



*Strategic Learning and Development for  
Achieving Organizational Excellence*

# **Strategic Learning and Development for Achieving Organizational Excellence**

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## Letter of Transmittal

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1<sup>st</sup> July 2021  
Dr. Abu Saleh MD. Sohel-Uz-Zaman  
Professor  
School of Business & Economics  
United International University

**Subject: “Strategic Learning and Development for Achieving Organizational Excellence”.**

**Dear Sir,**

It's my great pleasure for able to submit my internship report on **“Strategic Learning and Development for Achieving organizational Excellence”**. This internship report is excellent result of my knowledge which is acquired from my various HRM course.

I tried my level best to prepare this internship report. All the information of my internship report is internal information of JAAGO Foundation. Some information collects from HR personnel. I have given my hundred percent effort to making this internship report.

As per your guidance it's a great opportunity to achieve proper knowledge about strategic learning development for business excellence. I hope that you will read my paper. Please feel free for any query and clarification and I always ready for given it.

Sincerely Yours  
Tarak Aziz  
ID-111 151 416  
Program-BBA  
Major- Human Resource Management



## Supervisor's Certificate

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It's clearly Certify that this internship report on “Strategic Learning and Development for achieving organizational Excellence”. This internship report selected on Strategic Learning and Development for JAAGO Foundation achieving their excellence. For the completion requirement of Bachelor of Business Administration (BBA) degree major in Human Resource Management from United International University and student name Tarak Aziz bearing ID- 1111 151 416 under my supervision. As per as I am concern about this report no part of this report, report title or any type of recognition has not submitted before.

I pray for his success in every step of life.

.....

Dr. Abu Saleh MD. Sohel-Uz-Zaman

Professor

School of Business & Economics

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## Acknowledgement

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In real sense I would say a project report is most combined effort and hard work of student's skill his knowledge under the valuable guideline of their experience to make it real one. A project cannot be fulfil or satisfied without proper guidance and cooperation those who involve in this report. So I am very thankful and grateful of my internship supervisor Professor Dr. Abu Saleh MD. Soh-el-Uz-zaman Sir who help me a lot to complete my report proper way and due time.

Firstly I would express my gratitude and thanks to my Allah for give a strength to complete my report successfully and also give special thanks to my Supervisor Professor Dr. Abu Saleh MD. Soh-el-Uz-Zaman Sir for his most valuable advice and he always encourage me to preparation of my Internship report properly. Then comes to others person who helps me in running of my internship period in **JAAGO Foundation**. Without their help I cannot complete my internship in proper way and successfully. Again thank my internship supervisor Professor Dr. Abu Saleh MD. Soh-el-Uz-Zaman for his co-operation and he guides me to get the collect information alone with JAAGO Foundation HR department employee for their cooperation. It was really appreciable.

Despite my careful trying and effort if you found any fault in my paper please let me know and I apologized for my unintentional error.

## Executive Summery

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In the development sector JAAGO Foundation is one of the big organization in our country. They spread their success story in all over the Bangladesh. Now JAAGO Foundation began their journey more than eleven districts in Bangladesh.

The report primary focus on JAAGO learning and development initiative which is undertaken by JAAGO development. This study point out the condition the employees training, their problem and possible solution for improving employee's skill, knowledge for organization achieving goal. This report also give emphasis on the accepted theories and different model of training to the learning and development process of JAAGO Foundation. This report is also focus on JAAGO Foundation HR policy and it's also a confidential issue of discussion of their policy.

This report also focus on employee satisfaction level of learning and development of JAAGO Foundation. JAAGO Foundation learning and development unit started their journey in 2008. The overall learning and development is satisfactory level but they need to work some others areas. Training and development of employees ensure adequate supply of skill and knowledge. Its help also technically and socially capable for career advancement in management position of employees. So the learning and development need will never end. To fulfil the purpose the report provides recommendation based on finding and analysis.

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## **CHAPTER I- INTRODUCTION**

1.1 Background of the report

1.2 Objective of the report

1.3 Methodology of the report

1.4 limitation of the report

1.5 Scope of the report

## Chapter-1

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### 1.1 Background of the report

Internship program of United International University, a graduation requirement of Bachelor of Business Administration (BBA). This internship report is their partial requirement of completion of BBA degree. At present days education is not limited only book and classroom. Theoretical knowledge obtain from book which is half way of the subject completion. In modern world practical knowledge has no alternative. The perfect combination of theoretical and practice is most valuable context of today's business world. I think internship opportunity gives a student big platform to learn practical knowledge and come closer to real life experience of work. Internship opportunity also helps them to build up their next step career.

My internship title is Strategic Learning and Development for Achieving Business Excellence. I have done my internship from JAAGO Foundation and I learn lots of strategic learning and development related tool which helps an organization to achieve business excellence. This internship was assigned by a JAAGO Foundation HR executive Asadul Isalm and was approved by our honorable faculty member professor Dr. Abu Saleh MD. Sohel-Uz-Zaman sir of United International University.

### 1.2 Objective of the report

Main objective this report is strategic learning and development for achieving business excellence. An effective learning and development can increase employee skill and gain employee trust toward the organization.

**Main objective of this report is-**

**Broad objective –**

- To learn real life experience with developing activities which relate with theoretical knowledge.

- To understand HR policy and practice of JAAGO Foundation.
- Assessing strategic learning and development process of JAAGO Foundation
- TO determine the effective and efficiency of JAAHO Foundation HR process.
- Analyzing the training impact of JAAGO Foundation employees.

### **Specific Objective**

- Understanding JAAGO Foundation what's kinds of training provide for their employees.
- TO find out the frequency the training of JAAGO.
- Assessing the JAAGO training tools and procedure which is using for the training period.
- To find out the organization benefit for due to provide training.
- Analyze the training impact of employees.
- Suggesting the probable solution which is identify shortage in the JAAGO training period.

### **1.3 Methodology of the report**

For accurate study every students should follow some rules and regulation for collecting their data. I have followed two way for data collection. One is primary data collection and second is secondary data collection method. Because every researchers and students follow this two way to complete their project paper or internship report.

**Primary Sources:** Primary information are basically collected from first -hand account from event, various types of practice and condition. In general primary information is documents which is created by witness or their recorded event which is occurred in the organization. Primary data are collected from-

- Practical work
- Face to face conversation with the organizational officer
- Physical observation
- Face to face conversation with the people.

**Secondary Sources:** Second-hand information or published documents are the main way to collect secondary information and it called secondary sources. Because secondary data are created after primary source and they always talk or use after primary sources. Secondary sources is additional option of past event or primary sources. Secondary sources have many copies where we collect our secondary data.

- Annual report of organization
- Different publication
- Files & dairy
- Various books and
- Organizational Website etc.

Details of internship report work plan are given below-

**Data collection method:** Relevant information for this report are collected from primary source by direct investigation of JAAGO Foundation HR department personnel.

**Data sources:** All type of information and data for this report collected from primary source. The secondary information collected from various books, annual report, their files and dairy, company website, publication etc.

**Data processing:** Data collection from primary sources and secondary sources have been process qualitative approach.

#### 1.4 Limitation of the report

As I was intern student of JAAGO Foundation head office. I got their details information regarding strategic learning and development only what I can observe from their office. In their HR department confidential level was too high for collecting related information. For that reason I could not get access all information which was need for my internship report. Besides there is time limitation of my internship my internship duration was only four months. Their all employs were busy schedule that's why my survey questionnaire to their time availability and willingness have to limit. Same things happen to their others department who attend my survey questionnaire. And they also think that giving survey questionnaire answer it will hamper their business strategy. But

I got always support from Asadul Isalm HR executive during my internship period and its helps me a lot to make a fruitful internship report.

**The limitation are –**

- JAAGO Foundation website is not up to date for my relevant information.
- My necessary information is not available in the internet.
- No soft copy or relevant annual report found from their website or internet.
- It takes huge time for typing some common information but relevant for my report from hard copy of annual report of JAAGO Foundation.
- Time shortage is another big issue for preparing report because it was difficult to writing report and concentration to regular office work in 9 am to 5.30 pm.
- JAAGO Foundation human resource department was very restricted area that's why I cannot include others relevant information in my report.
- Confidential data collection is difficult because of their privacy is very strong.
- Lack of their co-operation because they have lots of workload.
- To continue study in a short time is a big deal. After the job period it quite difficult to making a big report.

## 1.5 Scope of the report

This report covers the JAAGO Foundation HR function & strategic learning and development and short brief of JAAGO Foundation operational activities. Strategic learning and development division of JAAGO Foundation has described the whole process. Training cycle, training process, training need analysis will be describe step by step to have understand the whole process of JAAGO Foundation.

