

Strengthening Personnel Training in Public Sector Manufacturing Corporations of Bangladesh

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ABSTRACT

Public Sector Manufacturing Corporations are the building blocks of nation building activities. But in Bangladesh they are suffering from many problems for which they are unable to achieve their goal. Specially, the status of human resource development is poor; they are neither systematic nor effective in the absence of proper training and development activities. The present status of training and development needs to be revamped and revitalized. To overcome such stalemate a paradigm shift is a must.

The research identifies the causes of ineffectiveness of personnel training and provides recommendations to strengthen personnel training in public sector manufacturing corporations of Bangladesh. For these purpose one of the most important initiatives is to formulate training policy and adopt long term strategies in order to meet need based training. Human Resource functions are also to be linked with the corporate strategy which would be immensely benefited thereby contributing to effective human resource development.

Key Words: [Public Sector Manufacturing Corporations. Training structure, Training function, training policy]

INTRODUCTION

Public Sector Corporation means any establishment which is constituted and controlled organization/corporation run by the Government for the welfare of the citizens of the country. These corporations are responsible for the operations and overall supervision of state own existing / new industrial ventures. (Chowdhury 1969) Also these are guided by the regulations of the government Public sector manufacturing corporations have been involved in the production process contributing significant role to the development of the country. (Rashid MH 1988) Economic growth of the country depends to a greater extent on those corporations. (Report of the task forces 1990's) There are six public sector manufacturing corporations in Bangladesh. Namely Bangladesh Chemical Industries Corporation (BCIC), Bangladesh Jute Mills Corporation (BJMC), Bangladesh Forest Industries Development Corporation (BFIDC), Bangladesh Textile Mills Corporation (BTMC), Bangladesh Sugar and Food Industries Corporation

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(BSFIC) and Bangladesh Steel and Engineering Corporation (BSEC). (The facts on the ground collected through Surveys, Observation, Interviews, Office files etc.) Brief descriptions of the corporations are given below:

Bangladesh Jute Mills Corporation (BJMC)

Bangladesh Jute Mills Corporation (BJMC) was established under Article 10 of Bangladesh Industrial

Enterprises (Nationalization) Order 1972 (PO 27 of 1972). The BJMC is managed by a Board of Directors headed by the Chairman. BJMC produces mainly Hessian cloth, different types of Hessian bags, sacking cloth, different types of Sacking bags, Yarn, Geo-jute, Blanket, Jute canvas and Carpet Backing Cloth (CBC) etc from jute. It provides direct employment to about 70,000 workers and 5500 officers & staffs supporting the livelihood of around 6.0 million farm families.

Bangladesh Textile Mills Corporation

Bangladesh Textile Mills Corporation (BTMC) was established under Article 10 of Bangladesh Industrial Enterprises (Nationalization) Order of 26th March, 1972 (President's Order No. 27 of 1972). BTMC started its formal function from 1st July, 1972. The general direction and administration of the affairs and business of BTMC is vested on a Board of Directors headed by the Chairman.

Bangladesh Sugar and food Industries Corporation (BSFIC)

Bangladesh Sugar and food Industries Corporation (BSFIC) was Established on 1st July 1976 by a Presidential order. BSFIC produces sugar, Molasses, Bags etc. The Board of Directors issues guide line and decisions for smooth operation of BSFIC.

Bangladesh Forest Industries Development Corporation (BFIDC)

The Government of Pakistan by its Ordinance No. LXVII dated 3rd October 1959, established East Pakistan Forest Industries Development Corporation. After independence, the name of the corporation was changed to Bangladesh Forest Industries Development Corporation (BFIDC), under Presidential Order No .48 of 1972. BFIDC Produces office and household furniture, railway slipper etc).

Bangladesh Steel and Engineering Corporation (BSEC)

Bangladesh Steel and Engineering Corporation (BSEC) were established on 1st July 1976 by a Presidential order. BSEC Produces Electrical Cables, Transformers. Tube light CFL blab, GI/MS/ API Pipe, Blade etc.

