



**SIGNIFICANCE OF FORMAL TRAINING FOR  
CLASS IV CIVILIAN EMPLOYEES OF BANGLADESH AIR FORCE**

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## Certificate

This is to certify that **Wing Commander Md Khaled Hossain, psc, Bangladesh Air Force**, bearing Roll number 105 of 126<sup>th</sup> Advanced Course on Administration and Development (ACAD) has prepared this seminar paper title on '**Significance of Formal Training for Class IV Civilian Employee of Bangladesh Air Force**'. He has done this seminar under my direct supervision for the partial fulfilment of the course and he has followed all my instructions during his work.

I wish him every success.

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# SIGNIFICANCE OF FORMAL TRAINING FOR CLASS IV CIVILIAN EMPLOYEES OF BANGLADESH AIR FORCE

## *Abstract*

*Bangladesh Air Force being a military force conducts many kinds of training for her members aiming to build them up to the level to achieve her objective. On the contrary, there is no training for one particular group of her employees, namely Class IV Civilian Employees. This research paper seeks to identify whether there is a need for formal training programs for these civilian employees. The research was conducted by exploring the relevance and significance of formal training for any professional setting from a theoretical perspective as well as considering the specific contexts of BAF. This endeavour – qualitative in nature - predominantly relies on primary data accumulated via interviews of appropriate BAF personnel. In addition to taking a theoretical stand on the necessity and significance of employee training, the paper presents significant findings about the existing lack of formal training for Class IV Civilian Employees, the consequences of that and the need for a training program. The paper then presents few recommendations which can eliminate the issue.*

## **1. Introduction**

Bangladesh Air Force (BAF) is entrusted with the sacred duty to keep the sky of Bangladesh free from the enemy. BAF accomplishes her sacred duty through her all employees collectively.

Main air force functions, i.e. operation, training, maintenance, security, administration etc are accomplished by the BAF military personnel. BAF Class IV Civilian Employees are enrolled for different supportive functions. They are enrolled in different trades and functions of individual trade employees are different. On the contrary, there is no formal training for these employees in their whole career. After enrolment they learn by working

and from their colleagues in office and in this way they continue. No doubt, without any training, full efficiency cannot be expected from this big group of employees and not getting the full efficiency from them might be a loss for BAF.

It is assumed that cost-effective training probably would help to improve their efficiency which would contribute more or less in the accomplishment of air force role. Therefore, the research seeks to analyse the significance of formal training of BAF Class IV Civilian Employees.

## **2. Literature Review**

The aim of this paper is to research the significance of formal training for Class IV Civilian Employees of BAF. At the beginning of reviewing literature, write up was searched whether any article was published in BAF on the said topic. However, to date, no article was published in BAF on this. After that, the emphasis was given to find similar topic from air forces of countries of socio-economic state similar to Bangladesh like India and Pakistan. However, no article on training system of Civilian Employees of Indian Air Force (IAF) and Pakistan Air Force (PAF) has been found.

Henceforth, the effort was given to search for research paper or article on similar type topic written by civilian writers, researcher or from any non-military organisation. Several articles were found on importance of training of employees of organisations or companies but those exactly did not mention about Class IV type employees as these types of employees are mainly enrolled in offices, organisations or companies in countries like Bangladesh where socio-economic conditions are yet to be developed much. Those articles were studied elaborately.

Hanaysha mentioned that employee training ultimately enhances the overall productivity of the organization (Hanaysha, 2016). Muhammad and Fard found that training enhances the commitment of the employees towards the organization which in turn enhances their loyalty, dutifulness etc. towards own organizations (Muhammad and Fard, 2013). Jehanzeb and Bashir emphasized that employees get more satisfaction when their own

organization arranges training for them which obviously enhances their performance. With satisfied employees and with their higher performance, the organizational performance is likely to boost multifariously (Jehanzeb and Bashir, 2013).

