

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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A STUDY ON THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT PRACTICES ON THE BASIS OF LEVEL OF TRUST, COMMUNICATION AND MORALE OF EMPLOYEES AT LIBERTY SHOES LIMITED

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ABSTRACT

To survive and grow in a competitive scenario and with changing technology organizations must be constantly kept up to date through effective training and development programs. Employees training and development is important in industries with rapidly changing technology such as shoes industry. It has become an issue of strategic importance. There is however a limited focus on the evaluation of the effectiveness of training and development practices in an organisation and yet training and development of employees is critical for the survival and growth of an entity. It is discovered that organizations show poor attitude to training administration by not preparing and equipping their trainees before, during and after a training program. The methodology adopted for this study was convenience sampling. The aim of present study is to study the various methods used by Liberty shoes Limited for conducting training and development of employees, to analyse the effective implementation of training programs in the selected organisation and to evaluate the effectiveness of training and development programs on the basis of 3 parameters- level of trust, communication and morale of employees. The methodology adopted for the study is convenience sampling. The major findings of the study indicated that training and development practices directly or indirectly benefits both to employees and organisation as a whole. Employees and organisation gain in the form of motivation, knowledge, communication, team work, change in attitude, trust, supervision and morale but our focus of attention is the trust, communication and morale of employees in an organisation. Thus factories should keep up their strengths and should alleviate their weaknesses by applying clear and scientific principles regarding human resource training and development.

KEYWORDS

Training, Development.

INTRODUCTION

Human capital is an important asset for organizations under intense competition. Effectiveness of an organisation mostly depends upon utilization of human resources as only they keep other resources active. An effective functioning of an organization requires that employees learn to perform their jobs at a satisfactory level of proficiency. Here is the role of training. To cope up with the changing environment and technological advancement, organisations need to develop and train their employees. Training and development enables human capital to unleash their dexterity. A profound training program acts as a vehicle to enhance employee skills, knowledge, motivation, level of trust and communication and enable them to perform better in their jobs.

Training: The verb 'to train' is derived from the old French word trainer, meaning "to drag". It is a process of assisting a person for enhancing his efficiency and effectiveness at work by improving and updating his professional knowledge by developing skills relevant to his work and cultivating appropriate behavior and attitude towards work and people. Training can only add to and build upon the foundation of existing knowledge and experience. It teaches what and why. It teaches employees what to do in the given circumstances with specific materials to achieve designated ends or goals.

Proper recruitment and selection are not sufficient to build manpower. Along with industrialization there has been rapid development in the field of science and technology. Production techniques are becoming complex day by day. So managers and laborers have to function in accordance with these changes, otherwise imparting training will be inevitable.

Development is training people to acquire new horizons, technologies or viewpoints. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services and more competitive organisations. It generally focuses on future jobs in the organisation. It is learning for growth of the individual, but not related to a specific present or future job. Unlike training and education, which can be completely evaluated, development cannot always be fully evaluated. This does not mean that we should abandon development programs, as helping people to grow and development is what keeps an organisation in the cutting edge of competitive environments. Development can be considered the forefront of what many now call Learning Organization. The survival of the organisation requires development throughout the ranks in order to survive, while training makes the organisation more effective and efficient in its day-to-day operations.

In this way, Development is a related process; it covers not only those activities, which improve job performance, but also those activities, which bring about growth of the personality, helps individuals in the progress towards maturity.

To attract new customers, meet customer expectations, and attain customer satisfaction and to retain customers, organisations are striving to be best in their products, service quality and in their customer encounters. This can happen only when organisations have highly skillful employees as their assets. And those employees should be trained on contemporary issues to meet present 'techno-customers' expectations. Thus significance of training and development function is conspicuous. After realizing the fact that T&D function is significant in delivering best quality outcome to customers, Indian companies starting investing in T&D functions. However, training alone can't give sustainable competitive advantage for any organisation. Results of training have to be measured in order to know its impact on business results, thereby taking measures for further improvements in the training program delivered. Because of huge investments, efforts and time involvement in training function, top management also are interested to know the impact of training program on trainees. Hence training programs are evaluated to determine the extent of knowledge, skills and abilities delivered through training and translated into performance. A training program is said to be effective, when it delivers what is intended.

T&D can be one of the most important investments a business can make. The right training can ensure that your business has the right skills to tackle the future. It can also help attract and retain good quality staff, as well as increasing the job satisfaction of those presently with you- increasing the chances that they will satisfy your customers.