## **CHAPTER II – COMPANY OVERVIEW**

2.1 History of JAAGO Foundation

2.2 Vision of the JAAGO Foundation

2.3 Program of JAAGO foundation

2.4 JAAGO Foundation Strategic HR department

2.5 STOW analysis of JAAGO Foundation

2.6 Few development Sectors working in JAAGO Foundation





## Chapter-2

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### 2.1 History of JAAGO Foundation

The story of JAAGO foundation started with one man dream since 2007. He wanted to do something extraordinary for ordinary people for Bangladesh. Korvi Rakshand is a founder of JAAGO foundation. He belongs upper echelon family and he was 21 age youth boy. He has dream and determine to change the society toward the education society. He founded JAAGO foundation and aiming to provide free education toward the unprivileged child those who are coming from lower economic background.

JAAGO foundation started their journey with 17 students and a carpet in a small room. Today JAAGO have 3500 thousand students studying under them in twelve districts of Bangladesh. Those districts are Dhaka (Banani, Rayer Bazar) ,Rajshahi, Chattogram, Bandarban, Gaibandha, Madaripur, Lakshmipur, Rangpur, Habiganj, Dinajpur and Teknaf. Potential of youth and volunteer for Bangladesh is another wings of JAAGO foundation which is started their journey in 2011. Volunteer of Bangladesh is sprits of youth volunteer with their strength and goodwill brings substantial social change and raising social awareness among the masses.

Now nationwide big youth platform and presently exist thirty two districts and 32000 restarted volunteer work in the country. JAGGO foundation is free cost of schooling to ensure the quality education for the unprivileged children in Bangladesh. Its aim to remove poverty and illiteracy form society and rebuilding the nation by empowering youth. It registered the joint stock the company under societies act xxi of 1886 by the government of Bangladesh.

### 2.2 Vision of the JAAGO Foundation

JAAGO foundation dreams that they will build illiteracy free Bangladesh will full free access of quality education. JAAGO always believes that they will build a better society. One is every poor child can be access quality education and second is youth will serve better service for their communities betterment. Because education and youth can work combine then a country can move forward the development rapid growth.

## 2.3 Program of JAAGO Foundation

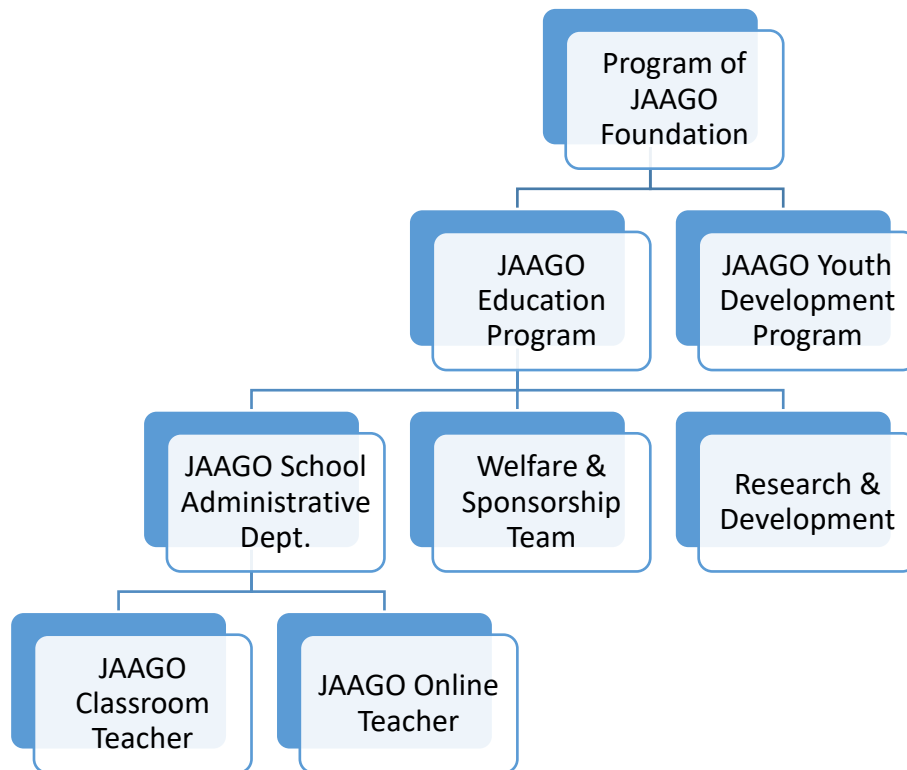


Figure 2.3.1: Program of JAAGO Foundation

JAAGO Foundation has two program. They are –

- i) JAAGO Education program
- ii) JAAGO Youth Development Program

### i) JAAGO Education Program

Education program is one of the principle program of JAAGO Foundation. They aim to provide free education and international standard education to the under-privileged children in our country from poor families. JAAGO foundation currently around 3000 thousand students studying in 13 schools and 1 orphanage home in the Bangladesh.

Now a days Bangladesh facing shortage and quality full teacher. However this problem is faces in urban and rural areas in Bangladesh. No experience teacher or youth are not interested to serve

their service in rural areas for long time. JAAGO foundation is working with this vision they are trying to cost free education with international level education in very district in our country. To accomplish this vision JAAGO foundation collaborate with Grameenphone and agni system limited the digital concepts of online school of Bangladesh. The main idea of online school is mainly design for the quality gap in education by using the modern technology.

### JAAGO School Administrative

JAAGO foundation given more special focus on English language. Because english is one of the most important factor in getting good job in the competitive job market as well as getting access global opportunities. JAAGO foundation develops their own syllabus based on international and national curriculum so that their students can learn quality education.

### JAAGO Online Teacher

The teachers are responsible for making and designing A/V clips, graphics which is needed to impact the lesson, provide the assignment, distribute the class lecture, homework and collect them from the students when it completed. Online teacher also evaluate their students' progress and performance, record their progress data to access the program.

### JAAGO Classroom Teacher

The classroom teacher also responsible for providing A/V tools, taking and follow up attendance record and assisting children individually or few groups.

### JAAGO Welfare & Sponsor Team

Donation collection and coordination is handled by welfare and sponsor team. JAAGO has more than thirteen school and they running without any barrier and they make sure to good coordination with others department. Welfare team not only think about child betterment but also they maintain the good ordination with other department. Welfare team mainly work with middleman of JAAGO Foundation. It establish a good coordination between the JAAGO online & offline school, JAAGO sponsor team, head office and others department by Email or phone calls or arrange meeting.

Sponsor team receive lots of poor and unprivileged children profile for verification for making appropriate file. After Make appropriate children profile sponsor team send them welfare team and those are not perfect match they back them welfare team. Sponsor team collect donation from different source. Many time people inform JAAGO sponsor team by knocking JAAGO Facebook page, friend of friend or mouth to mouth.

People those who are interested to know about JAAGO different types of program and show interest to get involved it then they their some information like Email, mobile no, address by fulfil the from. Sponsor team collects different sponsor by Bkash, DBBL, CFA America, JAAGO USA and JAAGO UK etc. collection donation money from different source is spending for unprivileged and poor welfare students. Now show a flow chart of donation collection process is given below-

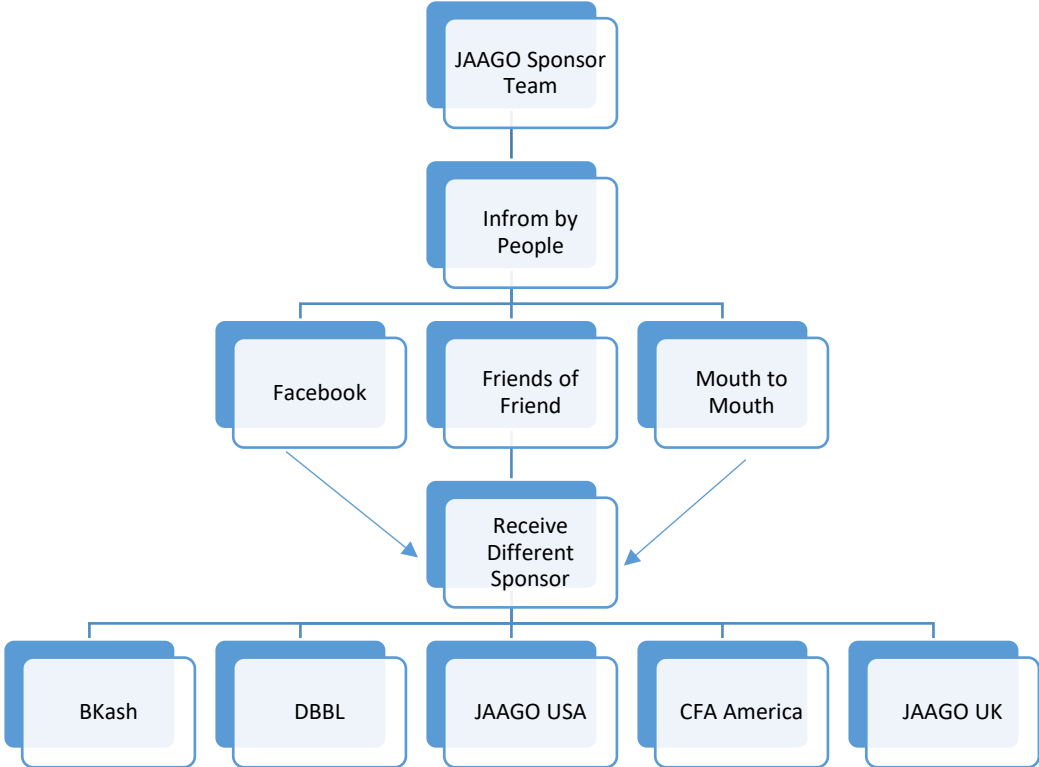


Figure2.3.2: Donation collection process

## JAAGO Research and Development

JAAGO research and development department doing lots of important works. They develop various contact. They implement project development and make a blueprint how they successfully implement this. They make different plan for their project implementation. Their research team doing research many remote area how can they improve their life, how they establish their new project by their research. Their research team conduct primary research and published them in international platform so that many develop country donor see this and come forward to help JAAGO Foundation.

