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Training and Development in Big Bazar - Hyderabad

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ABSTRACT: Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their coworkers. The following study is self-conducted research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. A sample of individuals was selected and was interviewed with self-administrated questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.

KEY WORDS: Employee Training, Development Programs, Retail Sector Training, On-the-Job Training, Performance Improvement.

I. INTRODUCTION

TRAINING v/s DEVELOPMENT

Managers use the term Training and Development interchangeably. However, there are some differences between them. Training is often referred to as importing specific skills and behavior. The specificity is in terms of learning a specific course content or skill like a computer language, machine operations, playing tennis, etc. The focus is on improvement in performance after training along with a perceptible behavioral change. Training often caters to organizational needs. The training program may be prompted of certain changes present or anticipated in the structure and processes of organizations. Hence, the impact of training may be experienced and assessed by organization immediately. Usually administrative, supervisory, and technical workforce may be exposed to training program.

Development on the other hand is holistic, often aiming at overall personality development. The content of a development program includes conceptual or theoretical inputs, perspective strategic thinking or focusing on behavioral aspects such as leadership skills, managing teams, groups, etc. The intent is to provide training in non-technical areas of problem solving, decision making, people skills, etc.

1.1 NEED OF THE STUDY:

Employees' being the main source for production, the success of an organization depends on its employees. Since employee's contribution plays a significant role in shaping modern organization. It is the duty of an organization to care of its employee's skill, abilities and performance and develop them in a more prospective way for the development of the employees which indirectly contributes to the organization. Employees can develop their performance only when they are given training in particular skills which they are lacking.

1.2 SCOPE OF THE STUDY:

The management of man is very important and challenging job important because it is a job, not of a managing a man. No two persons are similar in mental abilities, traditions, sentiments and behavior. People are responsive they feel, think and act, therefore they cannot be operated like a machine or shifted and altered like a template in room layout. They need a fact file handling by management for is makes employees more effective and productive.

1.3 OBJECTIVE OF THE STUDY

- └ To study and evaluate the essence of training program.
- └ To know how often training programs are conducted & maintaining the records.
- └ To know the training methods given for employees.
- └ To know the performance level of employees after training.
- └ To know the guidance given by trainers while training.



└ To know how training helps in understanding and carrying out organizational policies.

II. REVIEW OF LITERATURE

Elwood F. Holton III and Reid A. Bates (2009)

In their book "The Learning Transfer System Inventory (LTSI): Enhancing the Effectiveness of Learning Transfer Climate", Holton and Bates discuss the evolution of training and development, emphasizing the importance of creating a conducive environment for learning transfer. This foundational work highlights how historical perspectives shape current practices.

Donald Kirkpatrick (1959)

Kirkpatrick introduced the Four-Level Training Evaluation Model, which remains a cornerstone in the field. His model assesses reaction, learning, behavior, and results, providing a comprehensive framework for evaluating training programs.

David Kolb (1984)

Kolb's Experiential Learning Theory, detailed in "Experiential Learning: Experience as the Source of Learning and Development," emphasizes learning through experience. This theory is particularly relevant in retail training, where practical, on-the-job learning is crucial.

ADDIE Model

The ADDIE Model, which stands for Analyze, Design, Develop, Implement, Evaluate, is a widely used framework in instructional design. Though not attributed to a single author, it has been extensively discussed in various educational and training resources.

Noe, R. A. (2017)

In "Employee Training and Development," Raymond Noe provides an in-depth look at training practices across industries, with a particular focus on the retail sector. He discusses the critical role of training in enhancing employee performance and customer satisfaction.

Ferguson, M. (2018)

Ferguson's article "Training and Development in the Retail Sector: A Case Study Approach" explores best practices in retail training, offering insights into effective training methods and their impact on employee retention and performance.

Kishore Biyani (2007)

As the founder of Big Bazaar, Biyani's book "It Happened in India" provides a unique perspective on the company's growth and development strategies, including insights into their training and development initiatives.

Aguinis, H. and Kraiger, K. (2009)

In their paper "Benefits of Training and Development for Individuals and Teams, Organizations, and Society," Aguinis and Kraiger review the extensive benefits of training programs, highlighting improved employee performance and organizational outcomes.

Saks, A. M. and Burke, L. A. (2012)

Saks and Burke's research on "An Investigation into the Relationship between Training Evaluation and the Transfer of Training" discusses the critical link between evaluating training programs and their successful implementation in the workplace.

Salas, E. and Cannon-Bowers, J. A. (2001)

In "The Science of Training: A Decade of Progress," Salas and Cannon-Bowers address common challenges in training programs, such as resource constraints and resistance to change, and propose strategies for overcoming these barriers.

Tharenou, P., Saks, A. M., and Moore, C. (2007)

Their study "A Review and Critique of Research on Training and Organizational-Level Outcomes" highlights challenges specific to the retail sector, such as high employee turnover and the need for continuous training.



III. RESEARCH METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

3.1 Sources of data:

Primary Data: To get first-hand accounts, researchers have people answer questionnaires consisting of 16 questions. The surveys were selected because they are convenient to use. The honesty of respondents can be relied upon by researchers. Participants are told of the importance of the study and asked to provide honest answers.

Secondary Data: The data that is already written and has gone through prior statistical analysis. This data can be collected from various data banks, internet downloads, business articles, business periodicals, annual reports of the company.