REVIEW OF LITERATURE

Muksuda Hossain (2012), in his study, (Training and development practices of multinational company), has concluded that- Training plays an important role in developing employee's skills and future opportunities and increases morale. Need assessment before training must be introduced to make a cost effective training. Practical and audio-visual sessions in training can also be lucrative and fruitful in this regard. All this will accelerate the productivity and employee commitment towards the organisation. **Rama Devi V, Nagurvali Shaik (2012)**, in his study (Evaluating training and development effectiveness), has given his opinion-Training and development contribute in such a way that employees can enhance their dexterity. Training helps organisation in achieving their strategic objectives and gives organisation a competitive edge. Organisations train and develop their employees to the fullest advantage and evaluate whether training and development programs are effective in producing desired results. Proper evaluation is the base to effective training. **Sunita Dahiya, Ajeya Jha (Jan-June 2011)**, in his study (International Journal of computer science and communication) has concluded that- The failure of training programme evaluations can be attributed to inadequate planning or design, lack of objectivity, improper interpretation of results and inappropriate use of results. However having a well structured training measurement system in place can help one determine where problem lies. **Dr. Shefali Verma, Rita Goyal (2011)**, in his study(Training in insurance and their impact on employees productivity in IJRESS) has concluded that- No matter the way one looks at training and development, they help employees to learn how to use the resources in an approved fashion that allows the organization to reach its desired output. Able people may grow to a point where they are ready for responsibilities beyond their initial assignment. When this happens, training and development becomes imperative. **Dr. V. Rama Devi, Mr. Nagurvali Shaik (2012)**, in his study (Training and development – A jump starter for employee performance and organizational effectiveness) has come to the final conclusion that- Training and development updates not only the performance graph of employees but also of organisation. It improves the drive, initiative and quality of work and assists them in achieving the goals and objectives of the organisation and this enhances the effectiveness among employees within organisation. **Dr. Nadeem Ahmed Bashir, Khawaj Jehanzeb (2013)**, in his study (Training and development program and its benefits to employees and organisation- A conceptual study) has given his opinion that- if there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive. If the organisations are capable to support all employees in meeting their requirements then both employees and organisations will get long term benefits. **A.K.L Jayawardana, H.A.D Prasanna(July-Dec 2007, Jan-June 2008)**, in his study(Factors affecting the effectiveness of training provided to merchandisers of garment industry) has concluded that- supervisor support, self efficacy, a continuous learning culture and training motivation are positively correlated with training effectiveness. Also it was found that training motivation moderates the relationship between supervisor support, self efficacy and a continuous learning culture with training effectiveness.

IMPORTANCE OF THE STUDY

This study provides possible suggestions for the effectiveness of employees training and development of the shoe factories. It helps the researcher to acquire knowledge and practical experience. It also helps as a source of document and a stepping stone for those researchers who want to make further study on the area afterwards.

STATEMENT OF THE PROBLEM

To study the effectiveness of training and development practices at liberty shoes limited on the basis of level of trust, communication and morale of employees in an organisation.

OBJECTIVE OF THE STUDY

- 1) To study the various methods used by Liberty shoes Limited for conducting training and development of employees.
- 2) To analyse the effective implementation of training programs in the selected organisation.
- 3) To evaluate the effectiveness of training and development programs on the basis of 3 parameters- level of trust, communication and morale of employees.

NEED FOR TRAINING AND DEVELOPMENT

Training is needed in an organization to increase quality of work, increase productivity, to improve morale of employees, to reduce supervision, to reduce errors at work place, for improvement in efficiency of employees, to increase level of trust, for development of knowledge and skill, for effective communication, to increase Team Work, to improve organizational culture, to modify the attitude of employees, to prepare employees for higher jobs and for better utilization of resources. But our focus is on the Level of trust, communication and morale of employees at Liberty Shoes Limited.

MODEL FOR MEASURING TRAINING EFFECTIVENESS

Kirkpatrick's 4 level of Training evaluation model is used to measure the training and development effectiveness.

Evaluation can be done for various purposes-

- ❖ To increase the morale, trust and communication of employees through effectiveness of the program while it is going on.
- ❖ To increase the morale, trust and communication of employees through the program to be held next time.
- ❖ To help participants to get feedback for their improvement in all these 3 spheres.
- ❖ To find out to what extent the objectives are achieved through these parameters.

