

Impact of Training and Development on the Employees of Shoppers Stop

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Abstract

Training is something which an organization gives to their employees for their growth and welfare. There are different kinds of training imparting what is the goal of the organization and how training can be a mode to achieve those goals and objectives. "Impact of training and development on the employees of Shoppers Stop" gives a brief idea of how trainings are conducted in the organization, what are the various methods used and how to evaluate the trainings given to identify the effectiveness. Shoppers Stop is a retail store in which there are employees at different hierarchical level and how training can influence their performances which leads to their personal growth also thus "Impact of training and development on the employees of Shoppers Stop" brings lightning on the portion of training that different trainings are required at each hierarchical level as the sample was taken of forty employees and putting confirmatory factor analysis and analyzing the fact that organizations should take initiatives to bring out such programs which can lead to individual and organizational development. In this research the secondary data is collected from various research papers of few researchers like Pallavi P. Kulkarni, NeoEase and F.A khan and soon had shown how training can be useful in organization, methods and evaluation of the trainings. In this research the analysis is done through the primary data collection is with the help of questionnaire and the findings of the research is through factor analysis using SPSS (Statistical Package for Social Science) tool for training evaluation with the components as experience.

Introduction

Shoppers Stop is an Indian retailing company promoted by the K Raheja Corp Group, started in the year 1991 with its first store in Andheri, Mumbai. K Raheja group of companies were largest company in the real estate development and hospitality. There are almost 80 stores of Shoppers Stop in India. In 1991 starting from only Men's ready to wear in Mumbai, it lead to entry in Business World completely by 2016. Shoppers Stop is a Department store having Apparel and Non- Apparel. Including all the national and international brands. The research was conducted in the Rohini Store of New Delhi.

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. Training is the act of increasing the skills

of an employee for doing a particular job". Training is the process of teaching the new or present the basic skills they need to effectively perform their job. Training refers to teaching the act of increasing the knowledge and skill of an employee for doing his/her job Training constitutes a basic concept in human resource department. It is concerned with developing a particular skill to desire a standard by instruction and practice.

Training and development is considered to be the only official and ongoing educational activities within an organization designed to enhance the employee performance. Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications—from

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instruction in highly specific job skills to long-term professional development. Training refers to the process of imparting specific skills.

An employee undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Hence we can say that Training is offered to operatives.

Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management development programs are generally voluntary in nature.

Literature Review

Pallavi P. Kulkarni (2013), Training and development play a vital role in every organization. It focuses on improvement of Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees.

William Fitzgerald (2003); Training and development are integrated elements of any organization. This strategy is supported by four pillars: entry-level recruitment of the best and the brightest; training for skill building; career broadening to develop versatility and to help nurture future leaders; and providing a positive work environment that helps to win the commitment of career employees.

NeoEase (2014); Human Resource Management Theme by Training & Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge." The need for Training and Development is determined by the employee's performance deficiency, computed as follows:

Training & Development Need = Standard Performance – Actual Performance.

Shelley Fros (2005). The Importance of Training & Development in the Workplace. Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities expensive. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

An employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because she has a stronger understanding of the industry and the responsibilities of her job. This confidence may push her to perform even better and think of new ideas that help her excel. Continuous training also keeps your employees on the cutting edge of industry developments. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry.

Ruth Stuart (2014); learning and development varies with the trends, It examines how integrated L&D processes are with other aspects of HR management and anticipated future changes affecting learning and development. The most commonly used L&D practices organizations tend to favor internal over external L&D practices. As last year, on-the-job training is most commonly among the most used and most effective practices. In-house development programs also remain popular and are nearly twice as likely to be included among organizations' most common practices as external conferences, workshops and events. Similarly, coaching by line managers is more popular than coaching by external practitioners.

Preferences for internal practices may be partly driven by cost efficiencies, but internal training and programs can have additional benefits as they are more easily tailored to the specific needs of the employees and organization. Nevertheless, while in-house development programs remain popular, there has been a decline in the proportion including them among their most commonly used methods compared with last year (2014: 46%; 2013: 57%).

