain operational efficiency and competitiveness. Overall, the study demonstrates that effective training and development practices significantly improve employee performance, job satisfaction, and organizational productivity. The report recommends expanding structured training needs assessments, increasing the use of digital and technology-based learning methods, strengthening supervisory training, and implementing continuous evaluation mechanisms to enhance training outcomes. This case study serves as a valuable reference for manufacturing organizations in Bangladesh seeking to develop or improve their training and development systems for both factory and office staff.

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CHAPTER: ONE
INTRODUCTIO

1.1 Introduction

In the competitive and rapidly changing industrial environment of Bangladesh, human resources are considered one of the most critical assets for organizational success. Especially in manufacturing-oriented organizations, effective **Training and Development (T&D)** practices play a vital role in enhancing employee productivity, ensuring quality output, maintaining workplace safety, and achieving long-term sustainability. As globalization, technological advancement, and compliance requirements increase, organizations must continuously upgrade the skills and competencies of both factory and office staff.

Training and Development refers to a systematic process through which employees acquire knowledge, skills, attitudes, and behaviors necessary to perform their jobs effectively and efficiently. While **training** focuses on improving current job performance, **development** emphasizes long-term growth, career advancement, and leadership capability. In labor-intensive industries such as textiles and garments, structured training programs are essential to minimize operational errors, reduce accidents, and improve overall efficiency.

In Bangladesh, the manufacturing sector—particularly the textile and garment industry—employs a large workforce with diverse educational and skill backgrounds. As a result, organizations must design **separate yet integrated training approaches** for factory workers and office employees. Factory staff require hands-on technical training related to machinery operation, safety compliance, quality control, and productivity enhancement, whereas office staff need training in areas such as management skills, communication, information technology, compliance, and professional development. **Momtex Ltd.**, a reputed manufacturing organization in Bangladesh, recognizes the importance of continuous learning and employee development. The company has adopted various formal and informal training methods to enhance the skills of its factory and office employees. These approaches aim not only to improve individual performance but also to support organizational growth, operational excellence, and compliance with local and international standards.

This report focuses on analyzing the **Training and Development Approaches for Factory and Office Staff at Momtex Ltd.** It examines how the organization identifies training needs, designs training programs, implements development initiatives, and evaluates training effectiveness. Through this case study, the report highlights the practical application of training strategies in a Bangladeshi manufacturing context and explores how effective T&D practices contribute to workforce competence, employee motivation, and organizational success. The findings of this study are expected to provide valuable insights for HR practitioners, students, and organizations seeking to improve their training and development systems, particularly within the manufacturing sector of Bangladesh.

1.2 Objectives of the Study

Every academic study is conducted with a set of objectives that guide its direction, scope, and purpose. This internship report has been prepared as a partial requirement for the **Bachelor of Business Administration (BBA)** program with a major in **Human Resource Management**. The

primary aim of this report is to bridge the gap between theoretical knowledge and practical experience gained during the internship period at **Momtex Ltd.**, with particular emphasis on the organization's **Training and Development (T&D) practices** for both factory and office staff.

The objectives of this study are divided into two categories:

- **General Objective**
- **Specific Objectives**

General Objective

The general objective of this report is to examine and evaluate the **Training and Development approaches** practiced at **Momtex Ltd** and to understand how these initiatives contribute to employee skill enhancement, operational efficiency, and overall organizational performance in the manufacturing sector of Bangladesh.

Specific Objectives

The specific objectives of this study are as follows:

- To understand the concept and importance of Training and Development in modern manufacturing organizations.
- To identify the training needs of factory workers and office staff at Momtex Ltd.
- To examine the different training methods and development programs used for factory and office employees.
- To analyze how training programs contribute to productivity, quality improvement, and workplace safety.
- To evaluate the effectiveness of existing training and development practices at Momtex Ltd.
- To assess employee perceptions regarding training opportunities and skill development.
- To identify challenges faced by Momtex Ltd in implementing effective training and development programs.
- To provide practical recommendations for improving Training and Development practices in Momtex Ltd and similar manufacturing organizations in Bangladesh.

1.3 Methodology of the Study

This study was conducted using a combination of **practical internship experience** and **academic research** to analyze the Training and Development approaches of **Momtex Ltd**. A **qualitative case study approach** was adopted to gain an in-depth understanding of how training programs are designed and implemented for factory and office staff. The internship was carried out over a period of **12 weeks**, during which the intern was assigned to relevant administrative and HR-related functions of Momtex Ltd. Observations, assigned tasks, and interactions with employees

during this period formed the foundation of the primary data, while secondary data supported theoretical analysis.

Data Sources

Primary Data

Primary data were collected through direct involvement and observation during the internship period. The sources include:

- Practical desk work and daily HR-related activities.
- Informal interviews and discussions with HR personnel, supervisors, and employees.
- Observation of training sessions, safety briefings, and on-the-job training activities.
- Participation in routine operational and administrative processes.
- Observational insights into factory-floor and office-based training practices

Secondary Data

Secondary data were collected to support the analysis and provide a theoretical foundation. The sources include:

- Company policies, training manuals, and internal documents of Momtex Ltd.
- Official website and internal communications of the organization.
- Academic journals, textbooks, and research articles on Training and Development.
- Industry reports and previous studies related to HRM practices in Bangladesh's manufacturing sector

Research Approach

Qualitative Analysis

The study emphasizes understanding employee behavior, training methods, and managerial perspectives related to skill development.

Descriptive Method

Used to describe existing training policies, programs, and development initiatives practiced at Momtex Ltd.

Case Study Method

As the report focuses on a single organization, this approach enables an in-depth exploration of training strategies, outcomes, and limitations.

