

**TRAINING EFFECTS ON EMPLOYEE PERFORMANCE–A STUDY AMONG
RETAIL SALES EXECUTIVES AT DECATHLON,TRIVANDRUM BRANCH.**

Project Report

Submitted in partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION



University of Calicut By

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DECLARATION

I do hereby declare that the project report entitled “**TRAINING EFFECTS ON EMPLOYEE PERFORMANCE—A STUDY AMONG RETAIL SALES EXECUTIVES AT DECATHLON TRIVANDRUM BRANCH**”, has been prepared and submitted to the University of Calicut in partial fulfillment of the requirement for the award of **Master of Business Administration**, is a record of original work done by me under the supervision of **Mr. Amson Symon, Assistant Professor, Naipunnya Business School, Pongam, Koratty East, Thrissur.**

I also declare that this project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

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CHAPTER-1
INTRODUCTION

1.1 INTRODUCTION

Decathlon Trivandrum is a sporting goods store that relies on its employees' knowledge and expertise to provide excellent customer service and promote sporting activities. Regular training programs are likely implemented to enhance employee skill sets. However, it's essential to evaluate the effectiveness of these training programs to ensure they translate into improved employee performance. Employee training is a pivotal aspect of human resource management, significantly impacting organizational performance and success. At Decathlon Trivandrum, a leading retailer in sports equipment and apparel, employee training is integral to enhancing performance, ensuring customer satisfaction, and driving business growth. This introduction explores the effects of training on employee performance within Decathlon Trivandrum, highlighting how structured training programs can lead to improved skill sets, increased productivity, and better overall organizational outcomes.

Decathlon Trivandrum, known for its commitment to sports and active lifestyles, places a high emphasis on employee development. Training initiatives are designed to align with the company's strategic goals, fostering a culture of continuous learning and professional growth. By investing in comprehensive training programs, Decathlon Trivandrum aims to equip its employees with the necessary knowledge and skills to excel in their roles.

The effects of training on employee performance can be observed in various dimensions, including enhanced job competence, increased motivation, and higher levels of customer service. Effective training programs ensure that employees are well-versed in product knowledge, sales techniques, and customer interaction, which are critical components of the retail experience at Decathlon. Additionally, training fosters a sense of belonging and engagement among employees, contributing to a positive work environment and reduced turnover rates. Their focus on employee well-being and development is evident in their high employee satisfaction rates. However, to maintain a competitive edge and deliver exceptional customer service, ensuring a highly skilled workforce is crucial. In the contemporary business environment, employee performance is a critical determinant of organizational success. Retail giants like Decathlon, renowned for their extensive range of sports equipment and

apparel, continually seek to enhance their operational efficiency and customer service quality through various strategic initiatives. One such initiative is the implementation of comprehensive training programs aimed at improving employee performance. This study focuses on evaluating the training effects on employee performance at Decathlon's Trivandrum branch. We will explore how different training approaches can improve various aspects of employee performance, ultimately contributing to Decathlon's overall success.

Investing in employee training can offer significant benefits for both employees and the organization. For employees, training enhances skills, knowledge, and confidence, leading to increased job satisfaction and career advancement opportunities.

For Decathlon, a well-trained workforce can translate into improved efficiency, productivity, customer satisfaction, and sales. The findings of this study will be valuable for Decathlon in optimizing its training programs to maximize employee performance and achieve its strategic goals. Additionally, the research may contribute to a broader understanding of training effectiveness in the retail industry. This analysis delves into the specific training methods employed at Decathlon Trivandrum, such as on-the-job training, workshops, e-learning modules, and performance feedback systems. It also examines the measurable impacts of these training efforts on key performance indicators (KPIs), including sales performance, customer satisfaction scores, and employee retention rates.

By understanding the relationship between training and employee performance, Decathlon Trivandrum can continue to refine its training strategies, ensuring that its workforce remains competent, motivated, and capable of meeting the dynamic demands of the retail industry.

1.2 STATEMENT OF THE PROBLEM

The performance of employees is a critical factor in the success of any organization, and effective training programs are essential to enhance their skills and productivity. At Decathlon, Trivandrum a leading global sporting goods retailer, the impact of training on employee performance is a crucial area of investigation. Despite significant investments in various training programs, there remains uncertainty about the actual effects of these programs on employees' job performance .This study aims

to address the following problem, what are the effects of training programs on employee performance at Decathlon.