Bangladesh Chemical Industries Corporation (BCIC)

Bangladesh Chemical Industries Corporation (BCIC) came into being on 1st July, 1976 through merger of three erstwhile corporations viz Bangladesh Fertilizer, Chemical and Pharmaceutical Corporation (BFCPC), Bangladesh Paper and Board Corporation (BPBC) and Bangladesh Tanneries Corporation (BTC). BCIC produces Urea, TSP, DAP, Paper, Cement, Glass sheet, Hardboard, Sulphuric Acid, Sanitary ware, Insulator, Tiles & Fire bricks etc.

There are many factories under the control of these corporations. Factories under these corporations are shown in the table no.1

Table No. 1 : Factories under the control of Public Sector Manufacturing Corporations.

| Name of Corporation | Functioning Factories/Mills | Non-functioning Factories/Mills | Total |
|--|-----------------------------|---------------------------------|-------|
| Bangladesh Chemical Industries Corporation (BCIC) | 13 | 0 | 13 |
| Bangladesh Jute Mills Corporation (BJMC) | 26 | 0 | 26 |
| Bangladesh Forest Industries Development Corporation (BFIDC) | 07 | 0 | 07 |
| Bangladesh Textile Mills Corporation (BTMC) | 05 | 13 | 18 |
| Bangladesh Sugar and Food Industries Corporation (BSFIC) | 16 | 0 | 16 |
| Bangladesh Steel and Engineering Corporation (BSEC) | 09 | 09 | 18 |

(Rahman 1993) Public sector manufacturing corporations play vital role in nation building activities. (Vodusek 1981) These corporations have to customize their services according to the demands and needs of their stakeholders. (Mathur 1983) To ensure the role of Public sector manufacturing corporation it is very important to train all their employees with changing needs, technology and goal. (Beach 1975) Training develops employee's skills, knowledge and attitude which increase both the qualitative and quantitative aspect of production. So that, both employees and employers are benefited.

Field of this study is personnel training in Public sector manufacturing corporations of Bangladesh. But the personnel training of Public sector manufacturing corporations of Bangladesh is not systematic and effective.

OBJECTIVE

The objective of this study is to strengthen the personnel training in Public sector manufacturing corporations of Bangladesh. To achieve this objective this study identifies

the prevailing problems and recommends the possible solutions of those issues, so that the training becomes effective.

LITERATURE REVIEW

To define training (Blanchard and Thacker2006) stated that,

“Training is the Systematic Process of providing an opportunity to learn knowledge, Skills and attitudes for current or future jobs”.

In brief characteristics of the above mentioned definition has been identified more specifically. Such as training enhances knowledge, develop skills and changes attitude which contributes to flourish personality of the employee and to improve their career.

Indicating the importance of training considering different positions, circumstances and modified situations of employees of training (Werther and Davis 1985) wrote that,

“After a comprehensive orientation and proper job placement, new employees may not be able to perform satisfactorily. Often they must be trained in the duties. They are expected to do. Even experienced employees in new jobs need training to improve their performance”.

The above mentioned statement describes that primary responsibilities of management is to make acquainted all the employees with their existing working environment irrespective of their previous experiences and skills.

(Straton 1985) Associate Professor Rex Straton of Personnel Administration of Centre for Advanced Technology and Vocational Training of Turin, stated the objective of training for Industry and Commerce that,

“Training for industry and commerce is concerned with the acquisition or development of those knowledge, skills, techniques, attitudes and experiences which enable an individual to make his most effective contribution to the combined effort of the team of which he is a member. It’s objective may be to prepare the individual to carry out his

present job satisfactorily, or to prepare him for greater responsibility”.

In the light of discussion mentioned above it may be said that productive organization and combine effort of the employees the production remains sustainable.

(Hollenbeck, Gerhart and Wright 2004) stated the benefit of training that,

“Training can benefit the organization when it is linked to organization needs and when it motivates employees”.