### **3. Problem Statement**

BAF accomplishes her role through collective works of all her personnel. The overall aim of BAF cannot be achieved only by certain personnel, rather it is a combined effort of all personnel. The output of a trained group of people is always higher than the output of an untrained group of people. Similarly, if a group of personnel of an organization remains untrained, usually the output of their work is also less. The total number of Class IV Civilian Employees of BAF is approximately three thousand. Though their role is not of much significance, their efficient working performance in total would indirectly contribute BAF more to perform her overall role further effectively. On the contrary, there is no formal or institutional training in BAF for this group. This absence of training is limiting BAF to get maximum output from this big group of personnel. More so, a notable observation is that their low efficiency and behaviour trend caused by absence of training, contradicts with the working pattern of well trained military personnel in BAF. This becomes a morale factor in overall working environment in the organisation. This problem invisibly makes some negative impact on the mind set of military personnel of the organisation. Hence, a training system would obviously help BAF to get maximum utility from her group of Class IV Civilian Employees.

### **4. The Objective of the Research**

The objectives of the research are as follows:

1. To find the significance of formal training for Class IV Civilian Employees in BAF.
2. To find whether the absence of formal training is a barrier for Class IV Civilian Employees to perform their trade job efficiently.

3. To find whether the absence of their training causes any deficiency in performing the role of BAF.

## **5. Research Question**

This research will encompass the study for the need for formal training for Class IV Civilian Employees in BAF to enhance their working efficiency and more efficient functioning of BAF. In order to find the potential solution to the problem statement, this research has been limited to the following questions:

### **5.1. Primary Question**

Why is formal training significant for the Class IV Civilian Employees in BAF?

### **5.2. Secondary Question**

To answer the primary question, the following secondary questions are to be answered:

1. Does the absence of formal training cause any inadequacy in efficiency of Class IV Civilian Employees to perform their job efficiently?
2. Does the absence of formal training for Class IV Civilian Employees cause any deficiency in performing the role of BAF?