This may be explained by the inclusion of an additional option this year; 'blended learning (such as combining instructor-led training with e-learning methods)', which 15% included among their top three methods. It is possible that in some organizations in-house development programs are making use

of technology as well as instructors, shifting towards blended learning practices.

Objective

The Objective of the present study is “To identify the factors effecting training and development needs of employees based upon ongoing training Practices at various levels in Shoppers Stop”.

Research Design And Methodology

The Research Design used in this study is Descriptive Research, A descriptive research study is the one in which information is collected without changing the environment (i.e. nothing is manipulated). Sometimes these are referred to as correlation or observational studies.

The Research Type of this study is the Cross-sectional form of descriptive study, i.e., a group of people/subjects are surveyed and interacted with, only once unlike longitudinal study that involves repeated investigation and survey of the sample over time.

The Sample Size of 40 employees of Shoppers Stop, Rohini is taken for surveying purpose to study the effect of Training and development.

In this study, the probability sampling method used is Judgemental sampling and Convenience sampling. Judgemental sampling or convenience sampling is used because Shoppers stop provides training to only those who are incorporated as their permanent employees.

The Secondary data is in the form of already done work on the subject/topic obtained from previous studies and researched conducted and published whereas, The Primary data is the first-hand data taken in the present on the same subject/topic of study. Primary data is that data which is collected through the use of surveys, meetings, focus group discussions, interviews or other methods that involve direct contact with the respondents. The method of Primary data collection used in this study is a Structured Questionnaire

A structured questionnaire is created based on the factors taken into consideration. This questionnaire is then given to the 40 randomly selected employees who have to give appropriate response to the questions within 20 minutes. The name and department is written on the questionnaire.

To study a particular topic requires the defining of the main research problem. The Research Problem is to study the (effect of Training and Development on the employees of Shoppers

Stop Ltd.) And the factors on which it are evaluated.

There are certain factors that are taken into consideration for determining and evaluating the effect of training and development are; these factors are-

1. Training is given to all employees.
2. Induction process helps to understand the basic job and responsibilities.
3. Increasing knowledge pattern.
4. Cashiering training provides benefit to you.
5. Training makes you learn things which you actually do.
6. Training on Customer service
7. Career goals
8. Merchandise knowledge
9. Selling skills enhancement
10. Have you attended English Training?
 - A. If yes, it makes you comfortable while talking to customer.
 - B. If not, are you interested for this training?
11. Promotional assessments.
12. Manager's supervision.

Hypothesis

On the basis of Objective of the study, Hypothesis derived were;

- H0- There is no significant difference amongst employees having different experience levels with respect to the key factors in training and Development practices.
- H1- There is significant difference amongst employees having different experience levels with respect to the key factors in training and Development practices.

Data Analysis

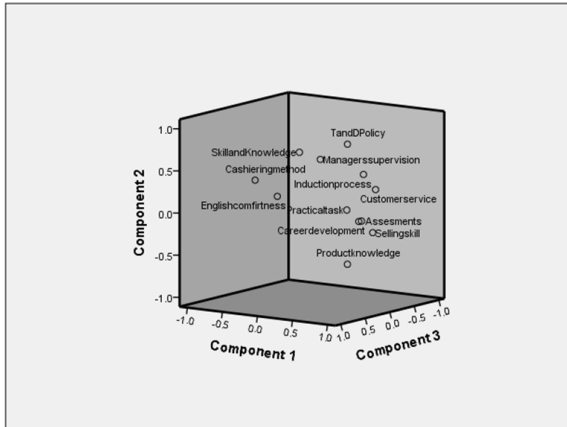
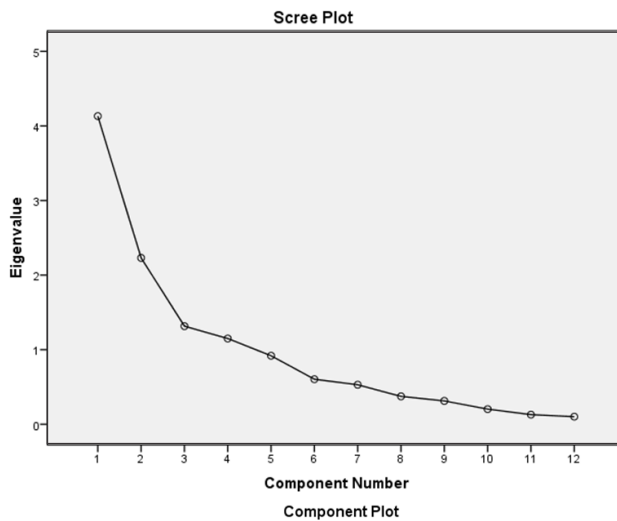
In the present study SPSS 21 is used for performing confirmatory factor analysis using Principal component analysis technique.