## ii)JAAGO Youth Development Program

JAAGO Foundation facilitating lots of volunteering program for youth development in our country. Those are local and international volunteering program to help break our property break. Empowering volunteerism of Bangladesh to develop our nation by reallocation various skill and self-development and growth every citizen of our country. To find an develop and independent Bangladesh through volunteerism to achieve the highest goal of Bangladesh and a vision of JAAGO youth development program.

## 2.4 JAAGO Foundation Strategic HR department

Currently JAAGO Foundation has a group of 50 employee's workings for different projects and operation. All of these employee are full time employees of JAAGO Foundation. There are several team for maintaining different projects. This team is guided by highly skilled team leader. Dedication is the main strength to make the team special of JAAGO foundation. JAAGO energetic HR team of employees are the main sources of their organizational success.

JAAGO Foundation includes different HRM function and another additional activities like- global skills management, different expertise management etc. JAAGO Foundation believes that an organization growth and success depend on increasing efficiency of employee. JAAGO Foundation always offers to their employees excellent work environment and support for skill

development and their knowledge improvement. JAAGO Foundation gives value of productivity and spontaneous contribution of their Human Resource Department.

JAAGO Foundation Human Resource Department always ensure strong support role to develop and implement their different HR policy and guidelines for ensuring any uninterrupted operation and participation to achieve their organization goal and objective as well as all employees need. JAAGO HR is maintaining and dealing their many project is excellent way. They follow different policies according to our labor law.

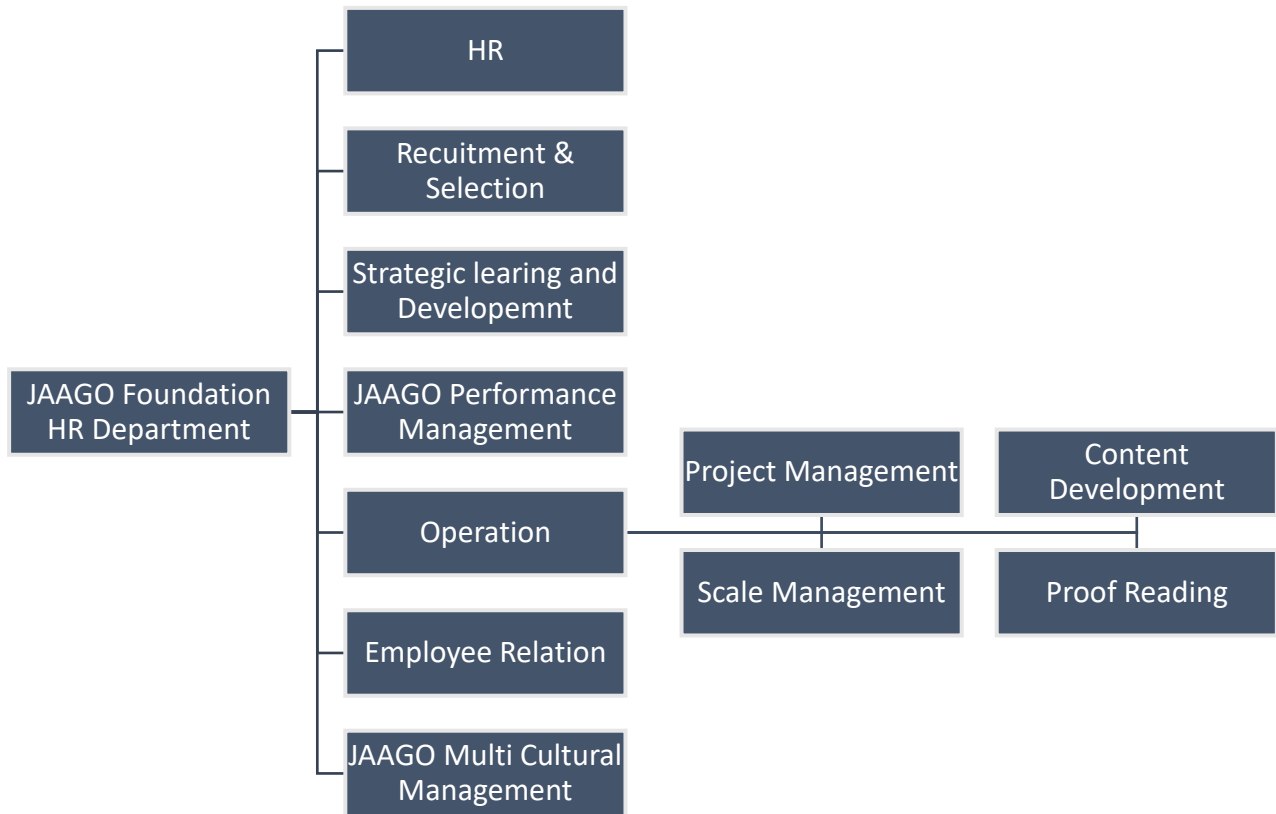


Figure 2.4.1: JAAGO Foundation Strategic HRM department



Source: JAAGO Foundation Human Resource Management Software.

JAAGO Foundation has systemic and software for their different HR process. For giving an example here is screen short of the JAAGO Human Resource Management System.

## Main Component of Human Resource Policies & Procedures of JAAGO Foundation

JAAGO Foundation Employment Condition	
Main Classification of Employees	Duration of Employment Service
Full time employee	Contractual renewal
Part time employee	Performance based system
JAAGO working hour	Identify employee performance
Regular attendance record	Designation
Requirement of employees	Transfer of employee

JAAGO Recruitment & Employees Training	
Equal opportunity and diversity for all employee	Operation of new employees
Employee recruitment procedure	Joining new employee
Employee recruitment committee	Training new employees
Appointment	Employee Placement

<b>JAAGO Employees Service Benefit</b>		
Employees Salary	Allowance within working area	Medical Emergency Benefit
Advance Salary	Travelling	Food Allowance for travelling
Special Event bonus	Permission of Travelling Authorization	Extra work allowance
Medical Insurance	Travelling Allowance	Telephone bill allowance
Social Security and Welfare	Transport facilities for employee	

<b>JAAGO Leave System</b>		
Different Types of leave	Govt. Holyday	Maintain Different leave record
Annual Leave	Leaving procedure	Increasing of leave time
Special occasion leave	Leave register	Leave with pay

<b>JAAGO Discipline and Termination Rules</b>		
Definition of D&T rules	Show cause policy and procedure	Redundancy policy
JAAGO complaint process and investigation	Job status separation	Termination from duty
Penalties	Termination policy	Retirement pension policy
Employee Suspension	Resignation	Appeal

Table2.4.2 Main Component of Human Resource Policies & Procedures of JAAGO Foundation



## 2.5 STOW analysis of JAAGO Foundation

As everyone know that JAAGO Foundation is a non-profit organization which is established by Korvi Rakshand in April 2007. Korvi Rakshand started JAAGO foundation for the purpose of education and youth development.

### **Strength of JAAGO Foundation**

- JAAGO foundation have more than 25000 volunteers are working different area of our country to provide quality education among 3500 unprivileged and poor children.
- Huge and Skillful team around more than 500 hundred people working in JAAGO Foundation.
- For the first time JAAGO Foundation arrange SSC examination in online.
- JAAGO Foundation currently operate 13 free online and offline school all over the Bangladesh.
- JAAGO Foundation has strong network for online school which provide excellent and quality education through video call in the rural areas in our country.
- JAAGO Foundation has many virtual branches in others countries.
- JAAGO Foundation always provide nutrition food to their all students in tiffin period.
- Those students need extra care JAAGO arrange extra care for them.
- To encourage and develop self-confidence JAAGO Foundation arrange lots of festival and exhibition so that their students can sell their hand mane products and food.
- JAAGO Foundation has good reputation for operation English medium school and they teach international level quality education.

### **Weakness of JAAGO Foundation**

- Student's dropout from school is major weakness of JAAGO Foundation. JAAGO should more conscious and avoid it as much as possible.
- Sometime sponsor preference like religion, gender, class in special branches
- All students in JAAGO Foundation are not properly sponsored yet.
- Newly admitted of JAAGO online school faces many difficulties for understand their class.