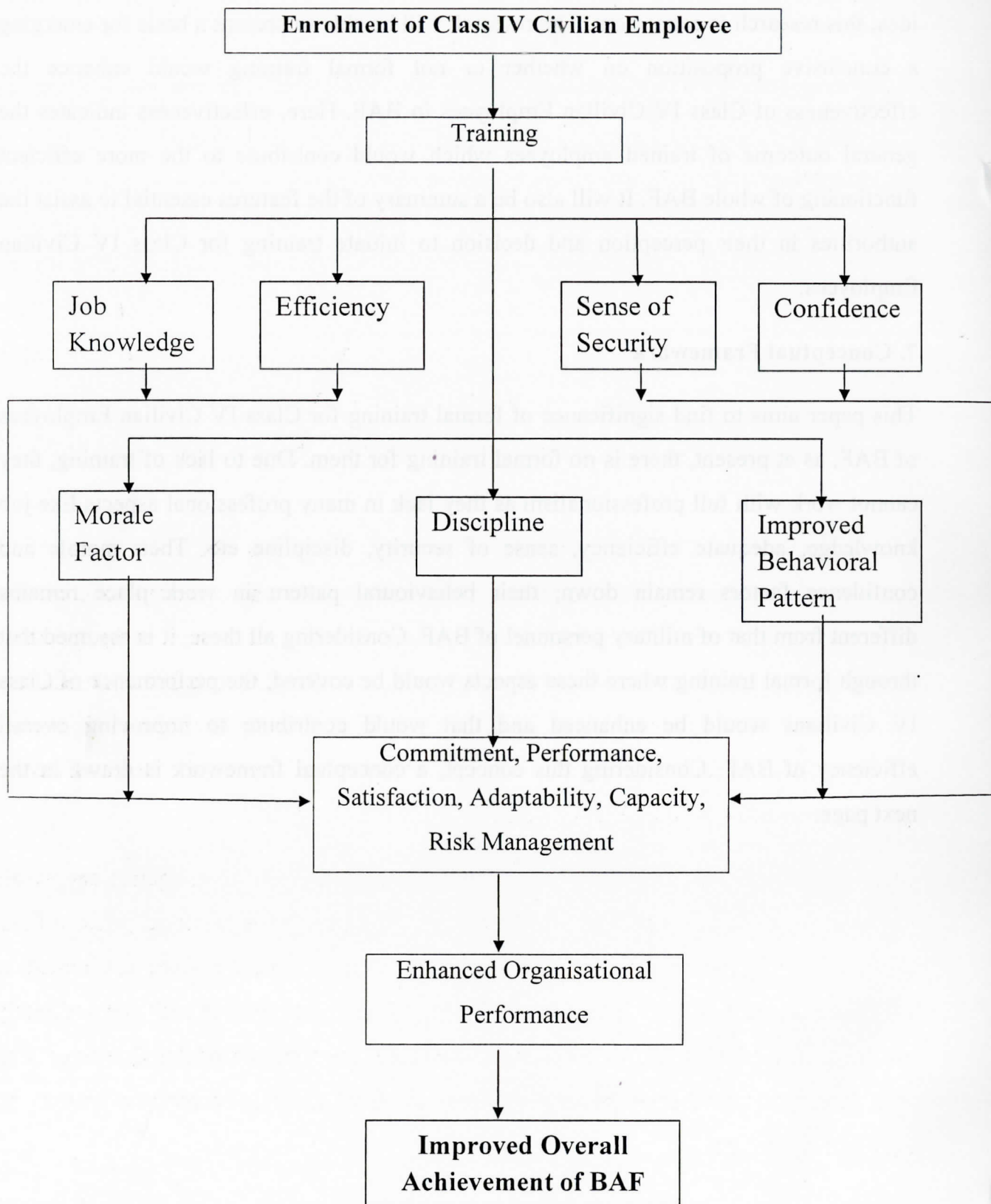
## **6. The Rationale of the Research**

Till today, no formal training system for Class IV Civilian Employees of BAF has been introduced; even no research work was carried out to ascertain the significance of training for them. On the contrary, training always improves the quality of employees which in turn enhances the outcome of the organization. Though the significance of work of this group of employees is less, it should always be considered that it is a big group of employees; number of them is approximately three thousand. Through cost-effective training, if efficiency of individual Class IV Employee can be improved a little then combined outcome of such a big group in aggregate will be significant. To justify this

idea, this research is carried out. The research will be able to present a basis for emerging a conclusive proposition on whether or not formal training would enhance the effectiveness of Class IV Civilian Employees in BAF. Here, effectiveness indicates the general outcome of trained employees which would contribute to the more efficient functioning of whole BAF. It will also be a summary of the features essential to assist the authorities in their perception and decision to initiate training for Class IV Civilian Employees.

## **7. Conceptual Framework**

This paper aims to find significance of formal training for Class IV Civilian Employees of BAF, as at present, there is no formal training for them. Due to lack of training, they cannot work with full professionalism as they lack in many professional aspects like job knowledge, adequate efficiency, sense of security, discipline etc. Their morale and confidence factors remain down; their behavioural pattern in work place remains different from that of military personnel of BAF. Considering all these, it is assumed that through formal training where these aspects would be covered, the performance of Class IV Civilians would be enhanced and that would contribute to improving overall efficiency of BAF. Considering this concept, a conceptual framework is drawn in the next page:



## 8. Methodology

Primary as well as secondary, both types of sources were extensively referred to throughout the entire study. As far as secondary data is concerned, a variety of articles and internet sources were studied. Meticulous care was given to confirm the originality of data. Particular emphasis was given to study online sites of IAF and PAF as socio-economic conditions of India and Pakistan are almost similar to Bangladesh. However, no article of IAF and PAF was found. One of the causes may be that defence force matters which may indicate any symptom of the shortcoming of defence matter is usually not published in public. As this paper tends to elaborate results of lack of training of lower-class employees which may seem to be a shortcoming, hence, this type of article from IAF or PAF may not be available in public.

For primary data collection, personnel of BAF Headquarters and BAF Bases were interviewed. In this regard, BAF personnel those who are more related to Class IV Civilians were interviewed. Directorate of Personnel in BAF Headquarter is the specialist Directorate which deals with all matters of Class IV Civilian Employees; this Directorate looks after their enrolment, career, posting etc. Mainly Deputy Director of Personnel (Civilian), along with his office staff, looks after this side and, hence, the Deputy Director was interviewed about the need for training for Class IV Civilians.

Main purpose of the air force is to prepare for combat air operation against enemy air power in the time of conflict or war. Directorate of Operation is the focal point in BAF about all air operation issues. Undoubtedly, all activities of air force are aimed at achieving success in air operation; activities of all personnel directly or indirectly influence in achieving the air force aim. Therefore, the Director of Air Operation was interviewed about whether training of Class IV Civilians may contribute anyway to achieve air force goal.