3.2 Sample Technique: Simple Sampling Method

3.3 Sample Size: 50

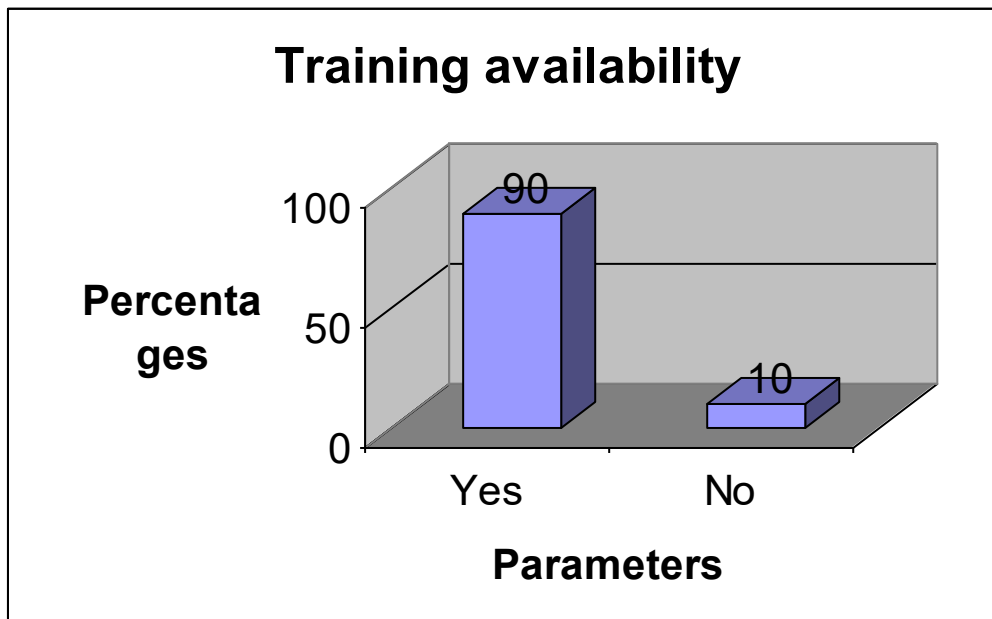
3.4 LIMITATIONS OF THE STUDY

- └ The study was conducted for a limited period of time.
- └ The study pertains to only employees of the big bazaar.
- └ Limited samples size taken for the study that is 100.
- └ The results can't be generalized to the whole universe.
- └ There is chance of bias to present as employees may be busy with their work.

IV. DATA ANALYSIS AND INTERPRETATION

1. If the employee gets selected for the job does he get any training?

S no	options	percentage
1	Yes	90
2	No	10

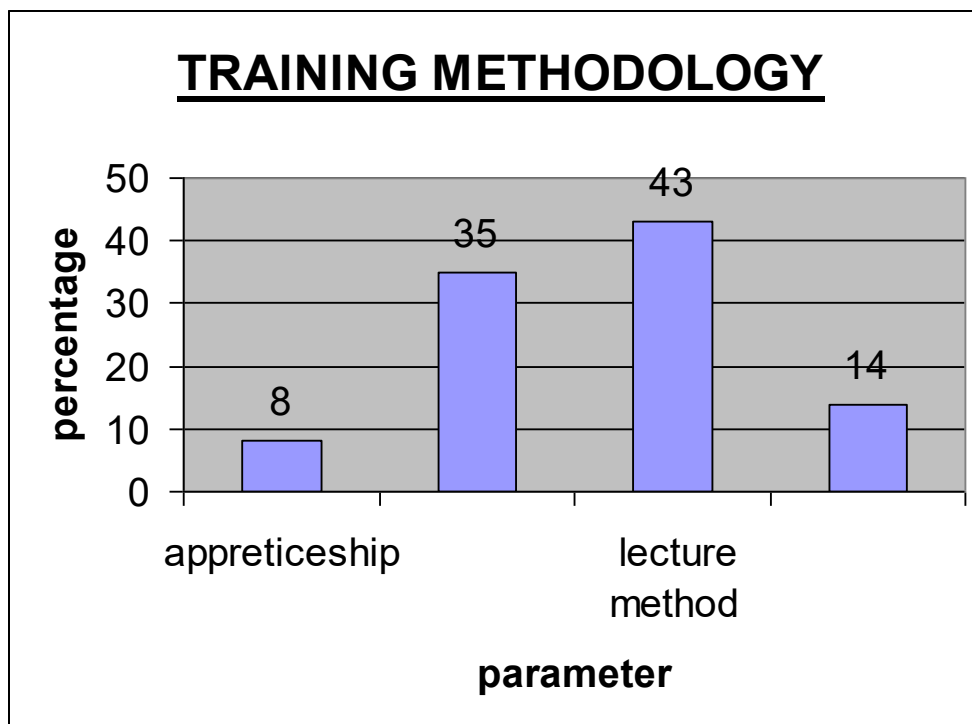




DATA INTERPRETATION: From the above information it is clear that 90% of the employees agree that they get training and 10% of the employees say that they do not get training if they get selected for the job. Most number of the employees is provided with training techniques. So the organization has been very effective in providing training to the employees.

2. If the training is being given, what kind of methodology is being followed by them?

S no	options	percentage
1	Apprenticeship	8
2	Job rotation	35
3	Lecture method	43
4	Other methods	14

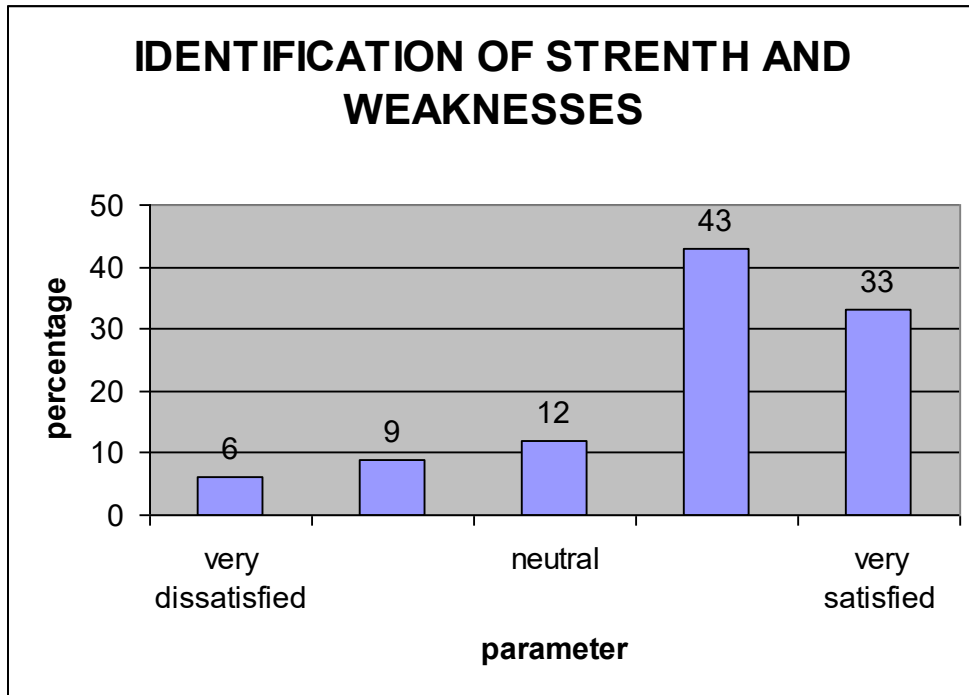


DATA INTERPRETATION: From the above information it is clear that 8% of the employees are given Apprenticeship method, 35% of the employees are given job rotation, 43% of the employees are given lecture methods and 14% of the employees are given other methods of training.