- JAAGO Foundation faces problem to running their online school in remote area in Bangladesh where technology speed is very low.
- Sometimes it's very difficult to control the children in the classroom.

### **Opportunities of JAAGO Foundation**

- JAAGO can increase their offline and online school which is free of cost. JAAGO provide quality education toward the low income and unprivileged children and give opportunities who are interested to admit their school.
- JAAGO has lots of international partner and they are always willing to help JAAGO Foundation to establish their branches school in others countries.
- Others organization like JAAGO Foundation helps to increase their school in remote area in Bangladesh.
- JAAGO Foundation working for woman empowering and increase their center for changing woman lifestyle.
- JAAGO can arrange lots of training for motivate woman empowerment.
- JAAGO Foundation can starts day care center for working woman for payment basis so that they can use that money for their school betterment.
- JAAGO can launch day care center so that many poor woman working there and support their family member.
- JAAGO can launches lots of training program for reduce unemployment.

### **Threats for JAAGO Foundation**

- An unsponsored students is very difficult to continue his study and also create huge problem for the organization.
- JAAGO Foundation may withdrawal student's sponsorship if he doesn't perform well.
- When students leave the JAAGO School in the middle of the year then the reputation of JAAGO School get downward.

- Most of the JAAGO Foundation is online based but bad internet connection create problem for conducting online class.
- If big donor take of their hand from sponsor of JAAGO Foundation different development project then it will cash flow of JAAGO work.
- Maximum information is passed by online based if the server of JAAGO Foundation get hacked then it will makes big problem for sharing information for JAAGO Foundation.
- Another competitors of JAAGO Foundation can easily copy their idea.

## 2.6 Few development Sectors working in JAAGO Foundation

### **Education Sector**

JAAGO Foundation has total 13 school which is 3 are traditional school and rest of 10 school are online based all over the country. JAAGO Foundation establish their school in rural and remote area of Bangladesh where poor and unprivileged don't get access quality full education. But help of modern technology and high speed internet JAAGO Foundation makes it successfully. In their thirteen school JAAGO provide quality education where other school do. JAAGO Foundation believe that a quality education can change the society and it remove poverty from society.

### **Non Formal Education**

Non formal education is not like the regular formal education type. Basically this education is only for adult people. Those who are not educated and don't get right chance to take education in proper time. JAAGO Foundation start a non-formal education system for adult people. So that they can easily get this right to learn something.

### **Health & Nutrition sector**

JAAGO school is one of the important work is providing nutrition food for their all unprivileged children in their school. Most of the students of JAAGO school comes from poor and unprivileged family and they have no ability to by nutrition food and they suffer malnutrition and others health related disease. Without proper nutrition food and good health learning can be difficult for the

students. JAAGO Foundation provide many nutrition food like- milk, egg, fruits, bread, jelly and others nutrition food every week to their students.

### **Public & private health sector**

JAAGO Foundation students are also familiar with different education service. But JAAGO foundation not only work with education sector they also work for health sector also. JAAGO Foundation provides their students worldwide exposer and different culture of the world as well as take care of their health. JAAGO Foundation run different health projects for their students.

- i. Hygiene products
- ii. Living Healthy
- iii. First aid center for students.

## **CHAPTER III- STRATEGIC LEARNING & DEVELOPMENT**

3.1 JAAGO Capacity building and JAAGO Training unit

3.2 Strategic learning and Development objective

3.3 Learning and Development work outline

3.4 Learning process

3.5 list of Learning & Development Program

3.6 List of some generic course of JAAGO

3.7 Types of learning Program

3.8 Method of learning Program

3.9 How Contribution the strategic learning and development to success of the JAAGO Foundation.

## Chapter 3

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### STRATEGIC LEARNING & DEVELOPMENT

The main reason of this research paper to present the conceptual study of employee learning and development program and its core benefit. This research paper will inquiry and structure the elements employee learning and development program and later this study will present what types of positive outcome comes for the employee and the organization. (Md. Mobarak Karim, 2019) Without proper learning and development organization find it more difficult to stay in competitive global economy. Importance of employee learning and development is needed for the organization which pursuing a advantage among their competitors. Employees are estimated the valuable resource of the organization. Organizational success or failure depend on employee performance. Many organization financing lot for employee learning and development program. (Bharthvajan R, 2019) A learning program is supportive for organization and to emphasis employee knowledge, ability and expertise. There is lots of substantial discussion between researcher and professional on the effect of the learning and development in the employee and organization. This paper describe the fundamental of employee development program and benefit and benefit also employee and organization. (Khawaja Jehanzeb1 & Bashir1, 2013)

Training (Learning) is an important tool. Training involves educational and inspirational activities for increasing knowledge, ability, skill, attitude at the all individual employees. Training can be defined as a new learning experience which seek a relevant and permanent change in the employees. Training can improve an employee's ability to perform his or her job perfectly. Training normally offer from a company so that an employee can gain knowledge about his task and he can easily perform his job related any competences. (Salas E. T.-J., 2013)

Development refers to various learning opportunities which is designed by the organization for helping the employee. Development is continuous process. Development covers not only job related activities or improving job performance for an employee but also helps the employees long time growth their personality. Development is a continuous process by which any organizational employees develop their various skills like- different skills, good behavior, action and attitude or others relevant activities with regular training and development which are very needed to perform effectively and smoothly inside or outside the organization. (Tannenbaum, 1992)

A successful learning and development process can make appropriate change in the employees' behavior and their activities which is directly related with organizational goal. Training and development refers to improve present and future employee's performance in the organization and also increasing employee skill, knowledge, various ability and employees attitude through learning and development. (Aguinis, 2009)

### 3.1 JAAGO Capacity building and JAAGO Training unit

Learning and development helps to human resource and also help to organizational employees to gain organizational goal as well as a personal goals. Moreover it provides an equal opportunity and structure for the learning and development of technical and behavioral skill in the organization. It's an integral part of the organization management program. Learning program is most practical and vital because it's heighten the employee morale. Training helps to reduce employee workplace dissatisfaction, complaints, absenteeism and reduce employee turnover rate from the organization. (Truitt, 2011)

A trained employee can easily make a better economical use of company equipment. Therefore company material wastage and spoiled are lessened automatically and reduce company supervision. Development individual in the inside or outside organization can contribute to achieve the organizational goal and it is not only true for JAAGO Foundation but also need for others organization as well. JAAGO Foundation training is must for all of their program because JAAGO all program depended on training program. Without proper learning employee don't understand the work procedure and they can't develop the necessity skill to run the JAAGO program.

### 3.2 Strategic learning and Development objective

- Impact the learning knowledge, attitude, skill to the training team to empower them to work efficiently and effectively so that they can perform their responsibility properly.
- To build the height capacity of the employee especially for new program. Senior management team notify them and trained them properly.

- JAAGO Foundation provide handholding support to the training team and project team. They fulfil their demand as per the training requirement.
- To help JAAGO Foundation they set up a learning and development cell as an organizational internal unit to make better learning support to their employee.

### 3.3 Learning and Development work outline

JAAGO Foundation assign a small training team to coordinate the employee capacity building. JAAGO Foundation assign a person who is knowledgeable in the area of designing a program, implement a program, implementing employee capacity building and also capable to lead the employee leaning program also.

JAAGO set up a training structure for their employee. They design the training team based on number of employees and volume of their program. The training team is running by one training in-charge. Sometime they hired a leaning venue and design training module based on their program structure.

JAAGO Foundation decided some generic and specific leaning outline for the employees. Program specific learning course designed by respected JAAGO program manager and some generic coursed selected by JAAGO head office unit and senior management.

JAAGO Foundation always do update and develop their learning modules, reading and their session materials also. Leaning modules on program specific course designed by respected JAAGO program manager and some generic coursed selected by JAAGO head office unit and senior management. If required both team seek assistance from JAAGO head office leaning and development team and it is central capacity unit of JAAGO Foundation L & D unit. Sometime JAAGO hired external agency and expert if their internal learning department doesn't meet the learning requirement. Trainers are responsible for session material for conduct the leaning program. (Tannenbaum, 1992)

JAAGO Foundation tries to identify learning need, facilitate leaning course and JAAGO assessment of their learning need which is done by leaning and development department and



JAAGO head office. JAAGO decided to priority based leaning program will arranged every year. Learning and development team is responsible for providing learning materials. JAAGO learning team providing coordinating and need based support to training term in the area of their leaning course. The major responsibility of JAAGO learning team to enhance their capacity to achieve the organizational goal.

### 3.4 Learning process

JAAGO Foundation learning process is done by four process-



Figure 3.4: JAAGO Foundation learning process

JAAGO Foundation always consider learning and development is complex process and it requires a strong dedication to learning knowledge. JAAGO responsive to need of the leaning program. JAAGO always emphasis to continuous capacity development of their employees. This learning program is an integral part of the JAAGO Foundation.

JAAGO Foundation main purpose to run their program smoothly. The learning are given from their perspective. There are some areas of JAAGO where JAAGO head office collaborate with learning program. The whole learning process is represent this way that covers the leaning and development.