In evaluating the worth of a specific program, sets of measurement criteria should be identified. These are as follows:-

- 1) REACTION 2) LEARNING 3) BEHAVIOUR 4) RESULTS

EFFECTIVE TRAINING AND DEVELOPMENT

Effective training will indicate not only finding out whether the training was well done but also what it achieved and whether it was worthwhile for the organisation to be sponsoring it. Therefore to ensure that the training is effective, the human resource department and the management need to adopt a systematic approach to training which often includes identifying the need, delivery and evaluation. Training must be **SPECIFIC, MEASURABLE, And ACHIEVABLE** and **TIME TARGETED**. A careful implementation of each element of training and development process is needed to make it effective.

CONSEQUENCES IN THE ABSENCE OF TRAINING AND DEVELOPMENT

Failure to conduct employee training and development can contribute to Constraints in business development, High recruitment cost, Greater pressure and stress on staff, high labor turnover, higher training cost and increased overtime working.

COMPANY PROFILE**INTRODUCTION TO LIBERTY SHOES LIMITED**

Liberty Shoes limited was started on 25th December 1954.The group started its manufacturing facilities at Karnal, Liberty Puram, Gharunda, Agra, Kanpur, Saharanpur but its headquarters are located at Karnal. It is among the top 5 manufacturers of leather footwear in the world with a turnover exceeding Rs. 600 crore. Its far reaching capabilities are due to its extensive marketing network of 150 distributors, 350 exclusive showrooms and 6,000 multi brand outlets.

OBJECTIVE AND CREDO OF LIBERTY SHOES LIMITED

- ❖ To ensure that the method they use is the latest technology the world over.

- ❖ To follow the high standards of honest workmanship in whatever they make.
- ❖ To walk the extra mile to ensure customer satisfaction worldwide.
- ❖ To know that 'We are about People'.

TRAINING AND DEVELOPMENT AT LIBERTY SHOES LIMITED

At Liberty the importance of training and development is understood fully. Here, it is made sure that the performance of employees doesn't suffer and their pace of work doesn't slacken due to lack of training. Liberty believes in investing in its people for their overall development and expansion of their overall capabilities. It also encourages external training program for overall development of its human force. Annual calendar and monthly schedules are prepared to carry the various training practices. The training department is continuously on its toes as this cycle of training is a continuous one. There are well equipped training centers like 'Manav Vikas Kendra' and 'T.I. club where all training programs are conducted. Some are conducted by professional trainers and training institutes.

HYPOTHESIS FOR DATA ANALYSIS

HYPOTHESIS 1

H(0)₁ = The training programs are not effectively implemented in the selected organisation.

H(1)₁ = The training programs are effectively implemented in the selected organisation.

HYPOTHESIS 2

H(0)₂ = The training programs are not effective in improving the efficiency of employees in the selected organisation.

H(1)₂ = The training programs are effective in improving the efficiency of employees in the selected organisation.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The primary aim of this study is to describe the employee training and development practices. To achieve this objective, descriptive and analytical type of research design with a mixed approach was employed. The descriptive type of research design helps to portray accurately the characteristics of a particular individual, situation or a group. The mixed research method is considered to be very effective in answering research questions compared to quantitative and qualitative approach when used in isolation.

SAMPLE DESIGN

A sample design is a definite plan for obtaining a sample from a given population. There are many sample designs from which a researcher can choose. A researcher must prepare or select a sample design which should be reliable and appropriate for their research. The probability and convenience sampling has been used in this study.

SAMPLE SIZE

Sample size: 100

SURVEY INSTRUMENT

The research instrument used was questionnaire and the necessary data for this study are collected from the primary source. One open-ended questionnaire was used and were measured by a 5-point Likert scale (Strongly agree to strongly disagree). Journals and books were also used as a secondary source of data collection.

STATISTICAL TOOL USED

Average score method and T-test are used to analyse the primary data collected from the respondents.