Hence it is clear that more number of employees say that if the training is being given, the kind of methodology being used is lecture method.

3) Supervisor’s efforts to identify your strengths and weakness

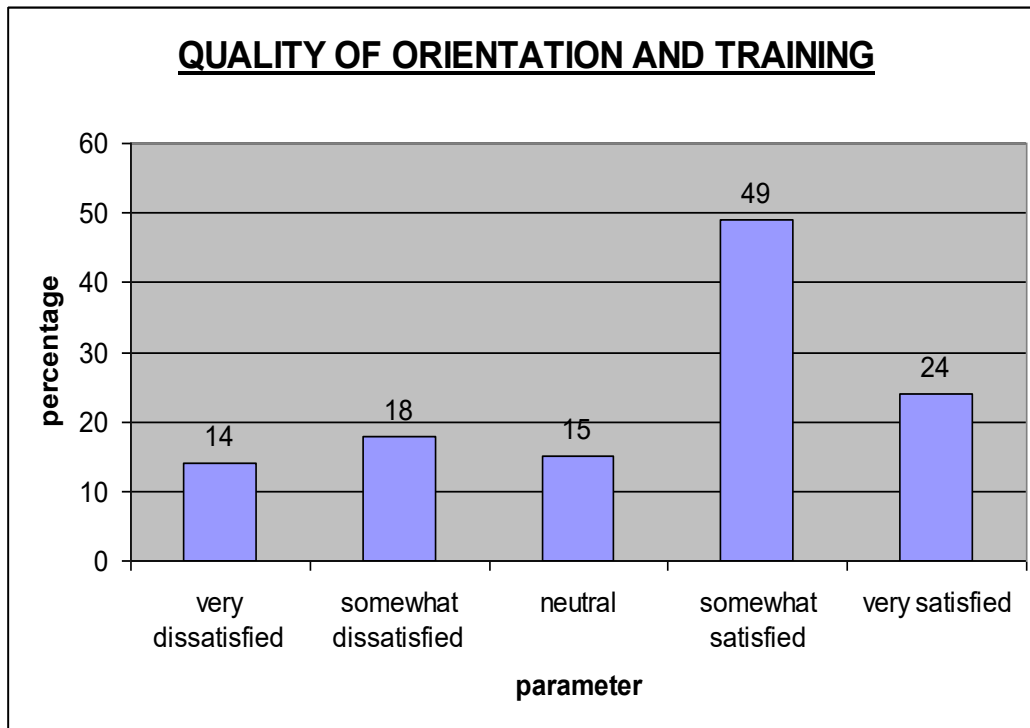
S no	Options	Percentage
1	Very dissatisfied	6
2	Somewhat dissatisfied	9
3	Neutral	12
4	Somewhat satisfied	43
5	Somewhat satisfied	33



DATA INTERPRETATION: From the above information it is clear that 6% of the employees say that they are very dissatisfied, 9% of the employees say that they are somewhat dissatisfied, 12% say that they neutral and 23% say that they are somewhat satisfied and 33% say that they are very satisfied with the supervisor’s efforts to identify their strengths and weaknesses.Hence it is clear that more number of the employees are very satisfied with the supervisor’s efforts to identify the employee’s strengths and weaknesses.

4) The quality of orientation and training received for your currently receiving from Senior peers.

S no	options	percentage
1	very dissatisfied	14
2	somewhat dissatisfied	18
3	neutral	15
4	somewhat satisfied	49
5	very satisfied	24



DATA INTERPRETATION: From the above information it is clear that 14% of the employees are very dissatisfied, 18% are somewhat dissatisfied, 15% are neutral, 49% are somewhat satisfied and 24% are very satisfied with the quality of orientation and training currently from their senior peers.

Hence it is clear that more number of the employees are somewhat satisfied with the quality orientation and training currently from their senior peers.



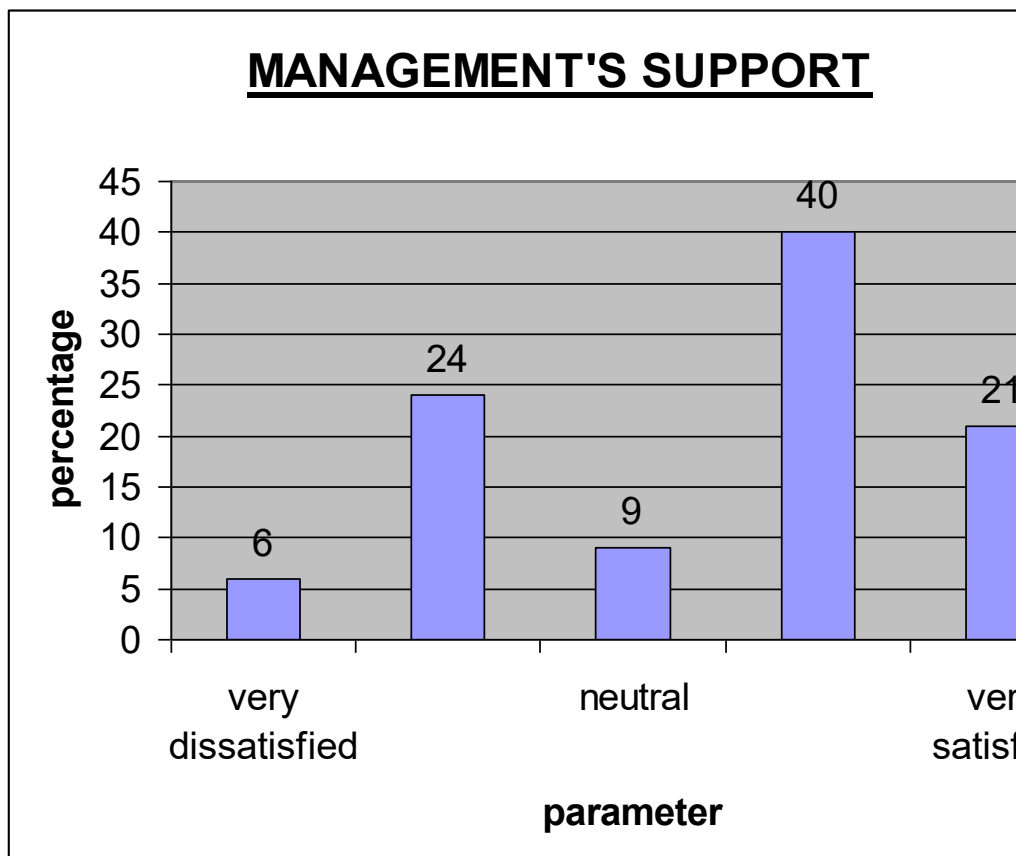
5) Management’s support for employee efforts to improve his weaknesses.