Directorate of Air Training deals with a few flying training and all kinds of ground training activities in BAF. This Directorate plans, organises, monitors and evaluates

whole training system of the air force, and so their view is very critical in justifying the need for any new training. Owing to that, Director of Air Training was interviewed about the need of training for Class IV Civilians.

BAF Bases conduct the tactical level operations; mainly under the guidance of BAF Headquarter, Bases conduct all sorts of tactical level training, operations and other associated functions. Like military personnel of air force, the maximum number of civilian employees is posted to the Bases. So interviews of different appointments of BAF Bases were taken regarding the research topic. Officer-In-Charge of Personnel Squadron, BAF Base Bashar was interviewed first as maximum Class IV Civilians of a typical Base work under him.

A big bunch of BAF officers, airmen and MODCs stay in their respective messes where they dine and live. A good number of civilian employees of different trades work in each mess, i.e. cook, mess waiter, washer up, mali, cleaner, peons, lascars etc. Messes conduct varieties of functions like cooking, serving and preservation of food, arranging relaxation and peaceful life for living in members. It was essential to bring out whether civilian employees in messes are able to perform their duties satisfactorily and in a healthy way without any professional training in their whole service life. Considering all these, President, Mess Committee, BAF Officers' Mess Dhaka, Officers-In-Charge of Airmen's Mess, Sergeants' Mess and MODC Mess were interviewed to know views of the messes about the importance of training for Class IV Civilians in BAF.

Matter of security is crucial in terms of defence forces. Security Squadron of respective Base is responsible for ensuring overall security of the Base. In addition to Provost Airman and MODC, a few civilians of Fire Fighter Trade and Watchman Trade work in Security Squadron. The Job of Fire Fighter Trade is to assist in case of any fire hazard occur and job of Watchman Trade is to check entry and exit in designated points. Security Officer is the Officer-In-Charge of Security Squadron and his interview was taken about the significance of formal training for Class IV Civilian in BAF.

Immense emphasis was given to accumulating data and concept from BAF. The list of the interviewees is shown in annex 'A'. Different questions regarding the professionalism of Class IV Civilian Employees of BAF that includes their job knowledge, confidence, efficiency, morale condition, sense of security, discipline etc were asked to the interviewees. A set of questionnaires for different interviewees is attached herewith as annex 'B'.

## **9. Class IV Civilian Employees in BAF**

According to duties and responsibilities, employees of BAF are grouped into four groups: Officer, Airmen, Ministry of Defense Constabulary (MODC) and Civilian. Officer, Airmen and Ministry of Defense Constabulary (MODC) are the military personnel of BAF. Main air force functions i.e. operation, training, maintenance, security, administration etc. are accomplished by these military personnel. BAF civilian employees are enrolled for different administrative and other supportive functions; they are classified into four employee categories: Class I, Class II, Class III and Class IV. Though, compared to officers, airmen and MODCs, functions of Class IV Civilian Employees are of less significance in terms of the role of BAF but their combined contribution cannot be ignored. In aggregate, they play a supportive role which ultimately gives some contribution in accomplishing overall air force role.

BAF Class IV Civilians are enrolled in different trades and functions of individual trade employees are different. There is no institutional or formal training for these employees in their whole career, not even basic training. After enrolment, they learn by working and from office colleagues. On the other hand, required level training for different trade civilian employees would help to improve their efficiency and, thereby, would contribute more or less in the accomplishment of air force role.

There is a total of 29 trades for Class IV Civilian Employees in BAF and there are total 3012 vacancies for them. The 29 trades and their functions in short are given in annex 'C'.

More than three thousand personnel in an organisation is a big group. Work efficiency of such a significant number of personnel could be a notable gain for BAF. It is true that the importance of their job is comparatively less concerning the role of BAF and when compared with BAF military personnel. However, whatever their job significance is, the maximum efficiency should be achieved from such significant number of employees, otherwise, it is a loss for the whole organisation. On the contrary, there is no formal training for this big group. After enrolment they learn their job by working in their work place which is like 'on-the-job-training'. However, without any formal training, their work-efficiency remains less and, therefore, the outcome of their work remains less in aggregate. No doubt, if there would be any formal training for them that should be of less cost and short duration as their job nature is simple and has less significance. In short, it can be said that if any formal training is arranged for them the training must be cost-effective.