Data Interpretation

- Collected data were organized, categorized, and analyzed thematically to reflect:
- Existing training and development practices for factory and office staff.
- Organizational support for employee learning.
- Employee participation and feedback.
- Strengths and gaps in training implementation

This methodological approach ensured a realistic and experience-based understanding of Training and Development practices in a Bangladeshi manufacturing organization.

1.4 Limitations of the Study

Despite efforts to ensure a comprehensive analysis, this study has certain limitations that may affect the depth and generalizability of the findings. The report is primarily based on personal observation, informal interviews, and limited internal documentation, which may introduce subjectivity. Employees and supervisors may highlight positive aspects while underreporting challenges.

Additionally, due to time constraints, confidentiality issues, and limited access to all departments, the study could not cover every aspect of the organization's training system. The major limitations of the study include:

- Restricted access to confidential training policies and performance evaluation data.
- Some training programs were informal or on-the-job based, limiting the availability of structured documentation.
- Reliance on qualitative methods with a limited number of respondents.
- Short internship duration (12 weeks) constrained observation of long-term training outcomes.
- Limited prior professional experience of the intern restricted in-depth critical evaluation.
- Focus on a single organization limits the ability to generalize findings across the manufacturing sector

Despite these limitations, the report provides valuable insights into the **Training and Development approaches of Momtex Ltd.** and reflects practical realities of HR practices in the manufacturing sector of Bangladesh.

CHAPTER: TWO
PROFILE OF THE ORGANIZATION

2.1 Overview

Momtex Ltd. is a well-established manufacturing organization in Bangladesh, operating primarily in the textile and garment-related production sector. The company is committed to producing quality products while maintaining efficiency, compliance, and workforce development. Over the years, Momtex Ltd has built a reputation for operational reliability by combining modern production facilities with a skilled and disciplined workforce. Human resources are considered a critical asset at Momtex Ltd. The organization places strong emphasis on **Training and Development (T&D)** to ensure that both factory and office staff possess the necessary skills, knowledge, and attitudes to meet production targets and organizational objectives. Training initiatives are designed to improve productivity, ensure workplace safety, maintain quality standards, and support employee career growth.

Momtex Ltd employs a diverse workforce that includes factory workers, machine operators, supervisors, engineers, quality inspectors, and office-based professionals such as HR, accounts, merchandising, and administrative staff. Due to this diversity, the company adopts **different training approaches** for factory and office employees, ensuring role-specific skill development. Since its inception, Momtex Ltd has continuously focused on strengthening its internal capacity by upgrading employee skills through on-the-job training, safety programs, technical workshops, and managerial development initiatives. This commitment has enabled the company to adapt to technological changes, buyer requirements, and compliance standards in the competitive manufacturing industry of Bangladesh.

Company Size and Scope

- Employees: 35–50
- Jobs Handled: 90,689
- Employees Recruited: 1,626
- Trainings Provided: 22,456
- Employees on Payroll: 27,610

Registered Office

Momtex Ltd: Panchdona, Narsingdi sadar, Narsingdi, Bangladesh

Phone: +88 01706317589

Email: zahid88313@gmail.com

Nature of Business

Momtex Ltd is a manufacturing organization operating in Bangladesh, primarily engaged in textile and garment-related production activities. The company focuses on efficient manufacturing processes, quality control, and compliance with national and international standards. Its operations include production, quality assurance, maintenance, logistics, and administrative functions.

The organization emphasizes the development of a skilled workforce to support its manufacturing activities. To achieve this, Momtex Ltd integrates **Training and Development** into its core operations, ensuring that factory workers, supervisors, and office staff are equipped with the necessary technical, safety, and managerial skills required for efficient performance and sustainable growth.

Importance in Bangladesh's Manufacturing Sector

- Momtex Ltd plays an important role in Bangladesh's manufacturing sector by contributing to employment generation and industrial productivity.
- The organization supports skill development among factory workers and office employees through regular training programs.
- By focusing on workforce development, Momtex Ltd helps improve operational efficiency, workplace safety, and product quality.

Through continuous Training and Development initiatives, the company strengthens its human capital, which is essential for competitiveness in Bangladesh's labor-intensive manufacturing industry.

Market Credibility and Achievements

- Over the years, Momtex Ltd has built a reputation for maintaining consistent production quality and timely delivery.
- The organization is recognized for its compliance with labor laws, safety standards, and quality requirements.
- Through continuous employee training, Momtex Ltd has developed skilled machine operators, supervisors, and administrative staff, enhancing overall organizational performance.

The company's commitment to employee development has contributed significantly to its credibility among buyers, suppliers, and industry stakeholders.

Historical Background of Momtex Ltd

Momtex Ltd began its journey with the objective of establishing a reliable and quality-oriented manufacturing operation in Bangladesh. In its early years, the company focused on setting up production facilities, recruiting manpower, and meeting market and buyer requirements. During that period, formal Training and Development systems in many manufacturing organizations were limited, and most skill acquisition occurred through informal, experience-based learning.

Recognizing the importance of skilled human resources, Momtex Ltd gradually introduced structured training initiatives, particularly for factory workers involved in machine operation, quality control, and safety compliance. On-the-job training became a primary method of skill development, with supervisors playing a key role in guiding new employees. As operations expanded, the need for trained office staff also increased. To address this, Momtex Ltd introduced training programs related to administration, compliance, communication, and basic management skills. Over time, the organization adopted a more systematic approach to Training and Development, aligning employee learning with production goals and organizational strategy.