a) Very dissatisfied b) Some what dissatisfied c) Neutral d) Some what

satisfied

e) Very satisfied

S no	options	Percentage
1	Very dissatisfied	6
2	Some what dissatisfied	24
3	Neutral	9
4	Some what satisfied	40
5	Very satisfied	21



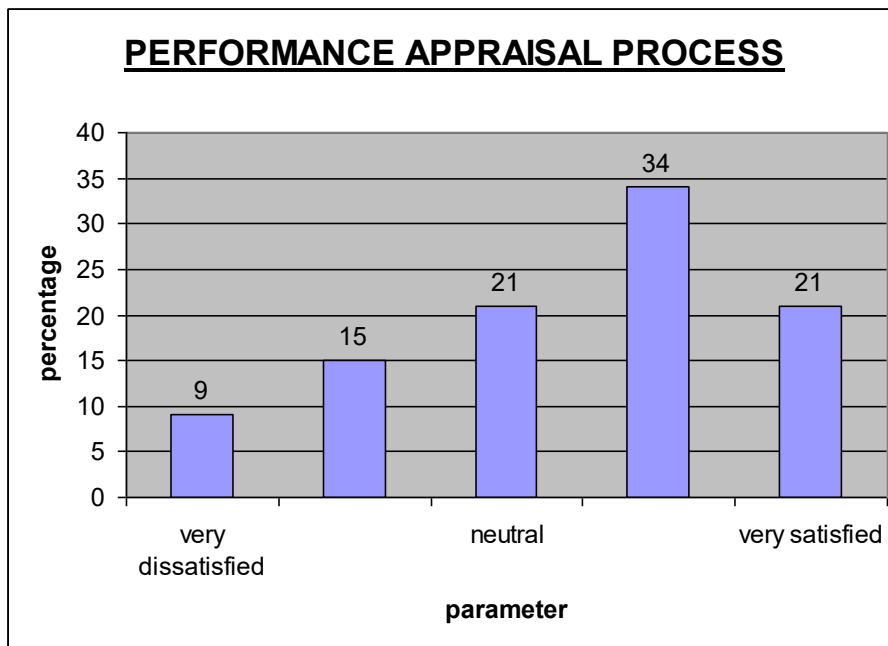
DATA ANALYSIS: From the above information it is clear that 6% of the employees are very dissatisfied, 24% of the employees are some what dissatisfied, 9% of employees are stay neural and 40% of the employees are some what satisfied and 21% of the employees are very satisfied by the

management’s support for their efforts to improve their weakness.



well you are satisfied with the existing Performance appraisal process.

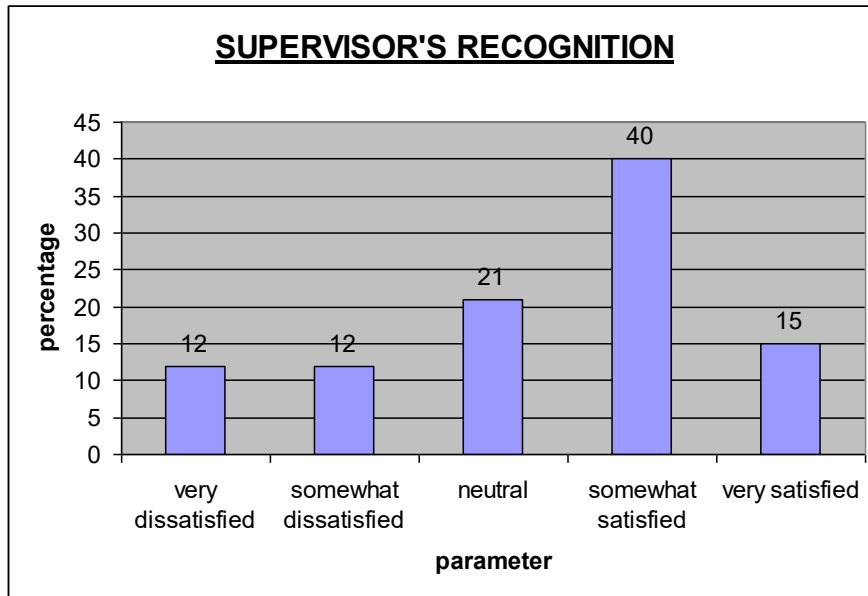
S no	option	Percentage
1	Very dissatisfied	9
2	Somewhat dissatisfied	15
3	Neutral	21
4	Neutral	34
5	Very satisfied	21



DATA INTERPRETATION: From the above information it is clear that 9% of the employees are very dissatisfied, 15% are somewhat dissatisfied, 21% stay neutral, 34% are somewhat satisfied and 21% are very satisfied by the current performance of the appraisal process. Hence it is clear that more number of employees are somewhat satisfied by the current performance appraisal process.