The training should be designed in such a way that it can encourage the trainees with a significant level. The Training procedure should be avoided from the monotony and execution of training is greatly dependent on the requirement of the organization.

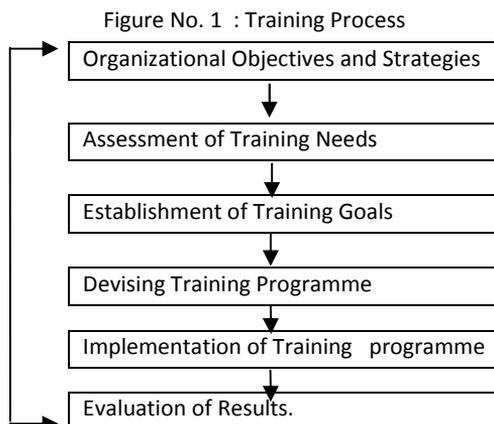
(Aswathappa 2001) From the above discussion it is evident that training is the key force for overall development of the organization. The training process is shown in figure number 1.

(Dessler 2005) There are two types of training. They are pre-entry and post-entry.

Training is accomplished through different methods namely lecture method, case study, role play, apprenticeship training, sensitivity training, business game, vestibule training, conference method, position rotation method etc.. (Decenzo and Robbins 2005)

Training is imparted through different training aids. (Hollenbeck, Gerhart and Wright 2004) Use of methods and aids depends on training objective, groups size, trainer’s convenience and cost etc.

The long term objective of the training should be directed towards the development of the human resource and the nation. That is why the training is called as the key factor of the national development. (Ahmed 1987) The spare of training has been extended through out the frame work of the state. Government bodies, autonomous, semi-autonomous and the non-governmental organizations all of them are supposed to be included in this sphere.



METHODOLOGY

At the beginning of the study an intensive literature review has been done. Focusing on the main objective a survey has been carried out. Total sample number was 250. Stratification of sample size is shown in the table no.1.1 and 1.2 respectively. Duration of training and number of employees who have completed training programs (samples) is shown in table no.1.3. The sphere of Public sector manufacturing corporations of Bangladesh is extensive. The overall success depends on the managerial skills of the corporations. In this connection only Officers are included in the sample of this study. In the research both primary and secondary data were used. This survey includes the issues concerning, what are the personnel training policies, rules and regulations? How the training management structure and system are working? What type of courses and curricula are there? It also includes service rules, annual reports, various government gazettes and notifications of concerned ministries, decision of the board of Governors, Office Order, relevant previous files; and training related information's of the corporations and training institute libraries. To collect sample, officers and trainers at various levels were given a structured questionnaire. There are 26 questions in the questionnaire. 1-10 are related to personal information of the respondents (not shown here). From No.11-26 are training related questions. Among the sample 50 candidates are interviewed. This study also included discussion with persons who are already trained or interested to be trained to understand the factual situation of the training. As a result possible in-depth analysis of the issue has been revealed in this study. It is notable that in some cases respondents did not provide any required documents. Therefore, hopefully this endeavor will become a value added source to formulate decisions relating to training policies.

Table No.1.1 : Categories of Sample

| | | | | | |
|---|--|---------------------------------|----------|---------------------------------------|-------|
| Officers in Public sector manufacturing corporations those who are not trainers | Trainers of Public sector manufacturing corporations (Trainers of Central Training Institutes and Factories) | Trainers of Training Institutes | Trainees | Employees interested to take training | Total |
| 150 | 25 | 25 | 25 | 25 | 250 |

Table No.1.2:Categories of 150 Officers of public sector manufacturing corporations who are not trainers

| | | | | | | |
|---|--|--|--|--|--|-------|
| Factory heads of the public sector manufacturing corporations | Departmental heads of Public sector manufacturing corporations head office | Departmental heads of public sector manufacturing corporations factories | Employees of training related department of public sector manufacturing corporations | Mid level officers of public sector manufacturing corporations | Entry level officers of public sector manufacturing corporations | Total |
| 25 | 25 | 15 | 15 | 35 | 35 | 150 |