Another significant phase in the company's development was its increased focus on workplace safety and compliance training. With growing emphasis on labor standards in Bangladesh's manufacturing sector, Momtex Ltd strengthened safety orientation programs, fire drills, and compliance training to ensure employee well-being and regulatory adherence.

Today, Momtex Ltd continues to invest in employee development, recognizing that continuous learning and skill enhancement are essential for sustainable growth and competitiveness.

Message from the Management

At Momtex Ltd, we believe that skilled and well-trained employees are the foundation of productivity, quality, and safety. Continuous training and development enable us to meet operational challenges and achieve long-term organizational success.

Management, Momtex Ltd.

This message reflects the organization's commitment to developing both factory and office staff through structured Training and Development initiatives.

GENERAL INFORMATION

2.3 Information about the Company



Fig 2.1: Pictorial view of Momtex Ltd.

Momtex Ltd, established in 2014, is a major textile composite mill in Narsingdi, Bangladesh, and a sister concern of the Pakiza Group. The company has received substantial investment approximately USD 80 million from an overall group investment of USD 200 million to support its integrated operations, which include spinning, weaving, dyeing, rotary and digital printing, finishing, and confectioning, with an impressive production capacity of around 120 million meters of fabric annually. The facility is fully equipped with modern machinery such as rapier and air-jet looms, advanced dyeing lines, rotary screen and flatbed printers, and state-of-the-art finishing units. It also maintains its utility power generation, boiler systems, and biological wastewater treatment to support sustainable and uninterrupted production.

Leadership at Momtex encompasses both visionary strategy and operational excellence. **Rafiqul Islam Khan** serves as the Chairman and Managing Director of the wider Pakiza Group and its textile concerns, including Momtex Ltd. **Md Reajul Islam** holds the position of Managing Director (MD) of Momtex Ltd, overseeing daily operations and strategic implementation. Momtex primarily serves international markets, producing high-quality fabrics used in textiles such as bedsheets, curtains, upholstery, and decorative items. A dedicated design team collaborates with European and American stylists to ensure that products meet global market trends and standards. The company employs over 1,000 workers, operates hundreds of looms, and emphasizes robust quality control and environmental practices.

2.4 Factory Location

Factory Address: South Kangshardi (also spelled Kongsardi), Panchdona, Narsingdi Sadar, Narsingdi District, Bangladesh

Head Office (Corporate Office): House # 97, Road # 11/A, Dhanmondi Residential Area, Dhaka-1209, Bangladesh