RESULTS AND DISCUSSIONS

HYPOTHESIS 1: ANALYSIS ON THE BASIS OF EFFICIENCY OF IMPLEMENTATION OF TRAINING PROGRAM

Q. How well are the training programs introduced by your organisation?

ONE-SAMPLE STATISTICS				
	N	Mean	Std. Deviation	Std. Error Mean
eff	100	4.2900	.76930	.07693

ONE-SAMPLE TEST						
Test Value = 3						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
eff_1	16.769	99	.000	1.29000	1.1374	1.4426

The above table shows that the mean score of the respondents regarding the training practices in the institution is above 3(4.29) which indicates that training practices are rated well by the employees of the organisation and are helpful in increasing the efficiency of the employees. The standard deviation of .76930 shows that respondents do not differ much in their opinion regarding training practices of the organisation. One- sample test says that at 95% level of confidence there is no significance difference among the respondents. The above test shows that null hypothesis H (0)₁- the training programs are not effective in improving the efficiency of employees in the organisation is rejected and our alternate hypothesis H (1)₁ –the training programs are effective in improving the efficiency of employees in the organisation is accepted.

HYPOTHESIS 2: ANALYSIS ON THE BASIS OF PARAMETERS

Q. How effective is your training program in the following parameters?

(1) Effectiveness on the basis of increasing communication.

ONE-SAMPLE STATISTICS				
	N	Mean	Std. Deviation	Std. Error Mean
inc_com	100	4.1100	.77714	.07771

One-Sample Test						
Test Value = 3						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
inc_com	14.283	99	.000	1.11000	.9558	1.2642

The above table shows the mean score of the respondents regarding the effectiveness on the basis of increasing communication. The mean score is high that is above 3(4.11) which is good which shows that the training and development practices are effective in increasing communication among the employees. The standard deviation of .77714 shows that the responses of respondents are positive. It leads to reduction of barriers of communication within the organisation and there is no significant difference regarding their opinion. One- sample test says that at 95% level of confidence there is no significance difference among the respondents .The above test shows that null hypothesis H (0)2- that the increasing the communication is minimum and hypothesis is rejected and our alternate hypothesis H (1) 2 –that increasing the communication is maximum and hence accepted.

(2) Effectiveness on the basis of improving the morale of employees.

ONE-SAMPLE STATISTICS				
	N	Mean	Std. Deviation	Std. Error Mean
imp_mor	100	4.1800	.78341	.07834

ONE-SAMPLE TEST						
Test Value = 3						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	15.062	99	.000	1.18000	1.0246	1.3354

The above table shows that the mean score of the respondents regarding the effectiveness on the basis of improving the morale. score is high ,that is above 3(4.18), which shows that the training and development practices helps in improving the morale of employees. The standard deviation of .78341 shows that respondents do not differ much in their opinion regarding training practices of the organization.It shows the all the employees are motivated with the current training and development programs and the training needs are evaluated effectively in an organization and there is no significant difference regarding their opinion. One- sample test says that at 95% level of confidence there is no significance difference among the respondents The above test shows that null hypothesis H (0)2- that the improving the morale of employees is minimum and hypothesis is rejected and our alternate hypothesis H (1) 2 –that improving the morale of employees is maximum and hence accepted.

(3) Effectiveness on the basis of increasing the level of trust.

ONE-SAMPLE STATISTICS				
	N	Mean	Std. Deviation	Std. Error Mean
inc_trus	100	3.8800	.90207	.09021

ONE-SAMPLE TEST						
Test Value = 3						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
inc_trus	9.755	99	.000	.88000	.7010	1.0590

The above table shows the mean score of the respondents regarding the effectiveness on the basis of increasing the level of trust. The mean score is high that is above 3(3.88) which is not much good which shows that the training and development practices do help to some extent in increasing the trust. The standard deviation of .90207 shows that the responses of respondents are positive. They do not differ much in their opinion regarding training practices of the organisation. It shows the all the employees are motivated with the current training and development programs and the training needs are evaluated effectively in an organization and there is no significant difference regarding their opinion. One- sample test says that at 5% level of significance there is no significance difference among the respondents The above test shows that null hypothesis H (0)2- that the increasing the level of trust is minimum and hypothesis is rejected and our alternate hypothesis H (1) 2 –that increasing the level of trust is maximum and hence accepted.

FINDINGS

The findings of this research support the literature review in the number of key areas. Organisations tend to recognize the need for, and potential of training programs for their existence. Employees training and development are the important issues for the organisation and are of utmost priority. A continuous improvement of training and development programs are important to measure its effectiveness. Employees and the organisation gain in the form of motivation, knowledge, communication, team work, level of trust and morale.