Table No.1.3 : Duration of training and number of employees who have completed training programs (Samples)

| Duration of Training | Number of Employees Participated in Training | | Total |
|----------------------|--|---------|-------|
| | Total | | |
| | Local | Foreign | |
| 1 to 3 weeks | 104 | 21 | 125 |
| 1 to 3 months | 02 | 02 | 04 |
| Above 3 – 6 months | 01 | 04 | 05 |
| Above 6 – 12 months | 00 | 06 | 06 |

Total 140 Trained Employees

Training structure and system:

(The facts on the ground collected through surveys, observation, Interviews, Office files etc) Trainings are carried out in two categories in Public sector manufacturing corporations. Namely-

- a. Local Training and
- b. Foreign Training

Training held in head offices, factories, central training institutes of corporations and different public and private institutions in Bangladesh called local training. These trainings are of different duration and held at day and evening time. Most of the training programs arranged by training institutes have course fees and some other has no course fees. Corporations conduct their local training in three tires.

They are,

- a. Top level
- b. Mid level and
- c. Entry level

Foreign training is donation based which often depends on the foreign donors, usually controlled by the donor agencies and concern ministries of the Government of Bangladesh.

Training structure

Public sector manufacturing corporations train their employees by their own training structure (Through Head Office, Factories, and Central Training Institute) as well as by other public and private training institutes at home and abroad. The local training imparted by training structure of six public sector manufacturing corporations in Bangladesh has been organized in three parts. First part focuses on head office's training structure. In the second, factories training structure and in the third, the central training institutes training structure.

Head offices training structure

(BCIC organogram) In Chemical Industries Corporation (BCIC) the training activities operated under purview of Recruitment and Training Department. Head of this department is a Deputy General Manager. He is designated as deputy chief of personnel. Structurally this department is under the control of personnel division. This department consists of five officers and four staffs. All these officers and staffs are not working dedicatedly for the training only rather they also look after the recruitment activities.

(BJMC Organogram) There is a training section in BJMC head office which is merged with Administration and under the control of planning division. There are five employees in this branch: one deputy manager, one assistant co-ordination officer, one upper division clerk and typist and one MLSS are working in this section. Training centre of Dhaka, Chittagong and Jessore Zone is under training section. In response to the request of the different factories, in house training program is carried out there (The facts on the ground collected through surveys, observation, Interviews, Office files etc.).

(BFIDC Organogram) In Bangladesh Forest Industries Development Corporation (BFIDC), training section of head office is under the control of personnel division. This Section is headed by one Assistant Manager. Two upper division Clerks, one Typist and one MLSS is working under him. Head of this section is not solely responsible for training activities rather he also looks after the overall administrative issues.

(BTMC organogram). Personnel department is responsible for operating training activities in BTMC head office which is under the control of secretariat division of BTMC. The department is headed by a Deputy General Manager. There are four Officers and Six Staff in this department including departmental head

(BSEC Organogram) In Bangladesh Steel and Engineering Corporation (BSEC), training department is headed by Additional Chief Personnel Officer. Only one staff is working under him. This department is under the control of Personnel division.

BSFIC Organogram) In Bangladesh Sugar and Food Industries Corporation (BSFIC), training and development department is headed by Deputy General Manager under the control of Personnel division. One Deputy Manager, one Assistant Manager, one Office Assistant cum Typist and one MLSS is working in this department.

Factories training structure

In the factories of BCIC training has been carried out under the control of Administration and Training centre. In fertilizer and paper factories they provide their training by their own training centers. Technical personnel working in the production and maintenance line becomes trainer in these training centers. They are usually engineers and chemists. In the factories of BJMC training has been carried out by their respective training centers. Centers are namely Karim Jute Mills Ltd, Gul Ahmed Jute Mills Ltd. and Jessore Jute Industries Ltd.