Fig 2.2: Google Map Location

2.5 Certification:



Fig 2.3: Certification

2.6 Major Buyers



Fig 2.4: Major buyers

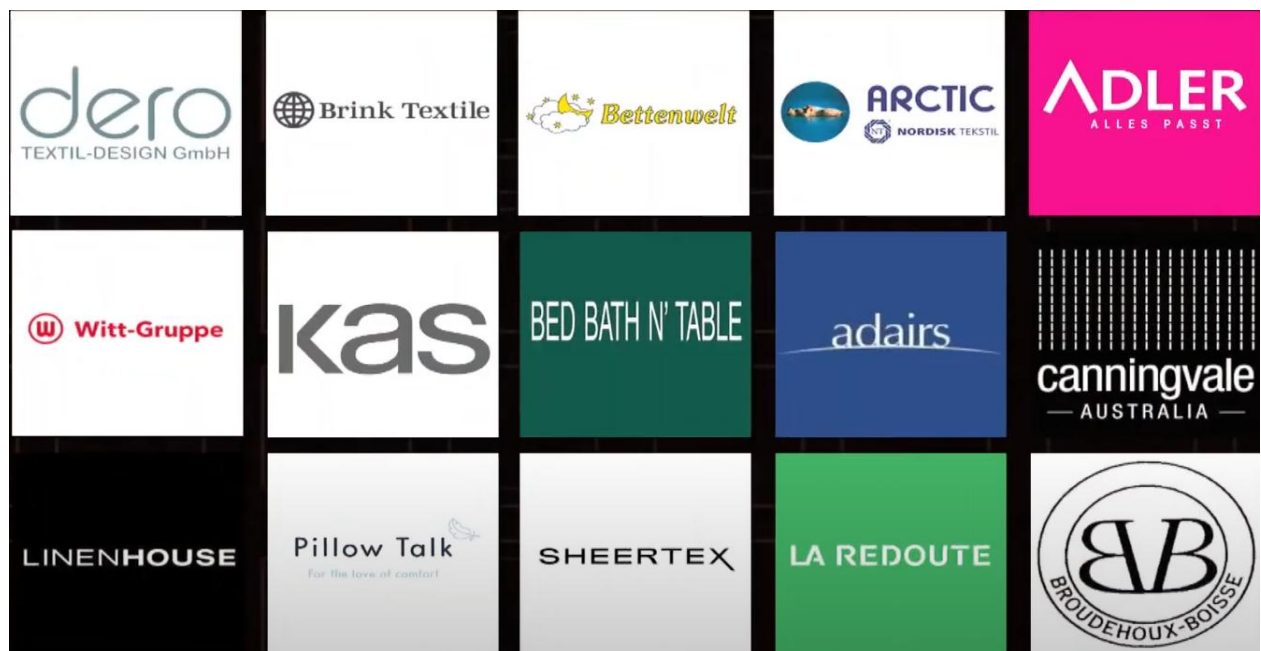


Fig 2.5: Major buyers

2.7 General Organogram of the Factory:

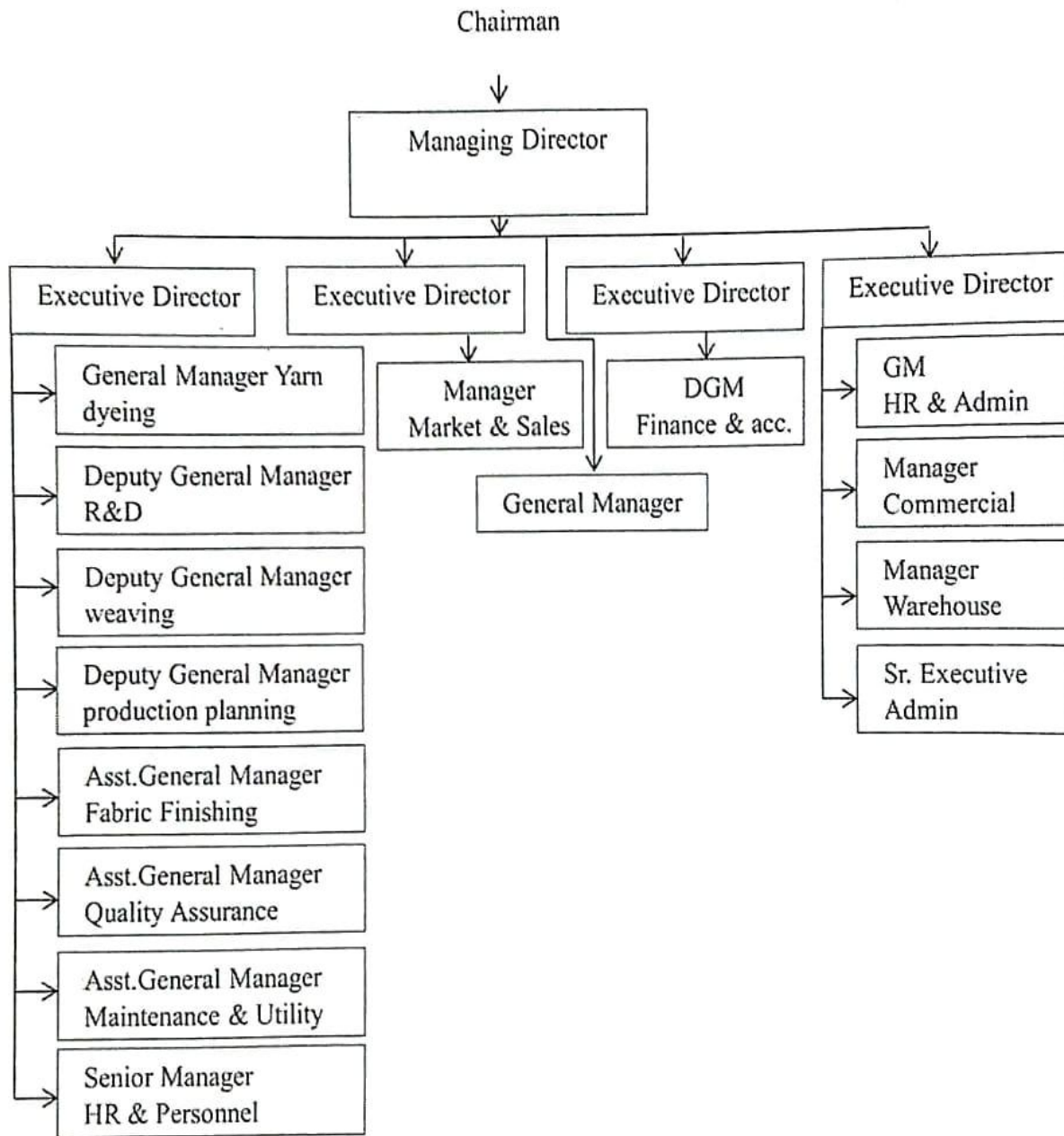


Fig 2.6: Organogram

2.8 Vision of Momtex Ltd

The vision of Momtex Ltd is to become a sustainable and competitive manufacturing organization by developing a skilled, disciplined, and motivated workforce. The company aims to ensure excellence in production, quality, and compliance through continuous employee training and organizational development.

The key elements of the vision include:

- Enhancing organizational performance through skilled manpower.
- Maintaining high standards of efficiency, quality, and productivity.
- Creating opportunities for employee growth and career development.
- Upholding ethical values, labor rights, and workplace safety.

2.9 Mission of Momtex Ltd

Momtex Ltd believes that long-term success depends on continuous improvement in human resources and operational efficiency. The mission of the organization is to develop competent factory and office staff through structured training, safe working conditions, and ethical management practices.

Mission Objectives

Provide systematic training and development programs for factory and office employees. Ensure compliance with labor laws, safety regulations, and quality standards. Improve productivity through skill enhancement and performance management. Maintain transparency, discipline, and fairness in HR practices. Develop a positive work environment that supports employee motivation and retention. Adapt to changing industrial and technological requirements through continuous learning.

2.10 Objectives and Core Strategies of Momtex Ltd

Momtex Ltd follows strategic approaches focused on efficiency, quality, and workforce development.

Core Strategies

- **Win–Win Work Environment:** Ensuring mutual benefits for both employees and management.
- **Employee Skill Development:** Regular training on machine operation, safety, and quality control.
- **Quality and Deadline Compliance:** Strict monitoring of production quality and delivery schedules.
- **Department-Based Responsibility:** Assigning skilled supervisors and trainers to specific sections.

- **Market-Oriented Operations:** Aligning production and workforce skills with buyer requirements.
- **Continuous Improvement:** Updating training methods based on industry trends.
- **Technology Utilization:** Using modern machinery and digital attendance/payroll systems.
- **Sustainable HR Practices:** Promoting safe, eco-friendly, and compliant workplace practices.