## **10. Findings**

After thorough analysis, two key aspects regarding training of Class IV Civilian Employees were found: one is the significance of employee training found to be very strong, and the other is the barrier against better performance of these employees could be identified.

### **10.1. Significance of Employee Training**

In any organizational context – regardless of its type, be it civil or military, profit or non-profit, government or private – training has indisputably been an utterly essential and irreplaceable element in the process of advancement of organizational productivity and effectiveness. According to Buckley and Caple (2009), training in a professional context is an organized and pre-defined process that seeks to enhance trainees' knowledge and skill-sets in a particular area and helps them acquire appropriate attitude which ultimately empowers them to perform better. Without training, employees lack in organizational commitment, performance, satisfaction, adaptation capacity, risk management etc.

### **10.1. 1. Increased Organisational Commitment**

When it comes to defining the notion of organizational commitment, a range of definitions can be noticed. Oftentimes, it is defined as ‘the relative strength of an individual’s identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization’s goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization’ (Mowday et al., 2013, p, 27).

In order to accomplish tasks and reach objectives for any organization, the most substantial factor is broadly considered to be its organizational commitment. Numerous experts, such as Locke and Latham (1990), consider that one of the fundamental conditions for organizational objectives to be achieved is having employees with the high level of commitment as well as loyalty to their organization. According to Karim and Rehman (2012), high level of commitment essentially makes employees much more effective in performing their tasks, hence increasing the overall productivity. In fact, such employees can be expected to grow an emotional attachment to their workplace which ultimately can trigger their desire to make significant positive contributions to the progress of their respective organisations. Furthermore, in addition to being highly motivated and satisfied, committed employees tend not to apply for their entitled leaves and are less likely to resign from their positions as shown by Sahoo, Behera, and Tripathy (2010). Such employees are also likely to recommend their acquaintances, friends, ex-colleagues and family members to their organization for employment opportunities (Sahoo et al., 2010).

### **10.1.2. Enhanced Employee Performance and Satisfaction**

Wagner (2000) suggests that high level of satisfaction is commonly observed among employees of those workplaces which frequently arrange training programs and consequently low employee turnover is noticed. Satterfield and Hughes (2007) have found that employees’ professional skills are significantly improved via training. Based

on the aforementioned findings and some of the findings of this research endeavour, it is being asserted in this paper that one of the most noticeable benefits of employee training is the performance of employees. A relevant and appropriate training program will certainly make employees aware of their work-related responsibilities. Once employees are aware of their responsibilities and how to perform their duties effectively, they will be able to perform with utter confidence. Being able to perform with confidence will ultimately generate a sense of satisfaction among them which will keep them motivated to strive to perform even better.

#### **10.1.3. Increased Capacity to Adapt to Technological Advancement and New Circumstance**

According to the views of this research, modern workplaces can be extremely dynamic in terms of the usage of technology as with time all modern workplaces tend to embrace the latest technological advancement for the sake of achieving higher productivity, creativity and quality. Consequently, employees in the contemporary era require regular training in order to adapt to newly-introduced technology at their workplaces. Hence, employee training facility is an opportunity to enhance their capacity to familiarise with new technological features and cope with those. Training also helps them to adapt with the new circumstance, i.e. new task, new office environment after redeployment to the new section, change of colleagues etc. For instance, a trained cook is likely to accustom himself quickly with modern cooking device, new healthy cooking instruction or safe regulation in kitchen, where as an untrained cook may take long time to accustom or may not accept this change from the core of his mind. Similarly, a trained cleaner may be able to adapt himself with new cleaning machine, tools, procedure in a professional manner but an untrained cleaner may not.

#### **10.1.4. Improved Risk Management Capacity**

In light of the perspective of this research endeavour, risk management is one of the most substantial elements when it comes to managing any modern organisation. It is

imperative that all employees are well-aware and well-trained to assess and manage all types of risks associated with their work as well as endeavours and operations of the entire organization. A proper employee training directly enhances risk management skills of all employees which helps to ensure good health of employees despite mental and physical stress in work places.

