

**A STUDY ON THE EFFECTIVENESS OF TRAINING AND  
DEVELOPMENT PRACTICES AT LIBERTY SHOES  
LIMITED**

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**ABSTRACT**

*To survive and grow in a competitive scenario and with changing with changing technology organisations 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 any entity. The methodology adopted for this study was convenience sampling. The major findings of the study indicated that training and development practices directly and indirectly benefit both to employees and the organization as a whole. Employees and the organization gain in the form of motivation, knowledge, communication, team work, change in attitude, trust, supervision and morale. Thus factories should keep up their strengths and should alleviate their weaknesses by applying clear and scientific principles regarding human resource training and development.*

**KEY WORDS :- TRAINING AND DEVELOPMENT**

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## INTRODUCTION

Every organisation is a blend of both human resources and physical resources. Physical resources refer to material, money and machines and human resources refer to human factors of the organisation. 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** 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. **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.

## NEED FOR TRAINING AND DEVELOPMENT

Training is needed in an organization to increase Productivity, to increase quality of work, for reduction of errors, to improve morale of employees, to reduce supervision, for improvement in efficiency of employees, to increase level of trust, for reduction of errors, 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

## 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 effectiveness of the program while it is going on.
- ❖ To increase the effectiveness of the program to be held next time.
- ❖ To help participants to get feedback for their improvement and efficiency.
- ❖ To find out what extent the objectives are achieved.

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 indicated 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, 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, Higher labor turnover, High recruitment cost, Greater pressure and stress on staff, Higher training cost and Increased overtime working.

## COMPANY PROFILE

### INTRODUCTION TO LIBERTY SHOES LIMITED:

Liberty Shoes limited was started on 25<sup>th</sup> 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.

## 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. **Ipek Kalemei Tuzun (2005)**, in his study (General overview of training effectiveness and measurement model), has come to the final conclusion- Training is a substantial organizational investment. Effective training enhances knowledge, skills, attitudes and behavior of people and hence their performance. A key to obtaining consistent success with training programs is to have a systematic approach to measurement evaluation. Recognition of training methods and measurement techniques are crucial for the organisation's training success. **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.

## **RESEARCH METHODOLOGY**

### **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 attitude and satisfaction of employees towards training and development practices of the organisation.
- 4) To evaluate the effectiveness of training and development programs on various parameters.

### **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 m 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.

**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 employees of the selected organisation are not satisfied with the training practices of the organisation.

$H(1)_2$  = The employees of the selected organisation are satisfied with the training practices of the organisation.

**HYPOTHESIS 3.**

$H(0)_3$  = The training programs are not effective in improving the efficiency of employees in the selected organisation.

$H(1)_3$  = The training programs are effective in improving the efficiency of employees in the selected organisation.

**DATA ANALYSIS AND INTERPRETATION**

**HYPOTHESIS1. 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 ANALYSES ON THE BASIS OF ATTITUDE AND SATISFACTION:-**

Q. Do the employees have the positive attitude towards the training and development practices in an organisation?

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Att	100	4.1500	.89188	.08919

**One-Sample Test**

Test Value = 3						
	T	Df	Sig. (2-tailed)	(2- Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Att	12.894	99	.000	1.15000	.9730	1.3270

The above table shows the mean score of the respondents regarding the overall effectiveness of training practices in the institution on the basis of attitude. The mean score is high that is above 3(4.15) which show that the employees have a positive attitude towards training practices of the organisation. The standard deviation of .89188 shows that respondents do not differ much in their opinion regarding training practices of the organization and their responses are positive. It shows the all the employees are happy with the current training and development programs and the training needs are evaluated effectively in an organisation. One- sample test says that at 95% level of confidence there is no significance difference among the opinion of respondents. The above test shows that null hypothesis H (0)2- the employees are not satisfied with the training practices of an organisation and null hypothesis is rejected and our alternate hypothesis H (1) 2 –the employees are satisfied with the training practices of an organisation is accepted.

Q. Are the employees satisfied with the training and development practices in an organisation?

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	100	4.1000	.61134	.06113

**One-Sample Test**

	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction	17.993	99	.000	1.10000	.9787	1.2213

The above table shows that the mean score of the respondents regarding the overall effectiveness of training practices in the institution on the basis of satisfaction is quite high, that is, above



3(4.10) which shows that the employees are satisfied with the training practices of the organisation. The standard deviation of .61134 shows that respondents do not differ much in their opinion regarding training practices of the organization. It shows the all the employees are happy with the current training and development programs and the training needs are evaluated effectively in an 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  $H_0$  - the employees are not satisfied with the training practices of an organization and null hypothesis is rejected and our alternate hypothesis  $H_1$  - the employees are satisfied with the training practices of an organisation is accepted.

**HYPOTHESIS 3 ANALYSIS ON THE BASIS OF PARAMETERS:-**

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

(1) Effectiveness on the basis of productivity.

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Prod	100	4.2200	.92747	.09275

**One-Sample Test**

Test Value = 3						
	T	Df	Sig. (2-tailed)	(2- Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Prod	13.154	99	.000	1.22000	1.0360	1.4040

The above table shows that the mean score of the respondents regarding the effectiveness on the basis of productivity is high, that is above 3(4.22), which shows that the employees are satisfied with the training practices of the organisation. The standard deviation of .92747 shows that respondents do not differ much in their opinion regarding training practices of the organisation. It shows the all the employees are happy with the current training and development programs and the training needs are evaluated effectively in an organisation .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  $H_0$  - the employees are not satisfied with the training practices of an organisation and null hypothesis is rejected and our alternate hypothesis  $H_1$  - the employees are satisfied with the training practices of an organisation is accepted.

(2) 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  $H_0$  - that the increasing the communication is minimum and hypothesis is rejected and our alternate hypothesis  $H_1$  -that increasing the communication is maximum and hence accepted.

(3) 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)	(2-Mean Difference)	95% Confidence Interval of the Difference	
					Lower	Upper
imp_mor	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)3- that the improving the morale of employees is minimum and hypothesis is rejected and our alternate hypothesis H (1) 3 –that improving the morale of employees 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, change of attitude, trust, supervision 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 have a positive attitude towards the training practices of the organisation.
- 3) Employees are very much satisfied with the current training and development practices
- 4) The training needs are evaluated effectively in an organisation.
- 5) The training practices are organized at top and middle level of an organisation.
- 6) Management considers training as important part of the organisation.
- 7) These training and development practices have a positive impact on the productivity, quality of work and reduction of errors in the selected organisation.
- 8) It helped in boosting the morale of employees to a great extent and employees are motivated to perform effectively.
- 9) Training and development practices helped to some extent in reducing the supervision and increasing the trust of employees in an organisation.
- 10) These practices have helped in reducing the barriers of communication at different levels of an organisation.
- 11) 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. Training and development practices should be very effective in reducing the supervision among the employees in the organisations.
3. Many employees of an organisation are not aware of the training objectives. So trainers must make it clear to all the employees.

4. 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.
5. 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.
6. A good atmosphere and working conditions must be provided to the employees so that they work happily and are satisfied with their performance.
7. Performance based incentives can be a good source of motivation for the employees to increase their confidence.
8. Employee's feedback plays a very important role so as to understand the effectiveness of the training program.
9. 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.
10. 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 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. **Training and development ultimately upgrades not only the performance graph of employees but also of the organisation.**



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