2.11 Organizational Structure of Momtex Ltd.

Momtex Ltd follows a hierarchical organizational structure to ensure effective management and smooth production flow.

Key Management Positions

- Chairman
- Managing Director
- General Manager (Factory Operations)
- HR & Administration Manager
- Production Manager
- Quality Control Manager
- Compliance & Safety Officer
- Supervisors and Line Leaders

2.12 Services / Operational Activities of Momtex Ltd

Momtex Ltd primarily focuses on manufacturing and related operational services:

- Garment/Textile Production
- Quality Assurance and Inspection
- Human Resource Management
- Training and Skill Development
- Compliance and Safety Management
- Payroll and Attendance Administration
- Logistics and Supply Chain Support

2.13 Functions of Momtex Ltd

Core Functions

1. **Production Management**
 - Efficient operation of machinery
 - Meeting production targets
 - Line balancing and supervision
2. **Human Resource Management**
 - Recruitment of factory and office staff
 - Attendance and payroll management

- Employee welfare and discipline
- 3. **Training and Development**
 - Orientation training for new employees
 - On-the-job training for machine operators
 - Safety, fire, and compliance training
 - Skill upgrading for supervisors and office staff
- 4. **Quality Control**
 - Inspection of raw materials and finished goods
 - Maintaining buyer quality standards
- 5. **Compliance and Safety**
 - Labor law compliance
 - Fire safety and health training
 - Workplace safety monitoring

- Support Functions
- Finance and Accounts
- Administration
- IT and Record Management

2.14 Industry Context

Momtex Ltd operates within the **RMG and manufacturing sector of Bangladesh**, contributing to:

- Employment generation
- Export-oriented production
- Skill development of industrial workers
- Economic growth and industrial sustainability

2.15 SWOT Analysis of Momtex Ltd

Strengths

- Skilled and experienced workforce
- Structured training for factory staff
- Compliance with labor and safety regulations
- Efficient production system

Weaknesses

- Limited advanced automation
- Dependency on manual labor

- Training resources may be limited

Opportunities

- Expansion into new export markets
- Advanced skill training programs
- Adoption of modern machinery
- Green and sustainable manufacturing practices

Threats

- Intense competition in RMG sector
- Rising production costs
- Labor turnover
- Global market fluctuations

2.16 Corporate Social Responsibility (CSR) of Momtex Ltd

Momtex Ltd actively engages in CSR activities to ensure social and environmental responsibility.

- **Employee Welfare:** Health care support, fair wages, safe working environment
- **Training & Awareness:** Safety training, labor rights awareness
- **Environmental Responsibility:** Waste management and reduced resource usage
- **Ethical Practices:** Fair recruitment, non-discrimination, compliance with labor laws

Future Prospects of Momtex Ltd

Momtex Ltd has strong potential for future growth through:

- Expansion of production capacity
- Increased investment in employee training
- Adoption of modern technology and automation
- Strengthening compliance and sustainability practices
- Development of skilled supervisors and mid-level managers

The organization's focus on **Training and Development** will play a crucial role in enhancing productivity, quality, and long-term competitiveness.

CHAPTER: THREE
INTERNSHIP RESPONSIBILITIES

3.1 Internship Responsibilities

During my internship at the **Human Resource Management (HRM) section of Momtex Ltd**, I undertook various responsibilities aimed at supporting the efficient functioning of HR operations and gaining practical exposure to **training and development, workforce management, and administrative practices**. These responsibilities provided valuable hands-on experience and insights into strategic HR functions for both **factory and office staff**.

1. Cross-Department Collaboration

I collaborated with multiple departments to streamline HR processes and align them with organizational goals. This included working with:

- **Production and Operations:** Ensuring training schedules and employee deployments met factory requirements.
- **Finance:** Supporting payroll and attendance verification for factory and office employees.
- **IT:** Maintaining HR information systems (HRIS) for accurate record-keeping.

This collaboration improved HR efficiency, strengthened interdepartmental coordination, and ensured smooth workflow in both office and factory operations.

2. Recruitment and Selection

I assisted in the recruitment process for both factory and office positions, including:

- Posting job openings on job boards and recruitment platforms.
- Reviewing resumes and shortlisting candidates for interviews.
- Coordinating interview schedules and communicating with candidates and department heads.
- Participating in initial phone screenings to evaluate candidate suitability.

These activities helped ensure that the company acquired skilled and suitable talent for various roles.

3. Employee Records Management

I was responsible for updating and maintaining employee records in the HRIS, including:

- Personal details, job history, performance evaluations, and benefits information.
- Attendance, leave records, and payroll-related data for compliance and reporting purposes.

Accurate record management was crucial for HR decision-making and legal compliance.

4. Orientation and Onboarding

I assisted in onboarding new employees, ensuring a smooth integration into the company by:

- Preparing onboarding materials such as welcome kits and policy handbooks.
- Conducting orientation sessions to introduce company culture, policies, and procedures.
- Explaining benefits, leave policies, and other essential workplace information.

5. Training and Development

I supported training initiatives for factory and office staff by:

- Organizing workshops, seminars, and skill enhancement sessions.
- Coordinating logistics, preparing training materials, and tracking attendance.
- Gathering feedback to assess training effectiveness and suggest improvements.

This contributed to workforce skill development, employee engagement, and performance improvement.

6. Payroll and Benefits Administration

I assisted in payroll and benefits processes, including:

- Maintaining accurate attendance, overtime, and leave records.
- Supporting benefits administration such as health insurance, retirement plans, and leave entitlements.

This role required precision to ensure timely and correct employee compensation.

7. HR Reporting and Data Analysis

I helped generate HR reports to support decision-making, including:

- Turnover analysis, recruitment metrics, training outcomes, and employee performance data.
- Analyzing trends and providing recommendations to enhance HR practices and employee retention.