All employees of all factories of Dhaka zone are trained in Karim Jute Mills Ltd. Employees of Jessore zone are trained in Jessore Jute Industries Ltd. Employees of all factories of Chittagong Zone are trained in Gul Ahmed Jute Mills Ltd.

Usually the experienced officers of BJMC serves as trainers at regional training center of BJMC. Sometimes guest speakers are also invited. Trainers are generally of technical background. Trainers are being paid honorarium by their organization.

In BFIDC technical training unit has been set up at Chittagong Datmara, Fotiksari for imparting training to the employees. Principal is the head of this unit. There is one Vice Principal, and two assistant managers.

There are no training activities in BTMC as because all the factories are operated by service charge.

In the factories of BSEC there is no separate training management structure. Administration is running training activities in the factories.

Out of 16 running Sugar Mills of BSFIC, 13 mills have their own training complex. The authority provides training at mill area by the training complex of the respective mills.

Training structure of central training institute:

There is no central training institute in BJMC, BFIDC, BSFIC and BSEC.

BTMC has a central training institute named as TIDC. Presently TIDC has 47 employees. Head of TIDC is a principal. In TIDC no trainer has been recruited directly. Experienced officers of various mills of BTMC has been engaged as trainer in TIDC. The present TIDC has been evolved as NITTRAD, which is to train employees of BTMC.

Training institute for chemical industries (TICI) is the central training institute of BCIC. The numbers of trainers/instructors are 48 persons and other employees are 48. Engineers/technical persons in the relevant field are selected as instructors for TICI. There are three grades for the instructors of TICI that is Assistant Engineer/Assistant Chemist, Engineer/Chemist and Deputy Chief Engineer/ Deputy Chief Chemist. The head of administration in TICI is designated as executive director.

Training system:

In most of the corporations following system has been followed for conducting training. All of the relevant and curriculum vitae of the employee are kept in training related department in head office. Training institutes offer their programs to the head office of the corporations. After getting the course proposal from the training institutes training related department send the proposal in the form of a circular to the respective factories. Then the factories send their nominations to the head offices. Now head office select alleageable candidates from the nominees considering their training budget. Selected employees are informed and they take part in training programs accordingly. After successful completion of the training, the training institutes request training course fees to be paid by the participating corporations. Then corporations pay their fees.

Context of foreign training is different than the local training because the nature of courses, financial support and venue of the training has not decided by the corporations rather it depend upon the various foreign and donor agencies. Primarily foreign training is offered to external resources division of Government of Bangladesh. Usually these training are offered to the respective ministries by the donor or foreign agencies. Proposals are sent to the corporations from the ministries. According to the training

period foreign trainings are also divided in three tires. Such as short term training (8 weeks to 6 months), midterm training (any courses more than 6 months except MS, P.hd, Post.doc). MS, P.hd, Post.doc are considered as long term training. Age limit of training are 52 years, 45 years for short and midterm training respectively. There is no age limit for long term training. There are committees for nominating candidates for foreign training, those committee select candidates accordingly and send candidatures to their concerned ministries. Subsequently the selection has been finalized by the foreign agencies/donor agencies. This finalized nomination is sent back to ministries. Ministries send these nominations to the corporations. Then the training related departments issue Government Order and take bond from candidate if necessary. Even the candidate arranges the training program by personal initiative still candidate would have to give a bond.

RESULTS AND ANALYSIS

Response of study questionnaire (Annexure: 1) are shown in the table number 1.4. Question number 17 and 18 are given in the table number 1.5 and 1.6 respectively. It is noted that response to the question number 21 is given in the table number 1.7.