#### **10.1.5. Enhanced Organizational Performance**

In addition to the resulting significant improvement of employees' individual performance, training can be attributed to the enhancement of the overall performance of an organization. Such organizational performance is not an outcome of improved efficiency of individual performances only; as a matter of fact, there are other benefits of employee training that contribute directly. For instance, Blau (1987) proposes that an emotional relationship between the two parties – employer and employee – is also a major contributing element to enhanced organisational performance. It is palpable that all the above-mentioned benefits are collectively associated with improved organisational performance.

#### **10.2. Barriers for Efficiency of Class IV Employees of BAF**

This is a research about the need for formal training for Class IV Civilian Employees of BAF. Hence, BAF is considered as the main source of primary data. It was planned to interview personnel of BAF of the posts which are more related to these employees, i.e. those who work for their enrolment, their career, posting etc. A list of interviewees is attached herewith as annex 'A' and a set of questionnaires for different interviewees is attached herewith as annex 'B'. It was found that the main barriers for efficiency of Class IV Civilians caused by lack of formal training are inadequate job knowledge, lack of efficiency, low morale condition, lack of sense of security, matters related to discipline etc.

### **10.2.1. Inadequate Job Knowledge**

There is no set practical and theoretical training for Class IV Civilian Employees in BAF. None of the employees of 29 trades gets any training; there is no institution in BAF for the formal training for them. Even, the employees of Watchman Trade, whose duty is security-related, do not get any formal training; on the contrary, security is a complex and crucial matter in defence forces. The same is applicable for all other civilian trades. After enrolment, they are briefed about their job and they are shown how to do their job. As time passes, they get experienced with their job and continue with their functions till retirement. Without any kind of academic knowledge about their profession, organisational structure, role of the organisation and even about core values of organization they begin and continue with their job. On the contrary, job knowledge taught through training makes the employees more aware of duties, opens up thoughtfulness and encourages initiative.

### **10.2.2. Lack of Efficiency**

It has been found that due to the fact that there is no formal training for Class IV Civilian Employees of BAF prior to their deployment or during their employment span, their overall efficiency, level of confidence, attitude towards workplace integration, general knowledge of their job scopes, and awareness of organisational objectives do not grow high. This research claims that the current lack of training is attributed to the overall below standard efficiency of all Class IV Employees.

### **10.2.3. Low Morale Condition**

#### **10.2.3.1 Impact on Class IV Civilian Employees**

This research endeavour has identified that absence of any training does not help to make their morale that high as it could be through professional training. In military organization, normally military personnel work who are militarily trained. The working style in military forces is different from civil organisation due to the nature of job and

training. Therefore, without a minimum training if employees are posted in military forces then it may create some sort of contradiction in day to day work which is likely to be a morale factor for Class IV Civilian Employees.

#### **10.2.3.2. Impact on Military Employees**

Low performance and low morale condition of Class IV Civilian Employees, in turn, affect the morale of other military employees as they have to continue working together. For example, it is expected that foods cooked in air force messes are likely to be healthy as defence force personnel are usually to be health cautious due to their job pattern. On the contrary, almost all cooks of the messes are not formally trained on how to cook food in healthy way. After enrolment they learn cooking from their old colleagues. Hence, it remains as a morale factor for the air force members living in messes.

#### **10.2.4. Lack of Sense of Security**

Security matters are much sensitive matters in defense forces. Usually, military employees are trained on security subjects. But BAF Class IV Civilians do not get any formal training and thereby, they lack in sense of security where as they work along with military personnel at all levels of BAF. They are likely to get some security sense while working in BAF day after day but value of such informal learning is undoubtedly less.

#### **10.2.5. Matters related to Discipline**

Discipline is one of the core values of the defence forces, where discipline is deeply rooted in all military personnel. In all aspects of military personnel's lives, be it in military or in their personal life, there is a touch of discipline. On the other hand, civilian employees do not get any formal training where discipline could be a major subject and level of the discipline training could be as required for the level of Class IV Employee. This lack of discipline is reflected in their life style, work and behavioural pattern. The less sense of discipline of this big group of employees is likely to affect the sense of

discipline of military personnel. Formal training could help to inject sense of discipline to some degree in the mindset of Class IV Civilian Employees.