Specifically, the research seeks to identify whether the current training initiatives lead to measurable improvements in employee productivity, job satisfaction, and overall performance metrics. Specifically, the research seeks to identify whether the current training initiatives lead to measurable improvements in employee productivity, job satisfaction, and overall performance metrics. Furthermore, the study will explore any discrepancies in training effectiveness across different departments, roles, and levels of experience within the company. Understanding the impact of training on employee performance will provide valuable insights for Decathlon's management to optimize their training strategies, allocate resources more efficiently, and ultimately enhance organizational performance.

1.3 OBJECTIVES OF THE STUDY

1. To identify the impact of training on employee satisfaction.
2. To recognize the need of employee training in organization.
3. To find out the influence of training on employee motivation.

1.4 SCOPE OF THE STUDY

The study will focus specifically on Decathlon Trivandrum, a branch of the multinational sporting goods retailer Decathlon. The research will explore the training effects on employee performance within this particular store.

The study will examine various training programs implemented at Decathlon Trivandrum, including on boarding training, product knowledge training, sales and customer service training and any other relevant training initiatives and customer service training, and any other relevant training initiatives. The research will assess the impact of these programs on employee performance. The study will assess employee performance indicators, such as sales figures, customer satisfaction ratings, productivity, and job satisfaction. It will explore how training interventions affect these performance metrics and identify any improvements or changes resulting from the training programs. There search will analyze the training methods used at Decathlon Trivandrum, including classroom training, on-the-job training ,e- learning, mentoring, and coaching. It will investigate the effectiveness of these training

methods in enhancing employee performance and identify any areas for improvement. The study will examine the evaluation processes employed by Decathlon Trivandrum to measure the effectiveness of their training programs. It will investigate the methods used together feedback from employees, assess their skill development, and identify the strengths and weaknesses of the training initiatives. The research will incorporate the perspectives of employees who have undergone training at Decathlon Trivandrum. It will explore their perceptions of the training programs, including their satisfaction levels, perceived usefulness, and suggestions for improvement. This will provide insights into the employees' experiences and their impact on performance. Based on the findings, the study will provide recommendations to Decathlon Trivandrum on how to optimize their training programs to enhance employee performance further.

1.5 RESEARCH METHODOLOGY

1.5.1 INTRODUCTION

The objective of this research is to examine the effects of training on employee performance at Decathlon Trivandrum. This study aims to identify how training programs influence the skills, efficiency, and overall performance of employees within the organization. Understanding these effects can help Decathlon improve their training programs and boost overall productivity and employee satisfaction.

1.5.2 RESEARCH DESIGN

This study will employ a mixed-methods research design to examine the effects of training on employee performance at Decathlon. The quantitative component will involve the collection and analysis of data from employee performance metrics, training participation records, and pre- and post-training performance evaluations. A sample of employees from various departments and roles will be selected to ensure a representative cross-section of the organization. Percentage analysis used to determine the training programs and performance outcomes.

The qualitative component will include in-depth interviews and focus groups with employees, trainers, and managers to gain deeper insights into the perceived effectiveness of training programs. These qualitative data will help to contextualize the quantitative findings and provide a comprehensive understanding of the factors

that influence training success. By integrating both quantitative and qualitative data, the research aims to produce robust and action able conclusions that can guide Decathlon in enhancing their training programs and ultimately improving employee performance.

1.5.3 SOURCES OF DATA

In research, data can be obtained from various sources, categorized as primary and secondary Primary sources involve data collected first hand by the researcher through methods such as surveys, interviews, observations, and experiments. Secondary sources include published literature, government reports, organizational records, and internet databases that contain data that has already been gathered by others for various purposes. Collections of information that have been assembled or synthesized from primary and secondary sources can be found in encyclopedias, bibliographies, indexes and abstracts. In this study I used 2 sources in order to get data. They are:

PRIMARY DATA

The primary data for this research study was collected through a structured questionnaire administered via Google form.

SECONDARY DATA

Secondary data used in this research was obtained from reputable cholarlyarticles, various reports, and other published sources. The secondary data was critically analyzed and interpreted to address the research objectives.