Table No.1.4 : Table showing the answers of Survey questionnaire and researchers findings
(Annexure-1)

Answers:

| Question No. | Yes | No | No Response | Researcher's findings |
|--------------|-----------|-----------|-------------|--|
| 11 | 160(64%) | 85(34%) | 05(2%) | There is no training policy. |
| 12 | 180(72%) | 67(26.8%) | 03(1.2%) | There is no human resource planning. |
| 13 | 98(39.2%) | 100(40%) | 52(20.8%) | Man power is improper. |
| 14 | 52(20.8%) | 190(76%) | 08(3.2%) | There is no director personnel. |
| 15 | 200(80%) | 40(16%) | 10(4%) | Policy is not satisfactory. |
| 16 | 180(72%) | 52(20.8%) | 08(3.2%) | Research and development department is present but they do not play role in training activities. |
| 17 | | | | Response to these questions are given in table 1.5 and 1.6 respectively. |
| 18 | | | | |
| 19 | 220(88%) | 30(12%) | 00 | There is no age limit. |

| Question No. | Yes | No | No Response | Researcher's findings |
|--------------|---|-----------|-------------|---|
| 20 | 190(76%) | 55(22%) | 05(2%) | It has been observed most of the private training institutes hire foreign and local faculties, they conduct training in posh venues and their training fees are higher which seems to be very impressive but they do not have any permanent arrangement. Their activities are also not service oriented rather profit oriented. |
| 21 | Response to this question is given in table 1.7 | | | |
| 22 | 150(60%) | 98(39.2%) | 02(0.4%) | Evaluation report is not submitted on time. |
| 23 | 170(68%) | 70(28%) | 10(4%) | There is no marks allocation for local training. |
| 24 | 33(13.2%) | 07(2.8%) | 210(84%) | Training impact research is hardly existent. |
| 25 | 75(30%) | 170(68%) | 05(2%) | There is no punishment provision. |
| 26 | 130(52%) | 55(2%) | 65(26%) | To some extent it is not possible to apply skill and knowledge acquiring from local and foreign training. Subordinate usually become more competent in their knowledge and skill by getting training. But in many instances controlling authority fell low esteemed, do not want to cooperate with and make their scope of work narrow. Culture of not accepting the new approach and change and avoiding risks are also factor in this regard. |

Total respondent 250

Table No.1.5 : Causes for not getting nomination in foreign training

| CL. No | Causes | Identifier | Researchers finding |
|--------|---|------------|--|
| a | Training policy of the corporation is not existent. | 25(10%) | Research finding indicates all the mentioned factors in question number 17 are more or less responsible for not getting foreign training nomination. |
| b | Inappropriate nomination in respect to training subject. | 50(20%) | |
| c | Remarkable decrease in total number of foreign training | 20(8%) | |
| d | Undue delay sending proposals from the ministry to the corporation. | 45(18%) | |
| e | Delayed training proposals from the ministries to the corporation. | 40(16%) | |
| f | Nepotism and Favoritism. | 37(14.8%) | |
| g | All of the above | 33(3.2%) | |

Table No.1.6 : Causes for not getting nomination in local training

| CL. No | Causes | Identifier | Researchers finding |
|--------|---|------------|--|
| a | Sector corporations are losing concern. | 160(64%) | Research finding indicates all the mentioned factors in question number 18 are more or less responsible for not getting local training nomination. |
| b | Lack of interest to nominate employees in local training by the respective authorities. | 09(3.6%) | |
| c | Training is not Systematic as there is no training policy. | 10(4%) | |
| d | Training design is not formulated as per need | 09(3.6%) | |
| e | Insufficient training budget. | 30(12%) | |
| f | Curriculum Vitae of employees are often not found updated. | 00 | |
| g | Untimely disposal of training proposals from the head office of the corporation to their factories. | 10(4%) | |
| h | Failure to send nomination from the head office and the factories to the training institute. | 08(3.2%) | |
| l | Nepotism and Favoritism. | 06(2.4%) | |
| j | All of the above. | 08(3.2%) | |

Table No.1.7 : Priority for providing local training.

| Entry Level | Mid Level | Top Level | Researcher's Finding |
|-------------|-----------|-----------|--|
| 175(70%) | 63(25.2%) | 12(4.8) | The study however, showed that though entry level employees should have the priority, the priority should also be attached to the training of mid and top level as well. |