### **13. Discussion**

Formal training plays a vital role to enhance the outcome of employees; without any formal training, only on-the-job-training is not enough to enable employees to perform their best. Formal training injects different traits in employees like commitment towards organisation, high performance, satisfaction, high morale, adaptability to new technology and circumstance, risk management capacity etc. Due to lack of training, the Class IV Civilians do not become able to do their best performance. Though generally they can perform their ordinary duties, more efficiency could be gained from them if they would be trained. Absence of the said training causes a few weaknesses like inadequate job knowledge and efficiency, low morale condition of both Class IV Civilian and military personnel, lack of security sense and discipline etc. Overcoming of these shortcomings undoubtedly would help BAF to utilise them in full extent and BAF would be benefited more in performing her sacred role. One fact should be considered that contribution of job of Class IV Civilian Employees is not vital as that of military personnel; hence, high-cost training for them might be wastage. Their training should be done in a cost-effective manner so that it balances the significance of their job.

### **14. Recommendation**

Based on the existing theories, which highlight the essentiality as well as significance of employee training, and the findings of this research, the recommendations are as follows:

1. Cost-effective formal training should be arranged for Class IV Civilian Employees of BAF.
2. The potential impacts of such training on the efficiency of the said group of employees should be monitored in order to identify any further need for a more specific type of training.

## 15. Conclusion

The necessity of relevant training for employees in any organisation is proven to be undeniable from a theoretical perspective and based on the findings of this research. The current lack of professional training for Class IV Civilian Employees in BAF is an important matter as it has consequences – one being the overall efficiency of the entire air force which is being negatively affected by such lack. This research concludes that the need for the said training is identified from a theoretical perspective and analysing the data gathered from primary sources. Comprehensive and well-planned training for this particular group of employees needs to be introduced and implemented. It is hoped that the findings and recommendations made in this paper will be taken into thoughtful consideration by the pertinent authority. It is acknowledged that there is a scope for further studies about identifying the potential training courses which may be most suitable and may produce best results. The analysis made in this paper may also be considered as a guideline to ascertain the significance of training for lower-class employees of any other organisation.

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**LIST OF INTERVIEWEES**

1. Deputy Director, Directorate of Personnel, Air Headquarters.
2. Director, Directorate of Air Operation, Air Headquarters.
3. Director, Directorate of Air Training, Air Headquarters.
4. Officer-In-Charge, Personnel Squadron, Administrative Wing, BAF Base Bashar, Dhaka.
6. President, Mess Committee, BAF Officers' Mess Dhaka.
7. Officer-In-Charge, Sergeants' Mess, BAF Base Bangabandhu, Dhaka.
8. Officer-In-Charge, MODCs' Mess, BAF Base Bangabandhu, Dhaka
9. Officer-In-Charge, Security Squadron, BAF Base Bangabandhu, Dhaka.

**QUESTIONNAIRE**

**Deputy Director, Directorate of Personnel, Air Force Headquarters**

1. What are the different trades of Class IV Civilian Employees in BAF?
2. What is the total number of Class IV Civilian Employees in BAF?
3. Is there any formal training for Class IV Civilian Employees in BAF?
4. How do they learn their job?
5. Significance of Class IV Civilian Employees is comparatively less in terms of air force operation. But do not you think that cost-effective job training would improve their output in aggregate?
6. In BAF, is there any other set procedure to enhance their sense of duty, sense of security in relation to military service, morale etc?

**Director, Directorate of Air Operation, Air Force Headquarters**

1. Is there any need of formal training for Class IV Civilian Employees of BAF?
2. Does this absence of training for them posses any influence in operation of BAF?
3. Do you think that formal training for Class IV Civilian would have an influence on achieving BAF objective?