8. Policy Communication and Implementation

I supported the HR team in implementing company policies by:

- Communicating guidelines to employees.
- Facilitating compliance with HR rules and organizational standards.

9. Administrative Support

I assisted with day-to-day HR administrative tasks, such as:

- Scheduling meetings, managing calendars, and maintaining employee records.
- Drafting correspondence, managing HR documents, and ensuring proper filing systems.

10. Event Coordination

I contributed to organizing employee engagement and HR events, including:

- Team-building activities, recognition programs, and wellness initiatives.
- Coordinating logistics, materials, and execution to ensure successful outcomes.

11. Employee Relations

I supported initiatives to foster positive workplace relations by:

- Assisting employees with HR-related queries regarding policies, leave, and performance reviews.
- Participating in activities that enhanced morale, motivation, and workplace satisfaction.

12. Compliance and Legal Support

I helped ensure adherence to labor laws and company regulations by:

- Maintaining records related to employee attendance, safety, and statutory compliance.
- Supporting HR audits and contributing to compliance monitoring.

CHAPTER: FOUR

ANALYSIS & FINDINGS

4.1 Overview of Training and Development Practices at Momtex Ltd

Training and Development (T&D) at Momtex Ltd. are considered a strategic function that plays a crucial role in enhancing employee performance and supporting organizational growth. The primary objective of training and development initiatives at the company is to equip employees with the **required knowledge, practical skills, professional competencies, and appropriate workplace behaviors** necessary to perform their roles effectively and efficiently. Management at Momtex Ltd. strongly believes that a well-trained workforce contributes directly to productivity, quality improvement, and long-term sustainability in the competitive garment manufacturing industry of Bangladesh. For **factory staff**, training programs mainly focus on developing **technical expertise and safety awareness**. Employees are provided with hands-on training related to machine operation, production techniques, quality control procedures, and occupational health and safety practices. Since factory operations involve complex machinery and strict production targets, special emphasis is placed on minimizing workplace accidents, reducing operational errors, and ensuring compliance with safety regulations. Through continuous technical training, factory workers are able to improve production efficiency, maintain consistent quality standards, and meet buyer requirements effectively.

In contrast, **office staff** receive training and development opportunities that are more oriented toward **professional and managerial skill enhancement**. These programs aim to strengthen administrative capabilities, leadership skills, communication effectiveness, and operational decision-making. Office employees are trained in areas such as human resource management, financial and accounting practices, documentation procedures, digital tools, and organizational coordination. Such professional development initiatives help improve workflow efficiency, support strategic planning, and enhance interdepartmental collaboration. Overall, the training and development initiatives at Momtex Ltd. are designed not only to improve individual employee performance but also to create a **culture of continuous learning and improvement** across the organization. By regularly updating employee skills and knowledge, the company ensures adaptability to technological advancements, changing buyer expectations, and evolving industry standards. As a result, training and development at Momtex Ltd. contribute significantly to workforce efficiency, improved product quality, employee motivation, and the overall competitiveness of the organization.

4.2 Recruitment and Orientation with Training Lens

Effective Training and Development (T&D) at Momtex Ltd. begin with a well-planned **recruitment and orientation process**, as the organization recognizes that selecting the right employees and properly introducing them to the workplace are critical for long-term performance and organizational success. The company places strong emphasis on recruiting individuals who demonstrate **adaptability, a positive attitude toward learning, and alignment with the organization's mission, vision, and core values**. By focusing on these qualities during

recruitment, Momtex Ltd. ensures that new employees are more receptive to training initiatives and capable of growing within the organization.

Recruitment and Orientation of Factory Staff

Recruitment for factory-level positions primarily focuses on identifying candidates who possess **basic technical knowledge, operational skills, and safety awareness**. Given the labor-intensive and machinery-dependent nature of garment manufacturing, Momtex Ltd. gives priority to candidates who can quickly understand production tasks and follow safety instructions. In many cases, factory workers may have limited formal education; therefore, the company emphasizes **practical ability, discipline, and willingness to learn** rather than academic qualifications alone.

Once selected, factory employees undergo a comprehensive **orientation program** designed to familiarize them with the production environment. This orientation includes:

- Introduction to machinery, tools, and equipment
- Explanation of production processes and workflow
- Training on occupational health and safety rules
- Awareness of emergency procedures and accident prevention
- Understanding of quality standards and buyer requirements

Through this structured orientation, factory staff gain clarity about their job roles, safety responsibilities, and performance expectations, which helps reduce errors, accidents, and adjustment time.

Recruitment and Orientation of Office Staff

Recruitment for office staff at Momtex Ltd. emphasizes **professional qualifications, technical expertise, and managerial potential**. Candidates are evaluated based on their educational background, administrative capabilities, communication skills, problem-solving ability, and digital literacy. Since office staff play a key role in planning, coordination, documentation, and decision-making, the company seeks individuals who can effectively support operational and strategic functions.

The orientation program for office staff is designed to provide a clear understanding of the organizational framework and work environment. Orientation sessions typically cover:

- Company policies, rules, and regulations
- Organizational structure and reporting relationships
- Workflow systems, documentation procedures, and software usage
- Communication channels and coordination mechanisms
- Organizational culture, ethical standards, and professional conduct

This orientation helps office employees integrate smoothly into the organization, understand their responsibilities, and align their work with organizational goals.

Training-Oriented Recruitment Approach

By linking recruitment and orientation with training objectives, Momtex Ltd. ensures that employees are prepared for continuous learning and development from the beginning of their employment. This approach reduces early-stage performance gaps, enhances employee confidence, and builds a strong foundation for effective training and development initiatives in both factory and office operations.