Confirmatory factor analysis- Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists.

Technique used for CFA- confirmatory factor analysis; Principle component analysis- Principal component analysis (PCA) is a statistical procedure that uses an orthogonal transformation to convert a set of observations of possibly correlated variables into a set of values of linearly uncorrelated variables called principal components.

Factor Analysis is done to analyze the various components of experience which is taken to understand the impact.

1.1 Experience 1: 0 – 3 years



Component Matrix^{a,b}

	Component			
	1	2	3	4
Training and Development Policy	.097	.694	-.586	-.017
Induction process	.569	.432	-.239	-.076
Skill and Knowledge	.038	.721	.310	-.373
Cashiering method	-.305	.415	.723	-.020
Practical task	.724	.107	.323	-.366
Customer service	.757	.275	-.216	.227
Career development	.840	-.028	.245	.187
Product knowledge	.543	-.594	.052	.082
Selling skill	.911	-.180	.062	.083
English comfortness	-.326	.152	.241	.770
Assessments	.805	-.042	.139	.069
Managers supervision	.152	.610	.047	.415

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

b. Only cases for which Experience = 0 3Years are used in the analysis phase.

Analysis:

On the basis of above component matrix it is observed that out of total 14 variables, 5 factors have been extracted which are relevant for employees having experience of less than 3 years.

A. Component 1: The factors extracted from this component were;

- Practical task,
- Customer Service,
- Career Development,
- Selling Skill, and
- Assessments.

This shows that employees having less than 3 years of experience are given more practical knowledge.

B. Component 2: The factors extracted from this component were;

- Training and Development
- Managerial Supervision
- Skill and Knowledge

This shows that employees are more into managerial supervision as now they are well aware about the culture of the organization and can connect more from the roles and responsibilities given.

C. Component 3: The factors extracted from this component were;

- Cashiering method

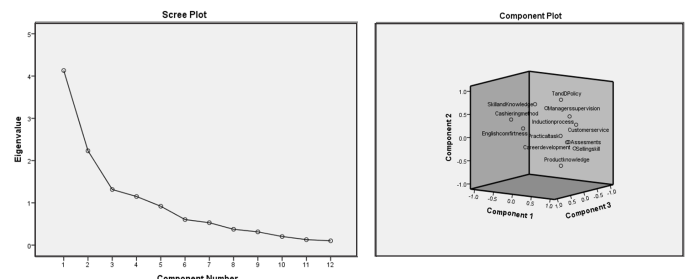
This shows that the employees were given Cashiering training more to enhance that particular skill.

D. Component 4: The factors extracted from this component were:

- English comfortness

This shows that employees were more focused on English training and have attended most of the English module training.

1.2 Experience 2: 3 – 5 years



a,b

Component Matrix

	Component		
	1	2	3
Training and Development Policy	.642	.423	.151
Induction process	-.740	.126	.354
Skill and Knowledge	-.215	-.803	.044
Cashiering method	-.905	.325	.114
Practical task	.297	-.408	.815
Customer service	.802	-.526	-.027
Career development	.821	.013	-.313
Product knowledge	.723	.296	-.229
Selling skill	.980	-.080	-.028
English comfortness	-.707	.246	-.357
Assessments	.367	.835	.086
Managers supervision	.397	.522	.564

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

b. Only cases for which Experience = 3-5Years are used in the analysis phase.

Analysis: On the basis of above component matrix it is observed that out of total 14 variables, 54 factors have been extracted which are relevant for employees having experience of 3-5 years.