1.5.4 TOOLS FOR DATA ANALYSIS

- Percentage analysis

$$\text{Percentage of respondents} = \frac{\text{noofrespondents} * 100}{\text{totalrespondents}}$$

- Charts ,diagrams, figures and tables

1.5.5 PERIOD OF STUDY

The study was conducted for a period of 8 weeks from 1st April 2024 to 1st June 2024. This timeframe enables a thorough investigation of the research objectives within the specified schedule. Over this duration, activities such as data collection, analysis, and interpretation will be carried out to fulfill the study's objectives efficiently. Adhering to this timeline, the research endeavors to provide insightful information and augment the existing knowledge base in the relevant field.

1.5.6 HYPOTHESIS

Hypothesis 1 (H1): Training has a significant positive effect on employee performance at Decathlon Trivandrum.

Null Hypothesis 1 (H0): Training has no significant effect on employee performance at Decathlon Trivandrum.

1.5.7 QUESTIONNAIRE DESIGN

This questionnaire is designed to gather comprehensive data on employee demographics, training needs, training effects on employee performance, satisfaction of the employees after the training, influence of training on employee motivation and any issues encountered. It aims to gauge the program's influence on individual growth, performance, competency levels, and self-efficacy, as well as the learning's in day-to-day tasks and encountered challenges in implementation. It will help in understanding the effectiveness of Decathlon employees training programs and their influence on job performance.

1.5.8 NATURE OF THE STUDY

The nature of this study is descriptive research, which aims to provide a comprehensive description of the training influence employee performance at Decathlon Trivandrum.

This study aims to comprehensively evaluate the effects of training on employee performance at Decathlon Trivandrum using a structured, mixed-methods approach. It combines quantitative and qualitative data to provide robust insights and identify potential improvements in training programs. It would involve collecting data to understand how Decathlon's training effects on employee performance. The study

would analyze how these training improve the sales and knowledge.

1.5.9 SAMPLE UNIT

A sample unit refers to the individual elements or entities selected for inclusion in a sample from the population of interest. In the context of this study, the sample unit is the employees of Decathlon, who participated in the training programs

1.5.10 SAMPLE SIZE

The sample size is specified as 150 employees at Decathlon. Those who participate the training programs and from which data was collected to assess the program's effectiveness on employee performance, individual growth, and improvement in self-efficacy.

1.5.11 POPULATION

The target population for this study is all employees at Decathlon Trivandrum who have participated in training programs within a defined timeframe. This timeframe should be chosen to ensure the training is still relevant to current employee performance.

1.5.12 SAMPLE FRAME

A sample frame is a thorough list or source from which a sample is drawn, providing is presentation of the population of interest. In this study, the sample frame used is likely to be a list of all employees at Decathlon Trivandrum, who participate the decathlon training programs.

1.5.13 SAMPLING STRATEGY

Sampling tactics are the techniques used to choose a subset of individuals or objects from a broader population for inclusion in study. These techniques are necessary to ensure that the results may be safely generalized and that the sample fairly represents the population. In this study, we utilized census sampling, involving all employees in Decathlon who participated in the Decathlon training programs.

1.6 LIMITATIONS OF THE STUDY

- Opinions of the employee may be biased because of their busy job schedule.
- All the findings and observations made in this study are purely based on the respondent's answer which may be changed.
- The study was conducted for a period of two months , and so there existed time barriers.

1.7 INDUSTRY PROFILE

Global Scenario

In 2020, the retail sports goods industry's largest market was anticipated to continue to be the athletic clothing category. Adidas AG, Puma AG, Dick's Sporting Goods Inc., Nike, Inc., Footlocker, Inc. Rudolf Dassler Sports is one of the top manufacturers and providers of athletic products. The sector's leaders are forming strategic alliances and partnerships to create one-of-a-kind solutions and satisfy clients' ever-changing industry expectations. You need current, relevant information to make commercial, investment, and strategic decisions. This market study satisfies this fundamental need and is a crucial source of information for global material suppliers, product manufacturers, investors, executives, distributors, and a host of other market participants. Overview of India's Sports Retail Industry Global retailers and Indian producers are concentrating on the Indian market due to the strong domestic market¹⁶ growth in that country and the recession in other important sports markets like the US and EU. Indian corporations that have recently entered the retail market have expanded into sports retail. The Indian market has changed, and this section explores these developments and the factors contributing to them. Sports retail is a specialized retail area in India, and the industry is still limited. The size of the entire retail market is not officially estimated, and estimates provided by various consulting firms vary. One estimate put the size of the Indian retail market overall at \$372 billion. However, it only made up around 10% of organized retail. ¹⁷ SGEPC estimates for the production of sporting goods and equipment reveal that over the past five years, the sector has grown at an average annual rate of about 10–12%.