**Director, Directorate of Air Training, Air Force Headquarters**

1. Is there any formal training for Class IV Civilian Employees in BAF?
2. How do they learn their job?
3. While learning via on-the-job training without any basic knowledge about the organization and their duties, do not you think that they take long time to learn?
4. They are posted in different work stations in BAF just after enrolment and they continue to work from the very beginning. Do not you think that without any formal training or orientation, they are prone to make more mistakes and which may create disturbance in office work in general?
5. Normally in BAF, officers and airmen are well trained through institutional training. On the contrary, there is no kind of formal or institutional training for Class IV Civilians. Do not you think that working with such a non-trained group of people becomes a morale factor among officers and airmen?
6. Significance of Class IV Civilian Employees is comparatively less in terms of Air Force operation. But do not you think that cost-effective job training would improve their output in aggregate?
7. In BAF, is there any other set procedure to enhance their sense of duty, sense of security in military service, morale etc?
8. BAF being a military force, do not you think that Class IV Civilians Employees should have a minimum institutional training on security matters?

**Officer-In-Charge, Personnel Squadron, Administrative Wing, BAF Base  
Bashar, Dhaka**

1. Do the civilian employees, working under you, get any type of formal training on their trade job after enrolment in BAF?
2. Is there any other type of training for Class IV Civilian Employees in BAF?
3. How do they learn their job?
4. Do not you think that cost-effective job training would improve their output in the service?
5. In BAF, is there any other set procedure to enhance their sense of duty, sense of security in military service, morale etc?

**President, Mess Committee, BAF Officers' Mess Dhaka; Officer-In-Charge,  
Sergeants' Mess, BAF Base Bangabandhu, Dhaka; Officer-In-Charge,  
MODCs' Mess, BAF Base Bangabandhu, Dhaka**

1. Do you face any problem with BAF Class IV Civilian Employees as they work in the messes without having any training in their service career?
2. Do you think thank more efficiency could be gained from them if they could be given training?

**Officer-In-Charge, Security Squadron, BAF Base Bangabandhu, Dhaka**

1. Do the civilian employees of Security Squadron get any training on security matters?

2. Do not you think that personnel those who work in security services should have adequate training?
3. Without any training, can these civilian do their duty with full professionalism?

**TRADE AND FUNCTION OF****CLASS IV CIVILIAN EMPLOYEES OF BAF**

| SER NO | TRADE                       | FUNCTION                                                                                |
|--------|-----------------------------|-----------------------------------------------------------------------------------------|
| 1      | Moazzin                     | Religious matter.                                                                       |
| 2      | Daptory                     | Assist in office work.                                                                  |
| 3      | Head Mali                   | Works as headman of garden workers.                                                     |
| 4      | Head Cook                   | Cooking.                                                                                |
| 5      | Head Watchman               | Works as the headman of civilian security watch keeper in different entrance/exit gate. |
| 6      | Sweeper Tindal              | Headman of sweepers.                                                                    |
| 7      | PrrichonnotaKormi<br>Tindal | Headman of cleaners.                                                                    |
| 8      | Lascar AC Tindal            | Aircraft cleaning.                                                                      |
| 9      | Dai                         | Midwife.                                                                                |
| 10     | Office Shohayak             | Assists in office work.                                                                 |
| 11     | Lascar                      | Carrying materials.                                                                     |
| 12     | Baburchi                    | Cooking.                                                                                |
| 13     | Lascar Anti Malaria         | Works related anti-malaria steps.                                                       |
| 14     | Lascar Aircraft             | Aircraft cleaning.                                                                      |
| 15     | MTG                         | Clerical job.                                                                           |
| 16     | Lascar Sports Marker        | Works in sports fields.                                                                 |
| 17     | Mess Waiter                 | Serves food in messes.                                                                  |
| 18     | Lascar Bird Shooter         | Works to control bird around runway during flying.                                      |
| 19     | Watchman                    | Works as civilian security watchkeeper in different entrance/exit gate.                 |
| 20     | Lascar Word boy             | Works as word boy in hospital.                                                          |
| 21     | Washer Up                   | Washes crockeries, kitchen etc.                                                         |
| 22     | Mali                        | Works in garden.                                                                        |
| 23     | Water Carrier               | Carries heavy water jerrican / water pots.                                              |
| 24     | Aya                         | Female worker assists in office.                                                        |
| 25     | Assistant Cook              | Cooking.                                                                                |
| 26     | PorichonnataKormi           | Cleaning.                                                                               |
| 27     | Blue Printer                | Printing in press                                                                       |
| 28     | Lascar Fire Fighter         | Works as Fire Fighter worker.                                                           |
| 29     | Mess Waiter/Lascar          | Serves food in messes and does other works in messes.                                   |