7) Positive recognition by your immediate supervisor.

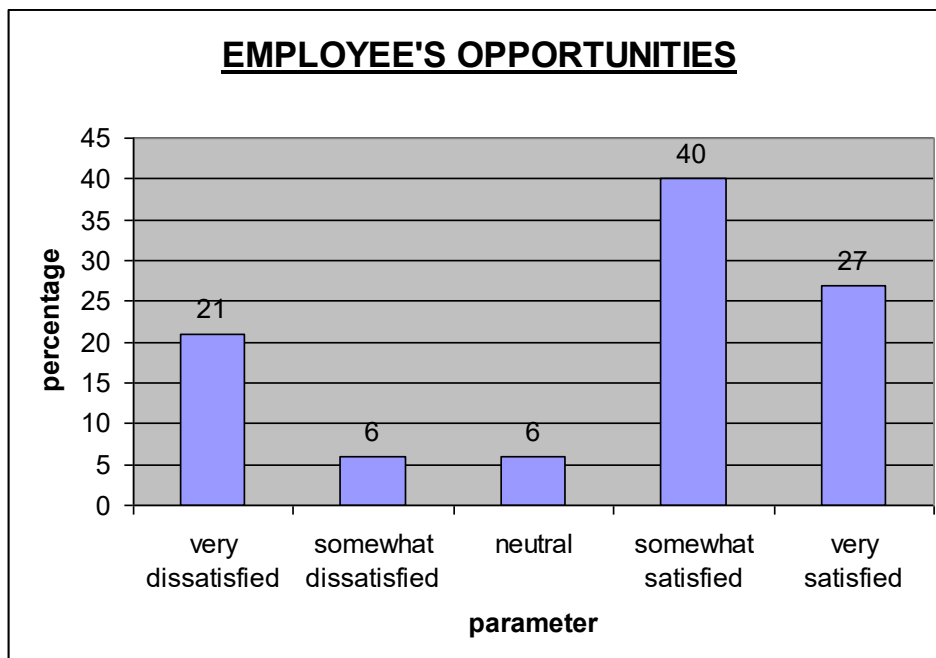
S no	option	Percentage
1	Very dissatisfied	12
2	Somewhat dissatisfied	12
3	Neutral	21
4	Somewhat satisfied	40
5	Very satisfied	15



DATA INTERPRETATION: From the above information it is clear that 12% of the employees are very dissatisfied, 12% are somewhat dissatisfied, 21% stay neutral, 40% are somewhat satisfied and 15% of the employees are very satisfied by the positive recognition by their immediate supervisor. Hence it is clear that more number of employees are somewhat satisfied by the positive recognition by their immediate supervisor.

8) Professional learning and growth opportunities.

S no	option	Percentage
1	Very dissatisfied	21
2	Some what dissatisfied	6
3	Neutral	6
4	Some what satisfied	40
5	Very satisfied	27

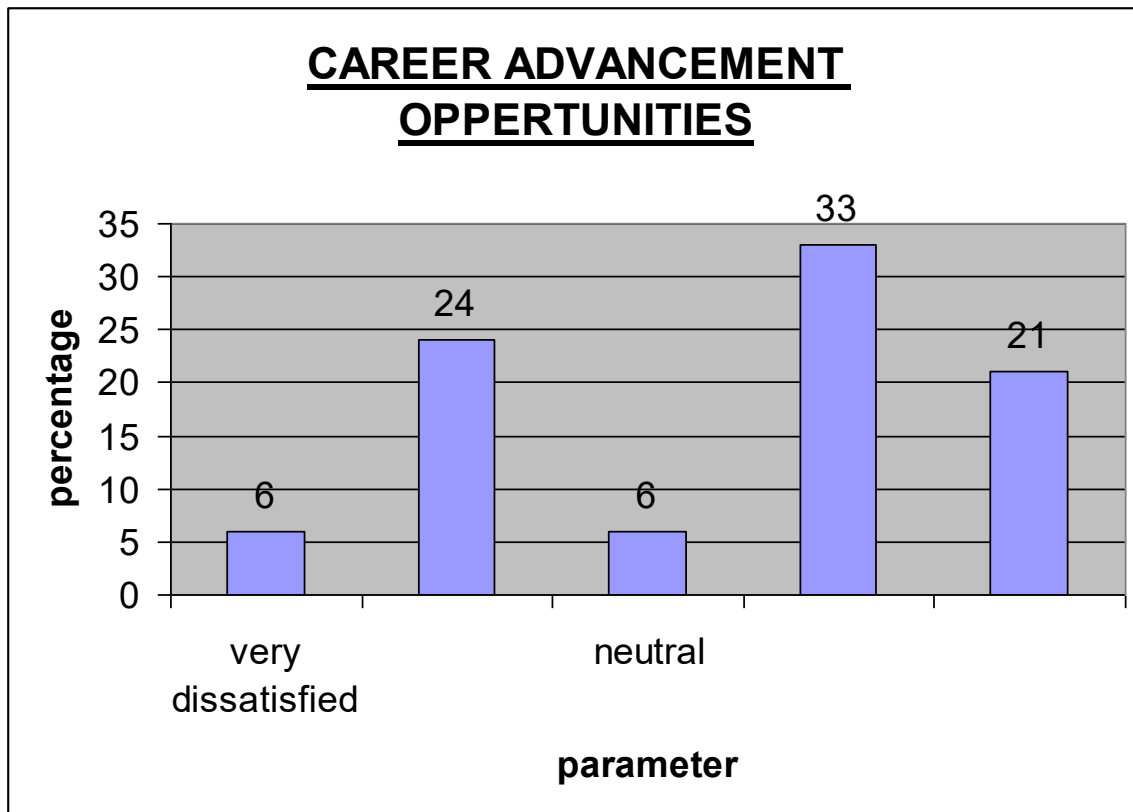




DATA INTERPRETATION: From the above information it is clear that 12% of the employees are very dissatisfied, 12% are somewhat dissatisfied, 21% stay neutral, 40% are somewhat satisfied and 15% of employees are very satisfied by the positive recognition by their immediate supervisor. Hence it is clear that more number of employees are somewhat satisfied by the positive recognition by their immediate supervisor.