4.3 Training and Development Programs at Momtex Ltd.

Momtex Ltd. implements a structured approach to T&D, incorporating both **on-the-job and off-the-job training** methods:

1. On-the-Job Training (OJT):

- Factory staff receive hands-on training under experienced supervisors to ensure safe, accurate, and efficient production.
- Office staff shadow experienced colleagues and attend workshops to develop technical and managerial skills.

2. Off-the-Job Training:

- External workshops, seminars, and e-learning modules are provided to both office and factory employees.
- Topics include leadership, quality management, occupational health and safety, soft skills, and technological literacy.

3. Specialized Skill Development:

- For production staff: machine handling, quality control, time management, and compliance with safety protocols.
- For office staff: HR management, accounting, digital tools, and project management.

4. Continuous Learning and Development:

- Periodic refresher courses, knowledge-sharing sessions, and skill assessments ensure that employees remain up-to-date with industry standards.
- Performance feedback and mentorship support career progression and competency development.

4.4 Training Evaluation and Effectiveness

Momtex Ltd. places strong importance on **evaluating the effectiveness of training and development programs** to ensure that training investments generate measurable benefits for both employees and the organization. The management recognizes that training involves significant costs in terms of time, financial resources, and operational disruptions; therefore, systematic evaluation is essential to ensure a positive **return on investment (ROI)** and continuous performance improvement.

One of the primary evaluation tools used by Momtex Ltd. is **feedback surveys**. After completing training programs, participants are asked to share their opinions regarding the relevance of the training content, clarity of instruction, quality of training materials, and overall learning experience. These surveys help management understand whether the training met employee expectations and addressed job-related needs. Feedback also provides insight into trainer effectiveness, training duration, and areas requiring improvement.

Another important evaluation mechanism is **performance monitoring**. Following training, supervisors closely observe employees' job performance to identify changes in productivity, work quality, efficiency, and compliance with standard operating procedures. In factory settings, this includes monitoring production output, defect rates, machine handling accuracy, and adherence to safety regulations. For office staff, performance monitoring focuses on work efficiency, accuracy in documentation, communication effectiveness, and ability to apply newly acquired skills. Comparing pre-training and post-training performance data allows management to assess the real impact of training programs.

In addition, **skill assessments** are conducted to evaluate employees' knowledge retention and practical application of training content. These assessments may take the form of written tests, practical demonstrations, on-the-job evaluations, or supervisor assessments. For factory workers, skill assessments often involve observing machine operation, quality inspection practices, and safety compliance. For office employees, assessments may focus on administrative tasks, software usage, reporting accuracy, and problem-solving abilities.

The results obtained from feedback surveys, performance monitoring, and skill assessments help Momtex Ltd. **identify training gaps, modify training content, and improve delivery methods**. If certain areas are found to be weak, refresher training or additional coaching is arranged. Moreover, evaluation outcomes ensure that training programs remain aligned with organizational objectives, industry standards, and buyer requirements.

Overall, the systematic evaluation of training and development programs enables Momtex Ltd. to enhance training effectiveness, improve employee performance, and ensure continuous organizational improvement while maximizing the value of training investments.

4.5 Employee Engagement and Knowledge Sharing

Training at Momtex Ltd is complemented by initiatives to promote employee engagement and knowledge sharing:

- **Peer Learning:** Experienced employees mentor new recruits, particularly in factory operations.
- **Team Workshops:** Cross-functional workshops encourage exchange of ideas and collaborative problem-solving.
- **Internal Communication Platforms:** Newsletters, bulletin boards, and digital portals share best practices, safety tips, and updates on training programs.

This approach fosters a collaborative culture where learning is continuous and operational knowledge is widely shared.

4.6 Organizational Outcomes of Training and Development

The systematic implementation of T&D at Momtex Ltd has resulted in:

- Improved productivity, quality, and compliance with safety and operational standards.
- Increased employee motivation, retention, and job satisfaction.
- Enhanced organizational reputation as a professional and employee-focused company in Bangladesh's garment sector.
- Development of a skilled workforce capable of adapting to technological advancements and evolving industry demands.

4.7 Challenges in Training and Development

Despite its successes, Momtex Ltd faces challenges in T&D implementation:

- High turnover of factory staff requiring repeated basic training.
- Limited training budgets restricting advanced or specialized programs.
- Varied literacy and educational levels among factory staff affecting learning outcomes.
- Balancing production deadlines with training schedules without affecting output.

4.8 Findings

The analysis of **training and development (T&D) approaches** at **Momtex Ltd** reveals several strengths as well as challenges that affect the effectiveness and full-scale implementation of T&D initiatives for both factory and office staff:

1. Partial Integration of Structured Training Programs

While Momtex Ltd has formal training for factory and office staff, not all departments or roles receive systematic or standardized programs. Some staff, especially temporary factory workers, have limited access to structured learning, which affects consistency in skill development.

2. Operational and Regulatory Constraints

High production targets, compliance requirements, and tight schedules sometimes limit the time available for training sessions, particularly for factory staff. This creates a gap between planned T&D initiatives and actual implementation.

3. Limited Specialized Skill Development

Training programs are often focused on immediate operational needs, with fewer opportunities for advanced technical, leadership, or soft skills development. This restricts long-term employee growth, especially among office staff.

4. Absence of Formal Training Effectiveness Metrics

Although performance is monitored post-training, there is no formal, structured system to measure the impact of T&D initiatives on employee performance, productivity, or skill improvement. Feedback mechanisms are inconsistent and mostly qualitative.