FINDINGS

It is revealed form the feedback of the survey questionnaire, interview with the respondents and examination of the corporate papers like rules, regulations, office orders, files etc. relating to training and development that personnel training in public sector manufacturing corporations are not systematic and effective. The issue responsible for such ineffectiveness is as follows:

Public sector manufacturing corporations are providing their training without any training policy of their own. Even there is no human resource planning. Moreover, there is no independent training structure in the corporation for operating training activities. In practice, in most of the corporation's the training departments remain as part of personnel division or administration in the head office. For example, the BCIC training department conducts both recruitment and training activities under the control of the personnel division. The same situation in case of the Bangladesh Steel and Engineering Corporation. In the Bangladesh Textile Mills Corporation, training has been merged with administration and investigation under the control of the personnel division. It is noted that there is a trend to engage less competent personnel usually not relevant, inexperienced and whose educational qualifications are deficient, are placed in the training structure. It is found that number of personnel in the training is very few to run training functions effectively. In the factories the training structure has not been operating independently. In most of the cases training activities under the purview of technical division. Relevant experienced persons are not selected as head of factories of corporations. There is no policy for selecting trainers for the factories. As a result, any employee of any department is directed to take part in the training activities along with their own responsibilities which hinders their duties. Moreover, in most of cases they do not have any relevant experiences. And the honorarium paid to the trainer is not satisfactory. Because of absence of independent training structure in head office and factories, importance of training activities have not yet been realized for effective training.

Besides BCIC and BTMC there is no central training institute in other public sector manufacturing corporations. The central training institutes are not capable to provide necessary trainings except technical training. Hence their training needs remain incomplete.

There is no post of director personnel in the organogram of sector corporations for which training activities become less important comparing to other departmental activities.

Without assessing training needs, corporations send nominations to different training institutes and training institutes also do not have their training need assessment. Therefore, training has been accomplished without proper assessment. Training institutes run courses throughout the year, have no structured curriculum. Often a good many courses are conducted by the trainers who do not have relevant educational background and experience. Training institutes do not update their websites regularly. The main problems are there is no sound policy in the training institute, in proper management system and lack of quality and quantity of resources etc.

Training institutions usually do not send training proposals on time. Often nominating authority neglects the training offers and left on desk for a long time. Moreover, they do not timely communicate with their respective department, divisions and factories etc. Even though nominations reach on time, but for a particular training program, participant's level is not maintained properly. This makes training program less effective because the higher-level training course for lower level candidates cannot be receptive. Training evaluation report usually not placed to the concerned authority on time. Recommendations and suggestions of evaluation report are not implemented in subsequent training programs. As a result subsequent development and planning is hampered. Financial allocation for training is also inadequate comparing with the total budget. There is Research and Development (R&D) in almost all corporations. To a greater extent Research and Development (R&D) though has physical existence but hardly had it achieved its functional activities. Since R&D is not functional, system and methods of training remained traditional. Training mostly on theoretical than practice oriented. In many cases training does not have any valuable impact in the career development. There is no marks allocation for local training in the promotion, salary increment and important placement for the employees which discourages employees to participate in training programs.

Problems also exist in foreign training. Foreign training is controlled by donor countries as well respective ministries of Bangladesh. Number of foreign training has been remarkably decreased for the trainees due to several factors. One of the important factors is foreign donation based fund which often depends on the foreign donors, usually controlled by the donor agencies and the concerned ministries of the government of Bangladesh. With few exception most of the foreign training expenses is not affordable for corporations. As a result foreign training cannot be provided as need basis. A good many offer from the various foreign agencies and organization are usually disposed to ministries. Managerial training usually has been enjoyed by the bureaucrats irrespective of their need though many of those training are designed and useful for the corporations.