#### Analysis

To cultivate this principle JAAGO Foundation set up few learning center for train up their employees. JAAGO Foundation has considered to set up learning facilities in their all operation area. Currently JAAGO has learning professional in almost every program and every department.

To support their employee capacity building initiative JAAGO change their few organization policy. Capacity building and learning and development is established. This wonderful unit provides all types of technical and learning guidance support to all. Learning team ensure the head office that they are going to continuous capacity building program and learning various skill by training (learning) Employee's capacity building needs continuous efforts to learn different skill and generic knowledge. Capacity building elements includes the both elements. JAAGO learning unit coordinating learning team to develop their knowledge, skill and attitude. (Neelam Tahir, 2014)

The learning of JAAGO Foundation is mainly their program development. In order to understand that which leaning is effective to their employee. Because their most of the learning is done for their program success. JAAGO area based office has also learning facilities and their learning is mainly program based. Sometime employees focus group discussion are take place as a training modules. If supervisor seen any gap in the employee he requested to them for participate learning program. If any employee wants to take specific training and JAAGO take in consideration. JAAGO training need assessment is done every year. (Dr. Aborampah Amoah-Mensah, 2016)

JAAGO need assessment occurs is two level one is group and another individual. An individual learning needs when his performance fall down from standard. Employee performance deficiency cause lack of skill and knowledge and it's remedied by proper learning. In this situation interested employee talk to the supervisor and let him know their gap and need. Individual employee need to new skill for doing better in the job. Employee normally need to orientation for new facilities in the job.

Assessment of training is also need for group level. Any type of organizational changes are necessity to training the group of employees of JAAGO. When JAAGO Foundation plan to introduce a new program division in another area then necessity to trained the employees. There are also others issue taken to consideration

**JAAGO Foundation analysis:** prior to starting the learning program, the examine analysis the JAAGO goal which can be short term or long term and trends its affect the organizational goal.

**Task and skill, knowledge and ability analysis:** After internal analysis, JAAGO Foundation identifies what types of task are needed for job and what types of skill, knowledge and abilities are needed to perform the task.

**Individual person analysis:** which skill, knowledge, ability are learnt by employees or not learnt. It's analysis in this stage. Also analysis at this stage that which employees need to train (learning)

**Employee performance assessment:** JAAGO assessment their employee performance in their field. It's very important to assess their training need so that supervisor can easily doing employee gap analysis.

**Learning and development plan:** In every area of program supervisor identify departmental need. At the time of development planning supervisor tries to identify the special training for specific employees.

**Formal issue of learning:** For the formal issue learning, a survey questionnaire is developed for formal issue. They develop three types of questionnaire. Which employee need the training and it's a one type of questionnaire. 2<sup>nd</sup> questionnaire is for supervisor and rest of the recipient of program.

After finished this assessment JAAGO supervisor collaborate with program representative. And the purpose is the training need. JAAGO head office takes necessary step for training and they include this learning program next year learning program. JAAGO Foundation learning program is something more. This learning program done with collaboration JAAGO head office and learning department and they meet their every department every year and discussion the senior management about the learning program that is their employee need any special training. JAAGO learning department arrange those training is called trailer made learning.

## Instructional design

Instructional design refers to develop the plan. This stage is basically learning process and determine the learning objective. Select the evaluation method and determine the cost benefit

analysis. JAAGO determine their learning objective. JAAGO analysis the learning influence on intellectual skill, good behavior, cognitive skill, and technical skill. They determine that how much employee will involve, how the trainer will give the learning session to the employees. How can program will start and what will be outcomes. It should take from consideration. To make it clear JAAGO Foundation expects more outcome from their inputs. In this stage developing objective JAAGO generally consider some issue which is –

- Level of performance
- Desire level of current employee performance
- Benefit of the successful learning session
- Method of learning session
- Allocation of session time
- How many trainers to train at the organization fixed time
- Different types of learning for manager and subordinate

JAAGO Foundation organize their training in a way so that their employee motivate to the training. Infrastructure and training (learning) environment checked the proper learning. After finish the three types of questionnaire the learning content has developed. JAGGO Foundation planning and capacity building dept. has lots of learning tools to train the new and existing employees of their office.

Every year some generic and program based assessment are took place for employee betterment. Learning budget is determine by policy. For each learning program they set 10% of budget for employee capacity building and develop their skill. For generic learning program has no additional cost required. The learning expense is incurred JAAGO overall budget. Suppose JAAGO Foundation yearly budget is 10 core but their employee learning and development budget is 10% of their budget. For external learning program the authorization process has to done for budget issue.

## Learning Implementation

After planning and design are taken JAAGO Foundation decided what types of learning they will be implemented. JAAGO Foundation has both type of learning facilities which is internal and external learning. JAAGO has program specific and generic specific learning taken place. Always flexibility is maintain in case opportune change in work schedule. In classes, seminar, training via video or manual or external learning are some of this are accepted for learning and development of their employ by JAAGO Foundation. (Neelam Tahir, 2014)

JAAGO training method and type will be represent later. Some are specific 5 days training for field level employees. Field level employee takes some necessary training and go for his assign work. JAAGO head office support for implementation different program. JAAGO hire resource person and send them their working area for train their employees. JAAGO arrange training for trainer if necessary. In 2020 trainer need training arise? Currently rayer bazar program manager train 3 batches so that they can implement their program smoothly. Then JAAGO head office take some step and learning department implement this. The learning content design in JAAGO head office and spread this learning content different working areas of JAAGO.

Head office based training, program based learning on their own style and others important learning is conduct by learning and development unit of JAAGO. Sometimes it happens in JAAGO head office and JAAGO learning and development unit nominate some employees and sent them to the learning process. Sometime external learning program are directly communicated by external resource like grow and excel, HR kites and other renowned HR organization. JAAGO has few customized learning program which is need for program and various department. JAAGO has five learning center all over the Bangladesh. Their 80% training is program specific and rest of the others. Sometimes JAAGO takes place a pilot learning program when it necessary.

Recently they added customer service assessment course for the request of higher management requirement. JAAGO learning and development unit go to field visit and analysis the job nature, various limitation and management requirement. Based on analysis the learning content has been designed. Then JAAGO pilot testing is done their nine hundred employees join their learning program. Sometime training pool is required for training for trainer because among the 32 trainer select only 12. The main object of Training for trainer to make the standard training for every

employees of JAAGO. The learning program is implement fifteen batch where each batch has contained 25 employees.

## Learning evaluation

After post learning evaluation making appropriate change for employee as soon as possible is the ultimate goal for employee learning and development activities. Evaluation of learning is helps to JAAGO which employee need special training in future and where should invest more. Before assigning of learning session for the employees, the organization make some expectation from the employees and then they analysis their performance after the learning session. After performance analysis the try to find out the learning gap and compared to standard level. It also helps JAAGO for making forecast of their future learning program.

JAAGO has two type of evaluation. One is reaction level and second is management level. In reaction and community level, based on gap JAAGO starts planning for training for their employees. They collection feedback from the learning participants. A feedback from given to the all participant after finishing the each learning program. ROI evaluation is not conducted for each learning program. Which learning program is done for long term and large scale, return on investment is done for that learning program. Return on investment is qualitative measure then budget and time consideration to do it. RED department helps to do return on investment. RED and JAAGO learning and development unit dose asses the overall program. Then the final evaluation report submit to the higher management.

Normally monthly report of every assessment of every learning group send to the head office. In case JAAGO Foundation head office based training has some evaluation model-

Employee reaction level

Employee learning level

Effect of employee individual level

Organizational level

**Level one-Employee reaction:** This level offers useful tools. To evaluate the experience of trainees and it highly connected with the employees feeling and reaction.

Reaction measurement are two types

- **Employee reaction sheet:** questionnaire about learning from course objective. Learning and course materials, presentation slide, activities, venue and pre learning materials.
- **Employee group discussion:** After finish the training how they take the learning and how to implement this in near future project.

**Level two-employee learning:** In this level new training is generated which requires to evaluate and try to establish their new learning skill and individual progress.

Measurement are three types –

- **Employee reaction sheet:** Questionnaire are made what their feel about the course and it included the reaction sheet.
- **Course review:** Employee meet their supervisor after doing the course what they learning from the learning program and how can they applied it in their assigning job.
- **Action plan:** Employee need to completed action plan after finishing the learning course. It expected from the trainer they will improve JAAGO Foundation employee work level and they implement their learning in the work.

**Level three- Individual performance effect:** It recognize that the purpose of learning creates a new job capabilities and it extended in the new environment. This evaluation draw a fact that the learning program doesn't end at the completion of learning program. JAAGO Foundation support for new skill and competence and also support by the JAAGO program manager. Some measure can be done through-

Course review by supervisor

Making follow up questionnaire

Testing

**Level four- Organization performance:** it's the last level and represent to attempt to establish impact on learning. Few Examples are –

- Employee attitude survey
- Wastage
- Employee working rate
- Working error rate
- Outstanding working performance
- Task completed within an hour
- Employee self-assessment by team member

### 3.5 list of Learning & Development Program

Area	Course name
Education	Climate change related training
	Health related training
	Foundation course related training
	Subject based training
	TOT
	Operation management training
	Basic course training
	Leadership training
	Emergency situation training
	Cultural learning program
	Sports development training
	ICT basic and advance training
	Computer skill training
	Basic and advance faculty training
	Program operation, classroom instruction and management.