9) Career advancement opportunities.

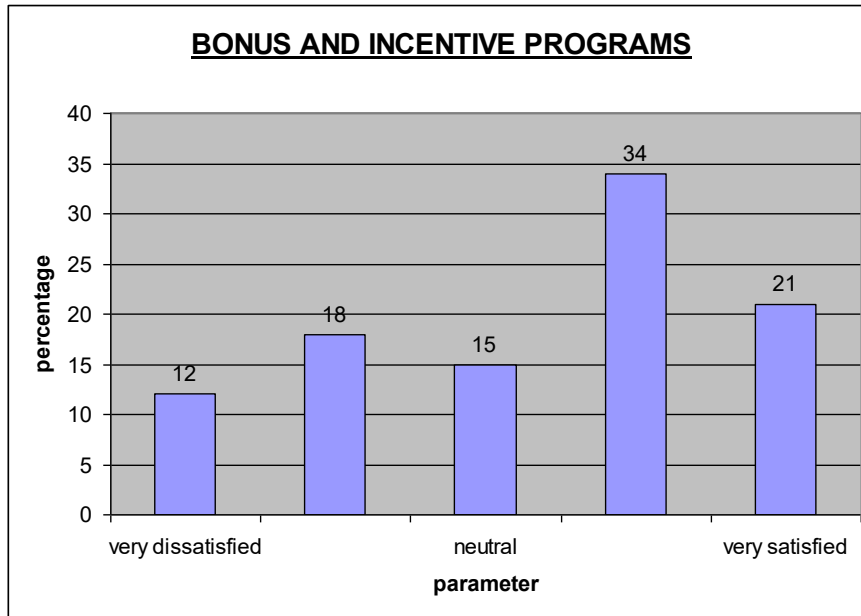
S no	option	Percentage
1	Very dissatisfied	6
2	Some what dissatisfied	24
3	Neutral	6
4	Some what satisfied	33
5	Very satisfied	21



DATA INTERPRETATION: From the above information it is clear that 6% of employees are very dissatisfied, 24% are some what dissatisfied, 6% stay neutral and 33% are somewhat satisfied and 21% are very satisfied by the career advancement opportunities. Hence it is clear that more number of employees are somewhat satisfied by the career advancement opportunities.

10) Bonus and incentive programs.

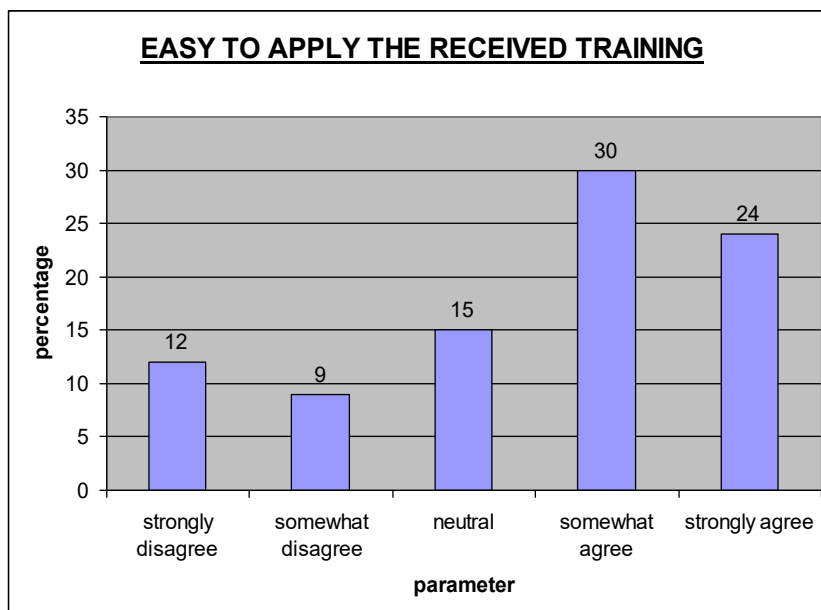
S no	option	Percentage
1	Very dissatisfied	12
2	Some what dissatisfied	18
3	Neutral	15
4	Some what satisfied	34
5	Very satisfied	21



DATA INTERPRETATION: From the above information it is clear that 12% of employees are very dissatisfied, 18% are somewhat dissatisfied, 15% stay neutral, 34% are somewhat satisfied and 21% of employees are very satisfied by the bonus and incentive programs. Hence it is clear that more number of employees are somewhat satisfied by the bonus and incentive programs.

11) In your work, you find it easy to apply the training you have received.

S no	option	Percentage
1	Strongly disagree	12
2	Some what disagree	9
3	Neutral	15
4	Some what agree	30
5	Strongly agree	24