The findings of the present study are presented with the help of following points:-

- 1) The training practices are very well introduced and effectively implemented at Liberty shoes Limited.
- 2) Employees are very much satisfied with the current training and development practices
- 3) The training needs are evaluated effectively in an organisation.
- 4) The training practices are organized at top and middle level of an organisation.
- 5) Management considers training as important part of the organisation.
- 6) It helped in boosting the morale of employees to a great extent and employees are motivated to perform effectively.
- 7) These practices have helped in reducing the barriers of communication at different levels of an organisation.
- 8) Training and development practices have contributed in increasing teamwork and cooperation which has led to a positive attitude among employees to a great extent.

SUGGESTIONS

The following suggestions based on the study taken are:

1. On the basis of data analyses it has been observed that the level of trust among the employees is very less in the organisation and management should organize some training practices to increase the level of trust among employees.
2. Many employees of an organisation are not aware of the training objectives. So trainers must make it clear to all the employees.
3. Neglected areas of training such as best practices in an organisation, communication skills, knowledge of new technologies, safety must be included in the training program.
4. Other methods of training like role playing method, audio-visual method, basket training method, business game method and job-rotation method can also be introduced to make training effective.
5. A good atmosphere and working conditions must be provided to the employees so that they work happily and are satisfied with their performance.
6. Performance based incentives can be a good source of motivation for the employees to increase their confidence.
7. Employee’s feedback plays a very important role so as to understand the effectiveness of the training program.
8. Training and development needs should be analyzed periodically taking into consideration as one of the most important factors for the employees as well as for the organisation.
9. Employers or top level managers must help employees understand the business, e.g. knowledge of competitors, new technology etc.

CONCLUSION

Training and development practices in an organisation contribute in such a way that employees can enhance their dexterity. Training helps organisation in achieving their strategic objectives and gives organisation a competitive edge. It is not just sufficient to conduct a training program. Organisations should evaluate whether training and development programs are effective and producing desired results. Training evaluation should be regular system in every organisation. Training program is also a way for an organisation to showcase to its employees that it cares for their self development. This plays a big role in increasing the morale, trust, communication and loyalty that an employee feels towards its organisation. Employee’s feedback on a training program is essential to understand the effectiveness of a training program. If training is good then the employees will contribute their maximum for the achievement of the organisations objectives.

Training and development ultimately upgrades not only the performance graph of employees but also of the organisation.

LIMITATIONS OF THE STUDY

1. The research work has been carried out only in head office at Karnal and the findings may not be applicable to the other branches.
2. The sample has been collected using random-sampling technique. As such result may not give an exact representation of the population.
3. Shortage of time is also reason for incomprehensiveness.
4. Normally employees hesitate to disclose the information so it leads to biasness.

SCOPE FOR FURTHER RESEARCH

The scope for further research is wide and possible in other branches of Liberty shoes limited.

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APPENDIX

GENDER

QUESTIONNAIRE

MALE	
FEMALE	

**DESIGNATION
DEPARTMENT**

QUALIFICATION

12 th	
Graduation	
Post Graduation	
Masters/Doctorate Degree	

How long have you been in your current position?

< 4 years	
4-8 years	
9-13 years	
19 years and above	

1. What is the various training practices adopted in your organization?
 - On the job training
 - Induction training
 - Vestibule training
 - Simulation training
 - Lecture training
 - Others
2. For whom do you organize the training and development programs in your organization?
 - To Level Management
 - Middle Level Management
 - Lower Level Management
 - All of the above
3. Rank the following barriers of Training and development in the order of their impact?
 - Time ()
 - Money ()
 - Lack of Interest by the staff ()
 - Non-availability of skilled trainer ()
 - Inefficiency of the top management ()
4. How well the training practices are introduced by your organization?
 - Excellent
 - Very Good
 - Average
 - Good
 - Poor
5. Does your organization analyze training needs periodically?
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
6. Your organization considers training as a part of organizational strategy. Do you agree with this statement?
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
7. Do the employees have the positive attitude towards the training and development practices in the organization?
 - Very Often
 - Often
 - Sometimes
 - Rarely
 - Never
8. Are the employees satisfied with the training and development practices in an organization?
 - Highly satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Highly Dissatisfied
9. How effective are your training programs in the following parameters?

	Highly Effective	Effective	Neutral	Least Effective	Not at all Effective
Productivity					
Improving quality of work					
Reduction of Errors					
Improving Morale of employees					
Reduction of supervision					
Increasing level of trust					
Increasing Communication					
Team Work					
Modifying the attitude of employees					

Additional Comments:

REQUEST FOR FEEDBACK

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Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

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