Area	Course name
Learning, development and management	Capacity building for female employee
	Social awareness training
	Employee confidence building
	Leadership skill beaded learning
	Monitoring and evaluation training
	Framework approach learning
	NGO management & leadership training
	Social Mobilization learning program
	Strategic planning training
	Sustainable development learning
	Community mobilization
	Advance management course training
	Communication training program
	Computer and internet using training
	Situation learning training
	Performance assessment training
	Conflict management training
	Report writing training
	Case writing training
	MIS learning
Problem solving & decision making training	

Table 3.5: list of Learning & Development Program

### 3.6 List of some generic course of JAAGO

Course name	Training Duration	Applicable for
Organizational culture & value	3 days	All JAAGO staff
Supportive supervision course	4 days in the field	“
JAAGO Foundation approach comprehensive development	2 days	“
Individual and group behavior course	3 days	“
Management skill program	5 days	“
Creative thinking course	3 days	“
Gender awareness & analysis program	4 days	“

Table 3.6: List of some generic course of JAAGO

### 3.7 Types of leaning Program

There are two types training conduct in JAAGO Foundation –

- **Academic training:** it’s a conceptual and learning based training. It’s develop a necessary knowledge for particular area.
- **Operational training:** This training is work and service related. This training develops service quality and improve the job related skill.

**Others types of training:** JAAGO Foundation has few others types of training –

- **Orientation training:** The orientation training given to the employee those who join as a new employee. The purpose of orientation training to introduce the organizational culture and their value. Link with him in the organization. There are two types of orientation training- one is head office employee another is fields officer.

- **On the job training JAAGO:** on the job training another training way to train the employees. This training is given to the new employees. The purpose of the training to equip the employee with the capacity and how the perform their task of his job. Like- job rotation, coaching and cancelling.
- **Off the job training of JAAGO:** This training is undergo of the employee current work place. Off the job training is concern about skill and knowledge in their certain job. The employee of JAAGO free of tension when they are learning new training.
- **In house training of JAAGO:** In house training is specially offer for JAAGO head office employees only.

In general there are few training for higher management employees. Training them those go to foreign country for collection fund or making partnership.

### 3.8 Method of learning Program

Some learning method of JAAGO Foundation-

Brainstorming training	Employee role play	Group discussion
Exercise of group of employees	Structure experience of employees	Employee panel discussion
Case study training	Social lab training	Question answer part
Story telling part	Video showing	Lecture follow by the trainer discussion
Small and big group discussion	Presentation	Art paper presentation

Table 3.8: Some learning method of JAAGO Foundation

### 3.9 How Contribution the strategic learning and development to success of the JAAGO Foundation

Main purpose of training and development is improve knowledge, skill, positive attitude or behavior of employee which helps to achieving organizational success. For strategic learning and development JAAGO Foundation employee find their weakness and carefully solve it. After receiving the training JAAGO employee improve their performance. JAAGO Foundation has lots

of development program and running this program they provide essential training to their employee. They have online and offline school. For successfully running this school they train their employee so that they can easily understand what can be do. For that reason they smoothly teach their student. They provide subject based training. After receive training JAAGO employees can easily focus their goal. JAAGO goal is they will number one leading NGO in Bangladesh. That's why they working for it. JAAGO train up their all employee for fulfill their dream. JAAGO employee are highly expert for their assign work because JAAGO train them for individual basis. JAAGO all employee confidence level is too high because of highly training. They are risk taker and JAAGO take some risky program and maximum employee doing better on this program and keep better performance for achieving organization success. Their communication skill is also good. Because they working with route level people. Using their communication skill they easily capable to understood their program to the people. JAAGO employee feel confident to achieve organizational goal after receiving training. Training helps their employee to perform their task easily and they innovate new strategy for JAAGO success. Proper training increase employee satisfaction and JAAGO employee are satisfied and they highly motivate for JAAGO Foundation success. Strategic learning and development reduce employee turnover and minimize their cost. It helps lot to achieving organizational success. Skilled employee provide better service. JAAGO employee are more updated and they can easily capture any type of challenging task. Because JAAGO Foundation provide risk management training. JAAGO all employee have excellent problem solving and decision making capability. To use this skill they can easily solve any type of problem if they face. Because JAAGO maximum program is rural based and they faces various types of problem like electricity problem, internet problem etc. After receiving problem solving and decision making training they can easily tackle it with smartly. JAAGO all employee are expert with modern technology because they use digital technology. JAAGO Foundation is really work for employee development and all employee dedicated themselves to achieving JAAGO Foundation success.

## **CHAPTER FOUR- RESEARCH FINDINGS NAD ANALYSIS**

## Chapter 4

### 5.1 Data Analysis

For fulfill my internship report I have taken 20 respondent from JAAGO Foundation office from their busy schedule. For analyzing my survey data I have used statistical data and excel for completing data analysis.

#### 5.1.1 Employee respondent

Gender	Respondent	Percentage
Male Employee	12	70%
Female Employee	8	30%
Total	20	100%

Table 5.1.1: Employee respondent

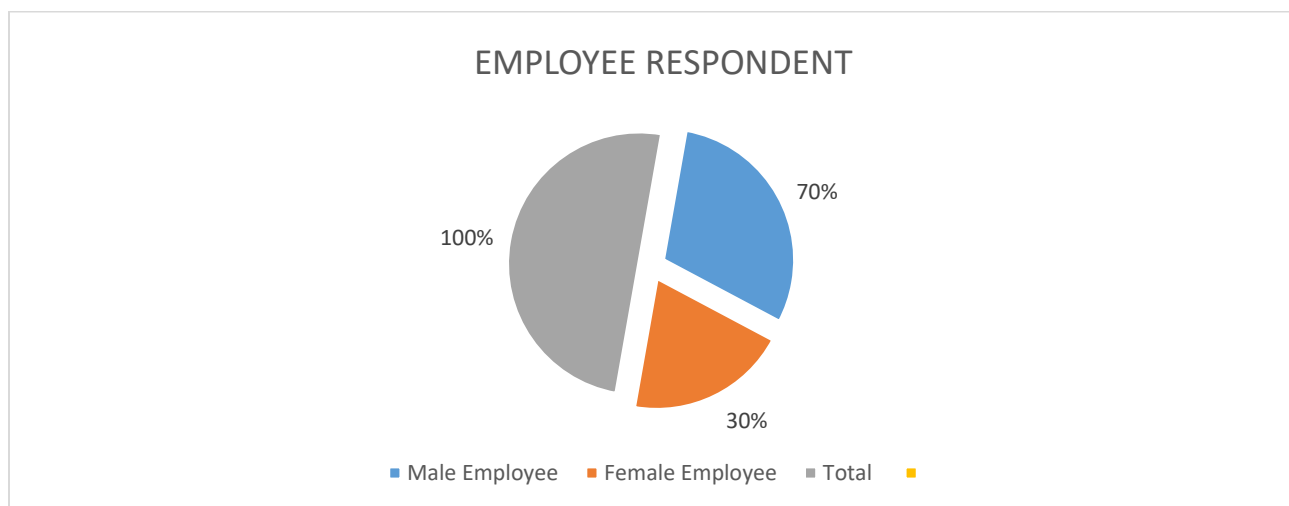


Figure 5.1.1: Employee respondent

#### Analysis-

In the figure no 1 here we can see JAAGO employee respondent. My employee respondent was 20 which I converted with 100%. We can see that 70% respondent are male in my respondent. Rest of 30% are female. They have given their opinion based on my questionnaire.