It is not very uncommon that relevant and eligible candidates are not nominated rather nomination is given without any relevance and policy due to negligence, nepotism and corruption. Often ministries delay to notify, nominate of the candidature. Because of these, important foreign trainings are in waste and ultimately the opportunities are lost. It has been observed that how many times a candidate can avail study leave for higher studies that has not been mentioned in the foreign training ordinance. Moreover, no action has been taken against the trainee who did not complete training program. Even the trainee is not given any show cause notice.

RECOMMENDATIONS AND CONCLUSION

To make training effective the above mentioned problems are to be solved. To do so, first of all training policy should be formulated as soon as possible in the corporation. There should be a committee similarly to foreign training committee which will carry out the necessary activities regarding local training until a policy for local training has not been finalized. Training policy should include foundation training for the new employees to orient themselves with the organization. Mid level employees should be provided training so that they can overcome their gap of knowledge and skills. Higher level employees should also be trained to acquire high value adding skills and knowledge. Policy should also include giving priority to those employees who have not taken training previously and relevant employees should be nominated in the respective training. Age limit of the employees should be taken into account. Training policy should include detail rules and procedure regarding the entire human resource development of the corporations.

For effective training, Public sector manufacturing corporations training structure should be strengthened. For that, independent training department needs to be established in head offices and factories. Like other directors it is essential to create a director personnel position. Eligible and properly qualified personnel should be placed in training structure for conducting training activities. Besides, number of training personnel should be increased. A policy should be formulated for selecting trainers. Remuneration of the trainers should be satisfactory. There should be a trainer pool also to meet demand. Besides technical training, the central training institute would have to arrange and conduct training in the field of Finance, Accounts, Marketing and Administrative training etc.

To make the training effective both the participating corporations and training institutes would have to carry out training need assessment. Also participatory corporations can suggest or put recognition of their training demand to the training institutes based on their own training needs.

To make training effective training institutions should have to overcome their problems by formulating sound training policy in the institution and develop proper management system. Moreover there should be policy to attract and sustain qualified, meritorious trainer in the training institute. Course curriculum should be developed and updated. The training program should be more applied than theory so that trainees become enthusiastic for acquiring knowledge. To withhold the attention of the trainee the time period of the training sessions should be optimized. Therefore, it is expected that, the

head of the training institutes should be persons who are committed, honest and dynamic from relevant field to run the training institute effectively.

There should be training evaluation for ensuring the accountability of the quality of training. For subsequent development and planning it is necessary to submit training evaluation report on time to the trainer, course co-coordinator and concerned authority. There should have an impact study aiming to evaluate and audit the performance and effectiveness of the trainees in their respective field. This audit ultimately will give feedback of various training programs that will aid for further improvement, development and redesigning of various upcoming training programs.

Controlling authority should ensure all supports to help the trained employees so that they can implement their acquired knowledge and skills.

Both the corporations and training institutions should have impact study to understand the level of affectivity of training. The training policy should include post-training seminar as a mandatory requirement. Training is a continuous process but limitations and inadequate financial allocation hinders updating knowledge and skills of the employees. So, budget should be increased in training head.

Authority does not realize the importance of local training and often neglects to nominate employees in local training. To overcome these problems, higher officials should have to participate in various seminars and symposiums. A master list of the trained personnel should be prepared for upcoming planning of the corporations. Corporations should take initiative to lessen over control of the concern ministries. At the end of the training the trainees should be given opportunity to disseminate their acquired knowledge and skills by means of seminar, symposium and workshop etc.

In case of foreign training processing, bureaucratic chain should be reasonably shortened. Corporations should have direct access and communication with respective ministries & external resources division. Concerned donors & foreign agencies can be requested to communicate directly to the corporations. To inform about those training programs ministries/donors should only be an approval authority.

A reward system should be introduced which will include best trainer and best trainee. There should be punishment provision for the trainees if they do not complete training program.

If above-mentioned problems are solved and accordingly if necessary measures are taken, then Public sector manufacturing corporations would achieve their goal. This ultimately would contribute nation building activities. So, the concerned authority should impose immense importance for developing effective training for human resource development of the corporations.

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