A. Component 1: The factors extracted from this component were;

1. Customer Service
2. Career Development
3. Product knowledge
4. Selling Skill

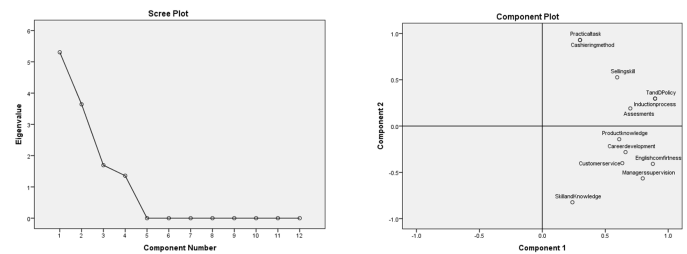
This shows that these employees get more Customer focus training.

B. Component 2: The factors extracted from this component were:

- Assessment

C. Component 3: The factors extracted from this component were:

- Practical task

1.3 Experience 3: 5 – 10 years**Component Matrix^{a,b}**

	Component	
	1	2
T and D Policy	.896	.297
Induction process	.896	.297
Skill and Knowledge	.239	-.823
Cashiering method	.299	.929
Practical task	.299	.929
Customer service	.636	-.401
Career development	.661	-.281
Product knowledge	.611	-.142
Selling skill	.595	.527
English comfortness	.878	-.409
Assessments	.699	.191
Managers supervision	.798	-.566

Analysis: On the basis of above component matrix it is observed that out of total 14 variables, 9 factors have been extracted which are relevant for employees having experience of 5-10 years.

A. Component 1: The factors extracted from this component were:

1. Training and Development Policy.
2. Induction Process.
3. Customer Service.
4. Career Development.
5. Product Knowledge and selling skill.
6. English comfortness.
7. Assessment
8. Manager Supervision.

B. Component 2: The factors extracted from this component were:

Findings

The findings which came out from the Data analysis and interpretation were as follows:

- Training is mandatory for each employee at any designation.
- Training is given at each level of experience.
- Training leads to employee growth via enhancing their skill and knowledge.

1. Component 1: Experience 0-3 Years

- More focus on Induction process is given
- Practically knowledge is provided
- Career developments

2. Component 2: Experience 3-5 Years

- Customer Service
- Product knowledge
- Selling Skill trainings are given.

3. Component 3: Experience 5-10 Years

More strategic trainings are given to employees to whom following trainings are given;

- Training and Development Policy.
- Induction Process.
- Customer Service.
- Career Development.
- Product Knowledge and selling skill.
- English comfortness and cashiering method
- Assessment
- Manager Supervision.
- Practical task

Limitations

1. Due to the small sample size the respondent's biasness was higher as compared to other studies.
2. Since it was a longitudinal study therefore Pre and post effect of Training and Development could not be compared to other studies previously conducted.

Suggestion

There should be different trainings at different levels for the employees as far as the experience is concerned because same training knowledge will not be able to broaden their view.

EXPERIENCE	FACTORS					
	Practical task	Customer Service	Career Development	Selling Skill	Product Knowledge	Assessment
0-3 YEARS						
3-5 YEARS	Customer Service	Career Development	Product Knowledge	Selling Skill		
5-10 YEARS	Training and development policy	Induction process	Customer Service	Career development	Product knowledge	Selling Skill

There are some common factors which is going in each category thus on the basis of above each category need some more focus training which are as follows:

A. Category 1- 0 – 3 Years of experience

Employees under this category should be focused more on Induction training as fresh joiners should be more aware from organization culture and key responsibilities, Product Knowledge training should also be given because in such trainings employees get aware about the product, their manufacturing process and can easily make it understand to their customers.

B. Category 2- 3-5 Years of experience

Employees under this category should be focused on Product knowledge, English trainings, and Selling skills training and should work upon their Career Development.

C. Category 3- 5- 10 Years of experience

Employees under this category are more attached with the organization thus focus should be more in Assessments programs as career enhancement is also important Apart from this employees having maximum experience should enhance with leadership programs also so that they are able to develop their leadership skills.

Conclusion

From the data analysis it has been drawn that Alternate hypothesis is correct and there is significant differences among the employees regarding their experience and the trainings which are provided. Thus the outcome is the various factors which are evaluated and linked with the experience and designation of employees.

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