### 5.1.2 Successful learning component

Successful learning component	Respondent	Percentage
Content	8	40%
Trainer Qualification	5	25%
Training instructor	2	15%
Transport	2	10%
Free Lunch	3	10%
Total	20	100%

Table 5.1.2: Successful learning component

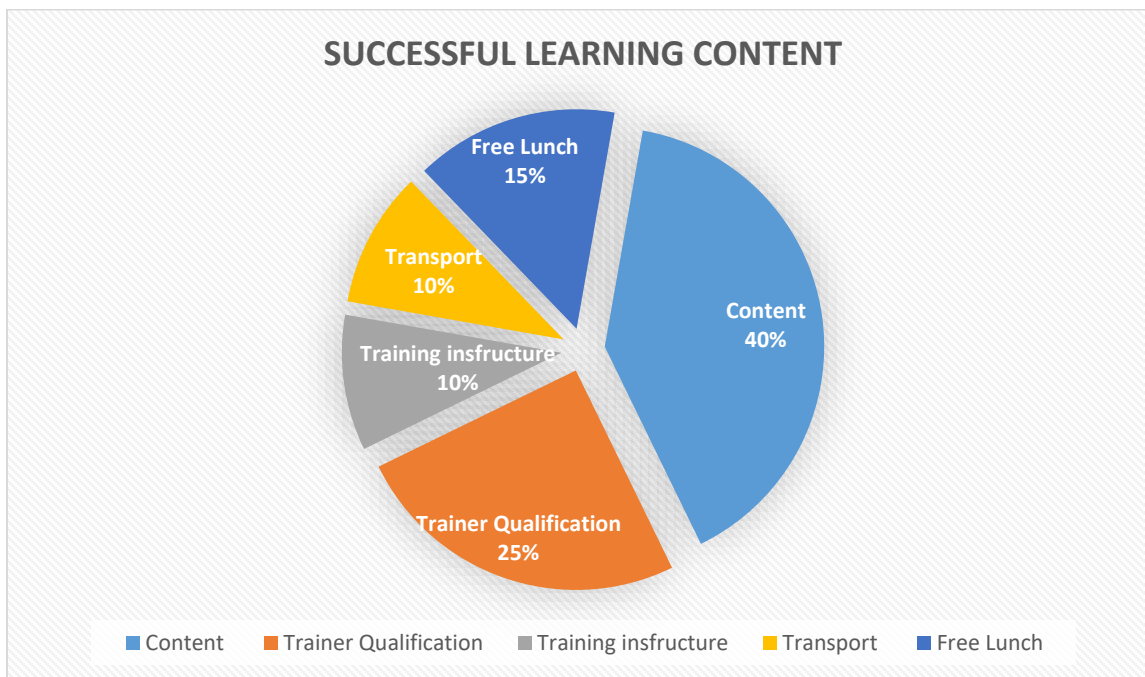


Figure 5.1.2: Successful learning component

#### Analysis-

To analysis the successful learning component that which component is most important for the employees. Above table show that 40% respondent give the height importance of training content. Because a good training content helps employee to increase their knowledge. A good trainer give best quality training to the employee and 25% respondent think that a good trainer is important for them. Transport and free lunch rated 10% because of them are influence them to join training program.

### 5.1.3 Learning method ranking

Learning method ranking	Respondent	Percentage
Classroom training	8	15%
Video	3	30%
online training	2	5%
Workshop	4	40%
Conference	3	10%
Total	20	100%

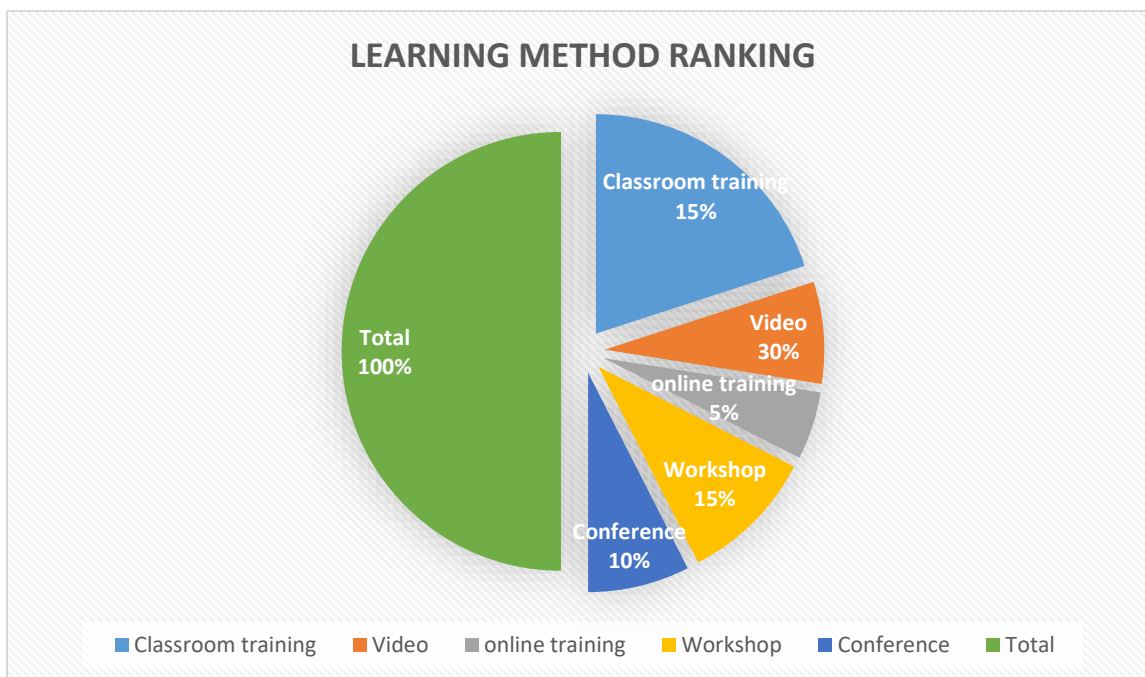


Figure 5.1.3: Learning method ranking

#### Analysis-

Workshop is more popular training method for employee here we can see that 40% respondent agree with it. Another is video training method because employee feel more comfortable with video training method and they can see every learning material by video for that reason 30% respondent prefer video training method. Classroom training another popular method because many respondent can attend it and they can share their thought, opinion etc that's why 15% respondent prefer classroom training method.



### 5.1.4 Time duration of training program

Time duration of training program	Respondent	Percentage
Day long training	12	60%
2days training	4	20%
Short time training	2	10%
4 days training	2	10%
Total	20	100%

Table 5.1.4: Time duration of training program

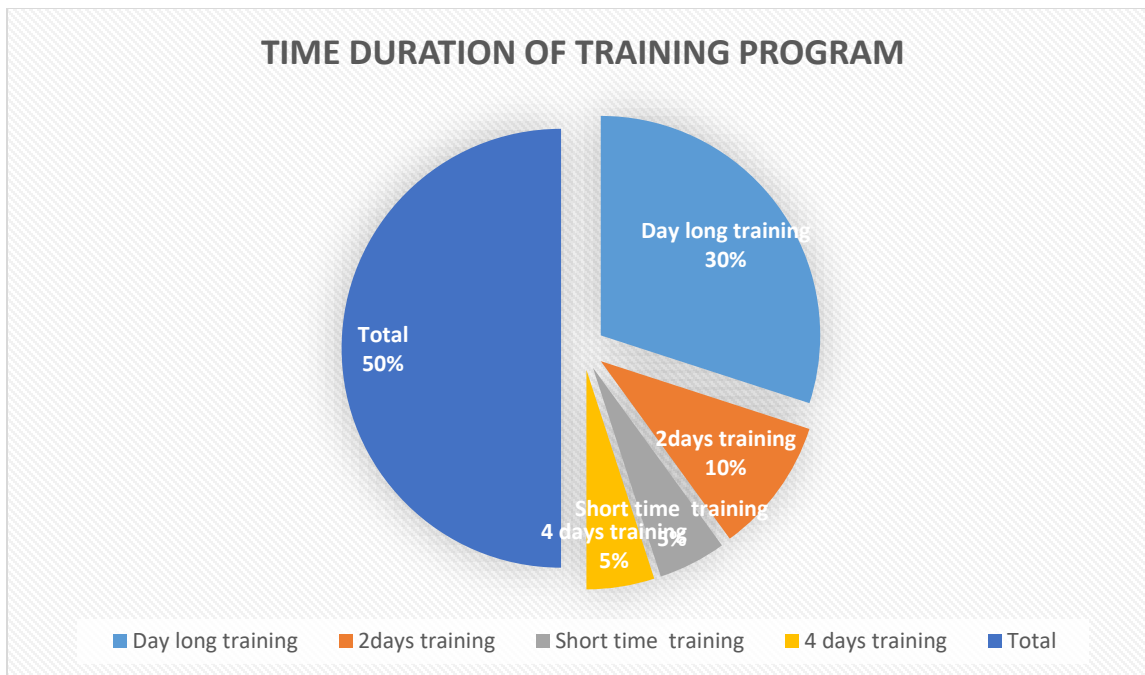


Figure 5.1.4: Time duration of training program

#### Analysis-

Time duration of training program is important issue for any types of training. Here we can see different type of time duration training program. Most of the respondent agree that day long training program help them to clearly understand the training materials and gaining different knowledge. Here we can see 20% respondent think that 2 days training program is more effective for them. Because 2 days long training program helps them to easily capture the new skill because they get few time to adjust it with themselves. Another time duration training program is equally popular for respondent.

### 5.1.5 The training provide is JAAGO Foundation is adequate for you?

The training provide is JAAGO Foundation is adequate for you	Respondent	Percentage
Yes	14	70%
No	4	20%
Neutral	2	10%
Total	20	100%

Table 5.1.5: The training provide is JAAGO Foundation is adequate for you?