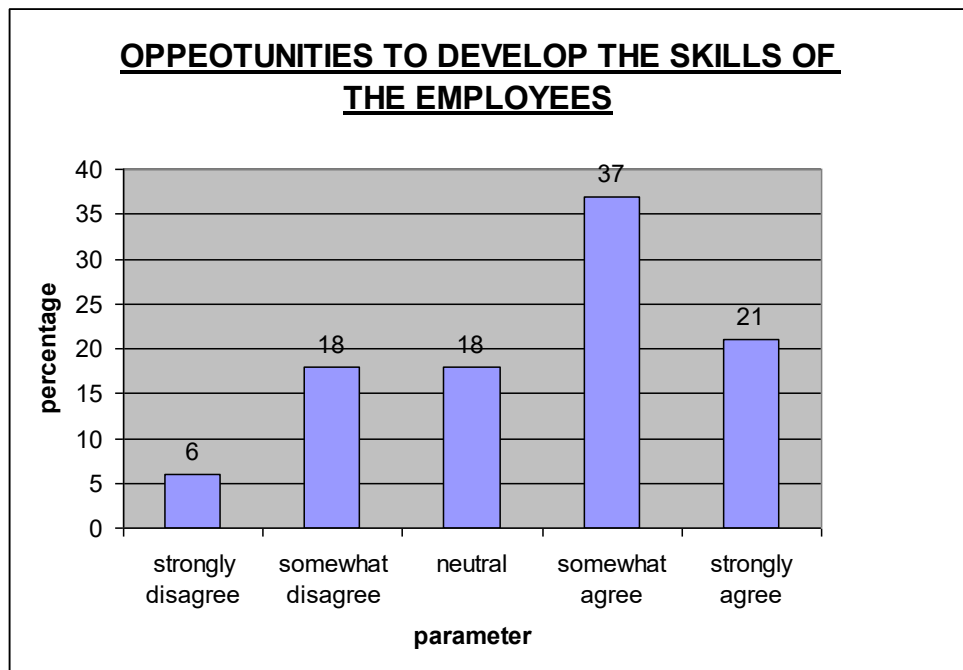




DATA INTERPRETATION: From the above information it is clear that 12% of the employees strongly disagree, 9% somewhat disagree, 15% stay neutral and 30% somewhat agree and 24% of employees strongly agree that in their work they find it easy to apply the training they have received. Hence it is clear that Most of the employees said that the training techniques which have been given by the organization are useful to them in performing their work.

12) There are opportunities available for me to develop new skills.

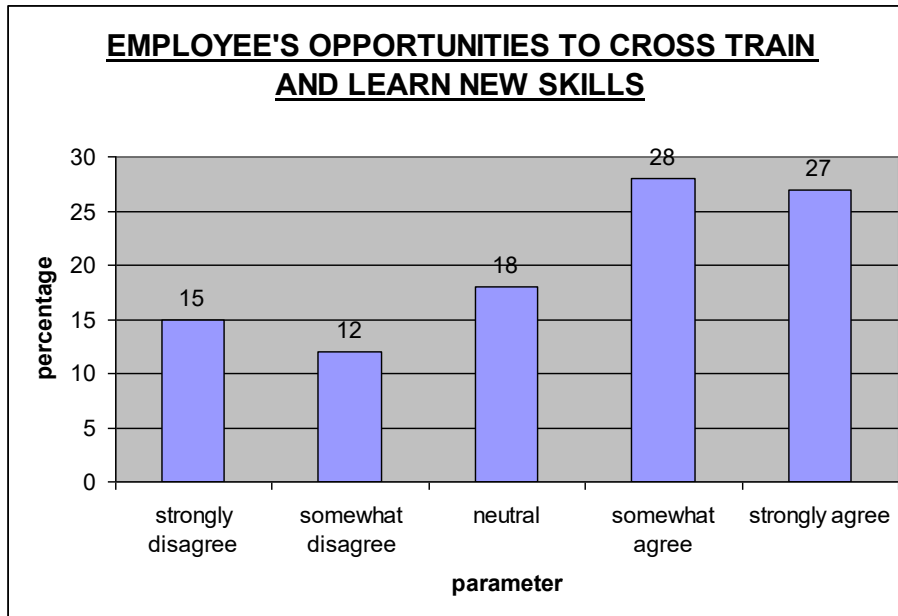
S no	options	Percentage
1	Strongly disagree	6
2	Some what disagree	18
3	Neutral	18
4	Some what agree	37
5	Strongly agree	21



DATA INTERPRETATION: From the above information it is clear that 6% of the employees strongly disagree, 18% of the employees somewhat disagree, 18% stay neutral, 37% somewhat agree and 21% employees strongly agree that there are opportunities available for them to develop new skills. Hence it is clear that more number of the employees said that they have been encouraged and provided with opportunities in the organization. The organization has to motivate other employees developing their skills.

13) There are opportunities for me to cross train and learn new skills.

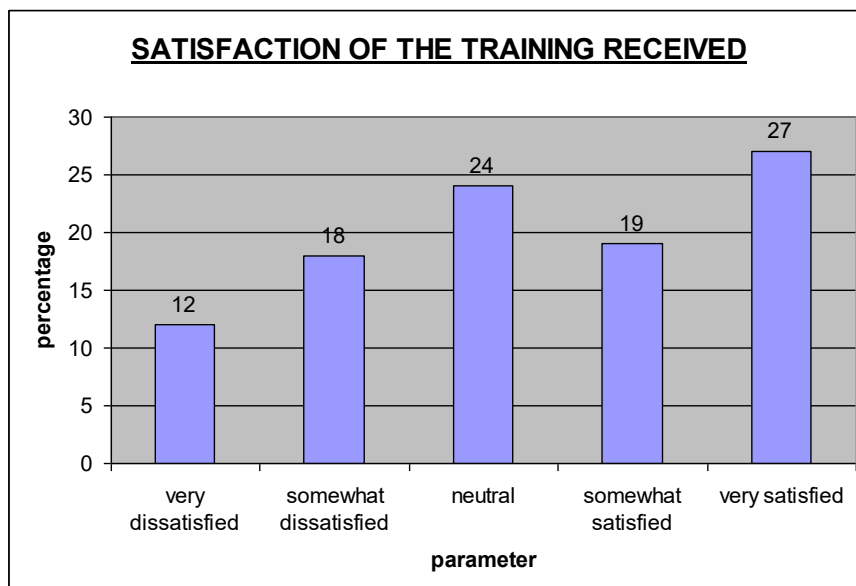
S no	options	percentage
1	Strongly disagree	15
2	Some what disagree	12
3	Neutral	18
4	Some what agree	28
5	Strongly agree	27



DATA INTERPRETATION: From the above information it is clear that 15% of employees strongly agree, 12% somewhat disagree, 18% stay neutral, 28% somewhat agree and 27% of employees strongly agree that there are opportunities for them to cross train and learn new skills. Hence it is clear that more employees somewhat agree that there are opportunities for them to cross train and learn new skills.

14) Overall, how satisfied are you with the training you received for your present job?