5. Underdeveloped Incentives for Learning and Development

Participation in training programs is encouraged, but formal recognition or rewards for skill development or certifications are limited. This reduces motivation for employees to engage in additional learning opportunities.

6. Dependency on Departmental Managers for Training Implementation

The effectiveness of T&D largely depends on departmental supervisors who schedule and deliver training. This can result in uneven quality and frequency of learning opportunities across departments.

7. Technology and Knowledge Sharing Gaps

While some digital tools and manuals are used for training, there is no centralized platform to share knowledge systematically across factory and office teams. This limits long-term retention and replication of best practices.

8. Inconsistent Employee Engagement

Engagement in training varies among employees, particularly factory staff who may prioritize meeting production targets over attending development sessions. Motivation levels differ due to workload and awareness of long-term benefits.

9. Cultural and Behavioral Resistance

Some employees, especially long-tenured factory workers, are accustomed to traditional practices and may resist adopting new procedures or modern training methods. This slows the adoption of innovative or technology-driven learning approaches.

10. Budgetary and Resource Limitations

Financial constraints sometimes restrict the organization from implementing advanced training programs, hiring external trainers, or providing certifications. Limited infrastructure for training sessions also affects the reach and effectiveness of T&D initiatives.

CHAPTER: SIX
RECOMMENDATIONS & CONCLUSION

5.1 Recommendations

1. Enhance Structured Training Programs

- Introduce regular, role-specific training programs for both factory and office staff. Conduct refresher sessions and practical workshops to reinforce skills and operational knowledge.

2. Develop Skill Assessment and Metrics

- Define measurable KPIs to track training effectiveness, employee skill improvements, and productivity gains. Integrate these metrics into performance evaluations and provide regular feedback for continuous development.

3. Implement Recognition and Incentives for Learning

- Recognize employees who actively participate in training programs or achieve certifications. Explore linking skill development achievements to promotions, bonuses, or other non-monetary rewards.

4. Promote Cross-Department Knowledge Sharing

- Establish digital platforms for sharing best practices, SOPs, and learning materials across factory and office teams. Encourage peer-to-peer mentoring and collaboration to enhance organizational learning.

5. Leverage Technology in Training

- Use e-learning modules, online workshops, and webinars to supplement in-person sessions. Provide training on using digital tools to improve efficiency and reduce reliance on paper-based manuals.

6. Boost Employee Engagement in Training

- Organize team challenges, awareness campaigns, and skill competitions to encourage participation. Facilitate employee involvement in planning and suggesting training topics to align programs with real needs.

7. Integrate Continuous Improvement

- Regularly review training effectiveness through surveys, feedback, and observation. Update programs based on industry trends, technological advances, and operational changes.

8. Strengthen Leadership and Supervisor Involvement

- Train managers to mentor staff and reinforce learning on the job. Encourage leaders to model desired behaviors and support ongoing development initiatives.

9. Allocate Resources Strategically

- Dedicate budget and infrastructure for training programs, workshops, and learning materials. Explore partnerships with training institutions or consultants to expand access to specialized skill development.

5.2 Conclusion

Momtex Ltd. has demonstrated a strong commitment to developing the skills and capabilities of both factory and office staff through a variety of training and development initiatives. The organization recognizes that a skilled and motivated workforce is a key driver of operational efficiency, product quality, and long-term sustainability in Bangladesh's highly competitive textile and manufacturing sector. Through technical training, safety programs, professional development workshops, and on-the-job learning opportunities, Momtex Ltd. has taken meaningful steps toward strengthening employee performance and organizational effectiveness. These training initiatives have contributed to improved operational efficiency, increased workforce productivity, and higher levels of employee engagement. Factory employees benefit from enhanced technical skills, improved safety awareness, and better understanding of quality standards, which help reduce production errors and workplace accidents. Office staff, on the other hand, gain improved managerial, administrative, and digital competencies, enabling smoother coordination, more accurate documentation, and better decision-making. As a result, training and development at Momtex Ltd. play a critical role in supporting compliance with buyer requirements and maintaining competitiveness in both local and international markets. Despite these positive outcomes, several gaps and limitations remain in the current training and development framework. One of the key challenges is the lack of consistent access to structured and standardized training programs, particularly for factory staff. Training activities are often influenced by production pressures, which make it difficult for employees to attend scheduled training sessions without affecting output targets. Additionally, while some training initiatives are conducted, the organization faces challenges in systematically measuring training effectiveness and clearly linking learning outcomes to individual performance appraisals, promotions, or financial incentives. Another notable limitation is the underutilization of technology-based learning and knowledge-sharing platforms. Although digital tools and online resources have the potential to support flexible learning and wider knowledge dissemination, their use remains limited due to infrastructure constraints, skill gaps, and resistance to change among some employees. Furthermore, informal knowledge-sharing practices exist, but they are not always formally documented or integrated into the organizational learning system. To address these challenges, Momtex Ltd. can adopt a more structured and strategic approach to training and development. This includes designing role-specific training frameworks, introducing measurable skill and competency metrics, and implementing digital learning tools such as e-learning platforms, video-based training, and mobile learning applications. Linking training outcomes to performance evaluations, career progression, and recognition programs can further motivate employees to actively participate in learning initiatives. By prioritizing continuous learning, effective knowledge sharing, and employee skill development, Momtex Ltd. can significantly enhance employee engagement, retention, and overall organizational performance. Strengthening these areas will not only support operational excellence but also position the organization as a benchmark for workforce development within Bangladesh's textile and manufacturing industry. Such a learning-oriented culture will benefit employees, management, and the organization as a whole, ensuring sustainable growth and long-term competitiveness.

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