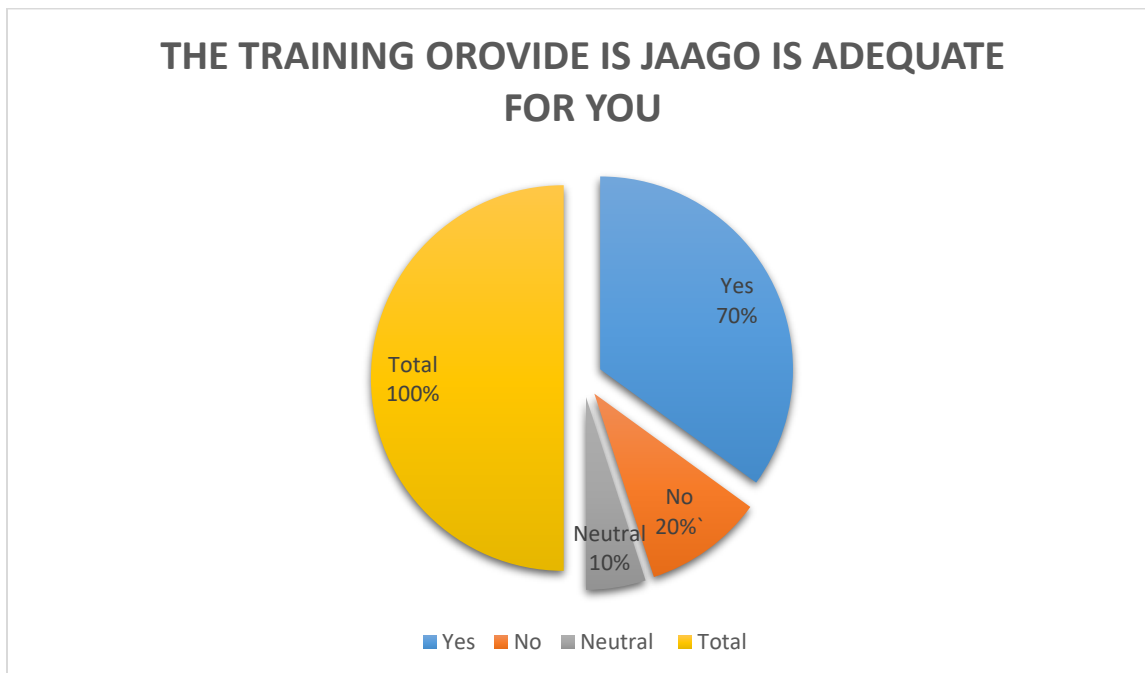


Figure 5.1.5: The training provide is JAAGO Foundation is adequate for you

#### Analysis-

Here we can see that 70% respondent of JAAGO Foundation thinks that JAAGO training program is adequate for them. Because JAAGO arrange different training program for individual need basis. They provide best quality training for their employee and best trainer train them very carefully so that they can earn new skill, improve their knowledge. 20% respondent thinks that JAAGO training program is not adequate for them. They think they need more training which is provide JAAGO foundation. Rest of the respondent showing neutral response about JAAGO training program.

### 5.1.6 Receiving training your level of work is improved

Receiving training your level of work is improved	Respondent	Percentage
Agree	14	70%
Disagree	3	15%
Neutral	3	15%
Total	20	100%

Table5.1.6: Receiving training your level of work is improved

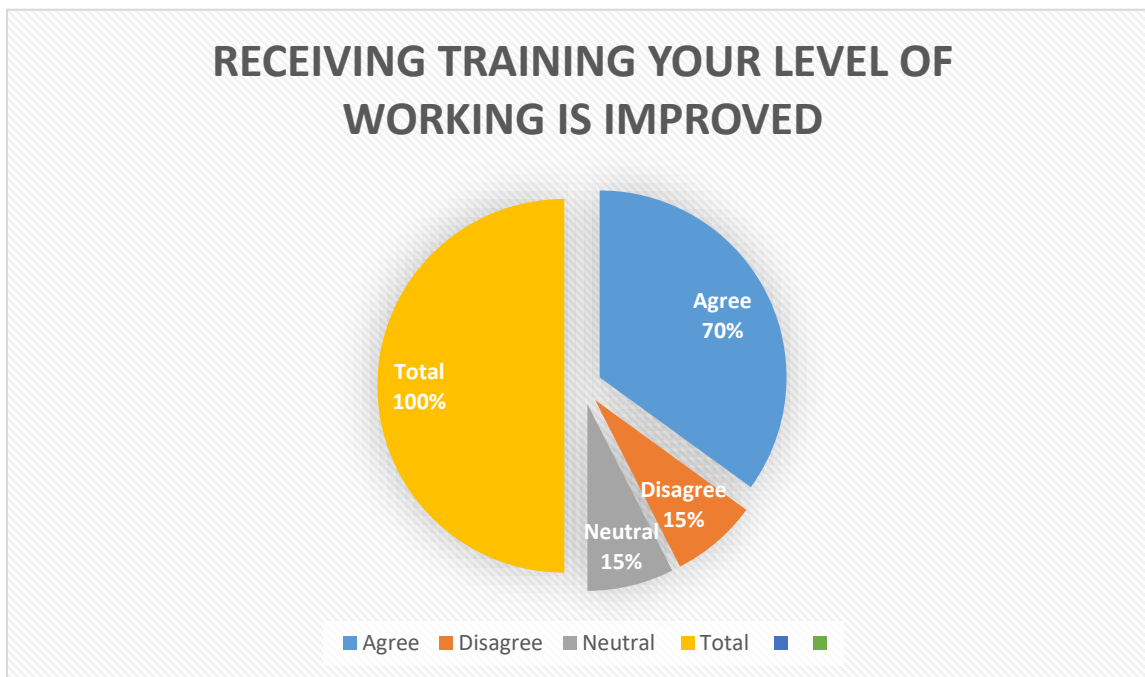


Figure5.1.6: Receiving training your level of work is improved

#### Analysis-

Here we can see that 70% respondent agree that receiving training is increased their working level. Because proper training can increase their knowledge, skill and work ability and it help to achieve their individual and organizational goal. Few employee showing disagree that JAAGO training program don't improve their working level. They think that their training program is not work well and not up to date for them. Another respondent showing neutral response about increase their working level after receiving the training.

## 5.2 Research Findings

- Majority of respondent are male and rest of 30% respondent are female.
- Successful learning component is better content based training. . Above table show that 40% respondent give the height importance of training content.
- In training method we found that majority of respondent given respond on workshop based training. Because it's very useful training for them and everyone like it. 40% respondent give more importance in workshop training.
- Time duration of training program is vary from employee to employees. But in result we found that 30% respondent support day long training. Day long training is very effective for them.
- 70% respondent showing positive response about JAAGO training is adequate for them. The result showing positive feedback from JAAGO employees. Their training program really work and the training session is adequate for them.
- 70% respondent showing agree receiving training your level of work is improved. The result show that after receiving training their working level has improved and it's a positive for JAAGO foundation.

## **CHAPTER SIX- DISCUSSION**

## Suggestion

After all I don't find any specific problem of JAAGO Foundation learning and development program. They can follow this suggestion for their learning and development program.

- JAAGO Foundation learning and development should be maintain automated and learning calendar.
- When the customized learning request from higher management on that time JAAGO learning and development can't do training need analysis. The perspective program supervisor should assign experienced trainer for to do training need analysis.
- JAAGO head office training should be handle with care. Because all rural area program employees depends on their head office activities. So JAAGO Foundation should increase the total number of training and give more focus on department and program wise training.
- JAAGO should made external training portal where they give their training update, upcoming training and employee can easily find them. So that it reduce the waste of time of employees.
- In the research, sometime see that JAAGO head office based training employees were not motivate to join the training session. So JAAGO should looks at this area.
- JAAGO should hire more qualified employee in their HR department because their program are splendid day by day.
- JAAGO Foundation many employee has theoretical based training but they need action based training. JAAGO should arrange workshop based training for their employees.

## Conclusion

In my point of view JAAGO Foundation learning and development is running with good scale. Although JAAGO has more area to develop and their transformation already start and the author receive 6-7 training from JAAGO learning and development department. JAAGO Foundation focus on their program and it's difficult to find them skilled people. Skilled person sent to their different program area. Recently they introduce 6 big program in different area in Bangladesh. JAAGO goal is successful operate the program.

JAAGO Foundation developing new practice to improve their employee skill and knowledge day by day. Most of the JAAGO program depend on training based .so JAAGO Foundation expected that in future their learning and development will grow in vast rang than now.

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## Appendix

1. Employee respondent
  - Male
  - Female
  
2. Successful learning component
  - Content
  - Trainer qualification
  - Training instructor
  - Transport
  - Free lunch
  
3. Learning method ranking
  - Classroom training
  - Video
  - Workshop
  - Conference
  - Online training
  
4. Time duration of training program
  - Day long training
  - days training
  - Short time training
  - days training
  
5. The training provide is JAAGO Foundation is adequate for you?
  - Yes
  - No
  - Neutral
  
6. Receiving training your level of work is improved
  - Agree
  - Disagree
  - Neutral