S no	options	percentage
1	Very dissatisfied	12
2	Somewhat dissatisfied	18
3	Neutral	24
4	Somewhat satisfied	19
5	Very satisfied	27

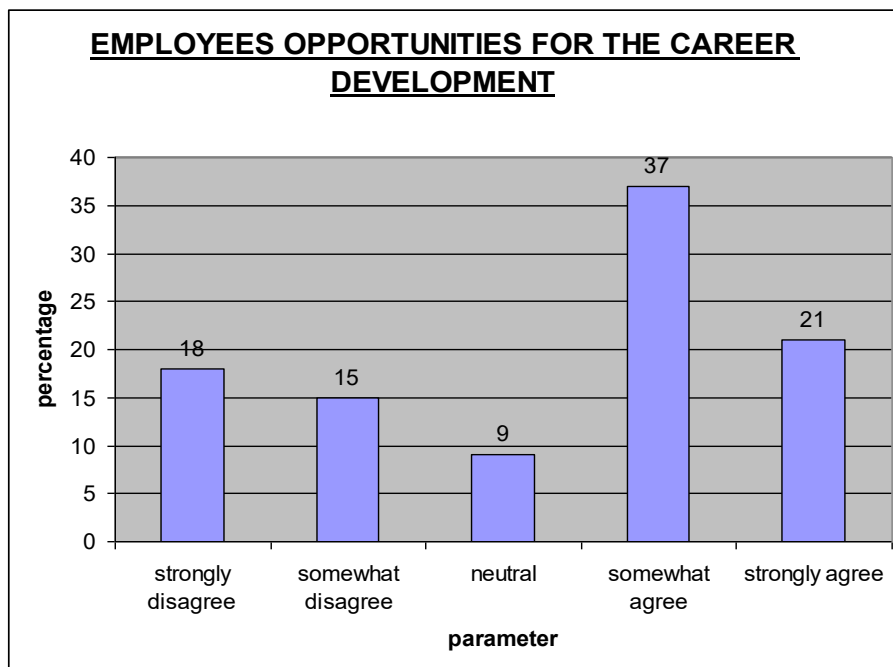




DATA INTERPRETATION: From the above information it is clear that 12% of the employees are very dissatisfied, 18% of the employees are somewhat dissatisfied, and 24% are stay neutral, 19% of the employees somewhat satisfied and 27% of employees are very satisfied about how they are satisfied with the training they received for their present job. Hence it is clear that more number of employees are very satisfied with the satisfaction they obtain with the training they received for their present job.

15) I have the opportunities for career development within the company.

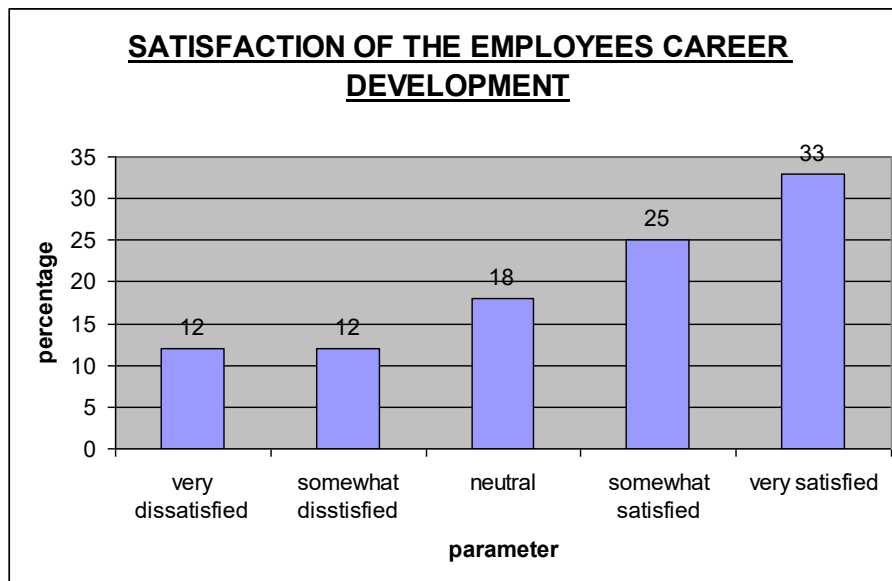
S no	option	percentage
1	Strongly disagree	18
2	Somewhat disagree	15
3	Neutral	9
4	Somewhat agree	37
5	Strongly agree	21



DATA INTERPRETATION: From the above information it is clear that 18% of the employees are strongly disagree, 15% of employees somewhat disagree, 9% are stay neutral, 37% are somewhat agree and 21% of the employees are strongly agree that they have the opportunities for their career development within the company. Hence it is clear that more number of employees somewhat agree that they have the opportunities for their career development within the company.

16) Overall, how satisfied are you with your career development within the company?

S no	option	percentage
1	Very dissatisfied	12
2	Somewhat dissatisfied	12
3	Neutral	18
4	Somewhat satisfied	25
5	Very satisfied	33



DATA INTERPRETATION: From the above information it is clear that 12% of the employees are very dissatisfied, 12% are somewhat dissatisfied, 18% stay neutral, 25% are somewhat satisfied and 33% of employees are very satisfied with their career development within the company Hence it is clear that more number of employees are very satisfied with their career development within the company.

V. FINDINGS

- If the employees get selected for the job, they get good training in the company.
- Lecture method is the mostly followed methodology for training the employees.
- Supervisors help a lot for identifying the employee’s strengths and weaknesses.
- Management support a lot for improving the employee’s weaknesses.
- The current performance appraisal process is good.
- There is positive recognition by the employee’s immediate supervisor
- Professional learning and growth opportunities are good.
- Career advancement opportunities are good.
- Bonus and incentive programs are good.

5.1 SUGGESTIONS:

- The company should provide better training for the employees.
- The recognition from the employees’ immediate supervisor should increase.
- The company should provide better training for the employee for their present job so that the employees can be satisfied by their job
- The company should help the employees for their career development so that they can be satisfied with their work.
- The training should be in such a way that the employee can find it easy to apply the training they have received, in their work.
- The employee should get opportunities to develop new skills.
- The employees should be satisfied with the training they have received for their present job.

VI. CONCLUSION

- The Supervisor’s efforts to identify the employees’ strengths and weaknesses is good
- The quality of orientation and training received for the employees currently receiving from senior peers is good.
- Management’s support for the employee efforts to improve their weaknesses is good.
- Current performance appraisal process is good.
- Professional learning and growth opportunities are good.



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