India has been a major source of sporting goods over time, and the manufacturing industry has centered its efforts on exports. Because Indian society is focused on education and views sports as a diversion from it, the home market is minimal. Sports are still seen as a source of amusement rather than a source of income. Low levels of sports involvement are the result of this. Other obstacles include the lack of infrastructure, inability to pay for facilities, and difficulty purchasing sporting goods. However, Indians have recently increased their spending on sporting items. Even though they are still considered recreation, sports are becoming more popular in India. It is anticipated to increase from \$1 billion in 2005 to \$6 billion in 2025, growing at an annual rate of 8.9%. Food consumption and other basic requirements have decreased as wages have increased, and if India's strong growth rate is maintained, recreational expenditure will increase. This industry has been indirectly bolstered by metropolitan middle- and high- income residents' increased fitness consciousness. As seen by the rise in the number of health clubs, gyms, and exercise facilities, increased education levels, worldwide travel, and exposure to cable television, the internet, etc., Indian consumers are becoming more health- conscious. The workplace culture is evolving due to global integration; many information technologies (IT) and multinational corporations offer on-site gyms or pay for their staff to participate in fitness activities like yoga, golf, and gyms. Additionally, India is hosting several international sporting events, which should help the sector raise awareness of sports. In addition, the Indian government is increasingly focusing on infrastructure development, sports promotion, training, and exports of sporting items. Other elements have aided in the expansion of the sports retail industry. Before the liberalization of the 1990s, public sector organizations, including the Ministry of Railways, Air India and Indian Airlines, and the Indian Defense Services, were the primary sponsors of Indian sports, especially following the nationalization of the country's industries in the 1960s. Only a few private sponsors, including the Tata Group, were present. These organizations set aside positions for athletes and offered facilities for training. Following deregulation, there has been a surge in private sector involvement in sports promotion, training, and infrastructure. The entrance of the business sector has caused sports to become more commercialized. For team ownership, team and event sponsorship, etc., federations like the Board of Control for Cricket in India (BCCI) have collaborated closely with the

commercial sector. The retail market for sports has grown as a result of private participation. For instance, private team owners of the cricket's Indian Premier League (IPL) have partnered with companies like Reebok, Nike, Adidas, and Puma to provide the team uniforms. Retail sales have risen as a result. There are now several sports played in India, which has created shopping potential. Cricket and golf were once popular among royalty and affluent Indians, but participation among ordinary people was relatively low. The market for sports retail in these areas has grown as a result. India, behind nations like China and Japan, is one of Asia's top sporting goods producers. It is a niche participant in manufacturing even if its contribution to world trade is only about 1%. For example, India has the edge over China in European markets, where hand-stitched balls are favored since their inflated balls are generally hand-sewn and have a better bounce than the balls from China that are machine stitched. Compared to wealthy nations like the US and Italy, the country has a comparative advantage in low-cost, skilled labor, making it possible to make sports items of high international standards at a reduced price. Since 1991, there has been a change in the sale formats for sports. Previously, sportswear was sold by garment merchants, toys by toy stores, toys by family-owned, single-shop businesses, and shoes by shoe businesses. Very few stores offered sports clothing, shoes, equipment, and accessories, all under one roof. Indian retail saw significant changes after 1995, transitioning from family-owned, one-shop shops to corporate retail. It has an impact on sports retail. Numerous Indian corporations, such as the Future Group and Reliance Retail Limited, have entered the sports retail market, while other family-owned companies have expanded from one store to several locations. Foreign brands have entered the Indian market due to the expansion of modern retail. Indian customers are now more likely to purchase branded products due to greater brand awareness brought on by the proliferation of brands. This has given contemporary boutiques even more momentum. FDI is not allowed in multi-brand retailing, although foreign rivals have nonetheless entered the market through many channels, including wholesale cash-and-carry, local production, test marketing, single-brand retail, and franchising. Exclusive branded outlets, department stores, multi-brand sports outlets, factory outlets, and other places carry various foreign brands. Numerous studies have been done on the Indian retail industry, but none exclusively look at sports retail. Additionally,

there isn't much research on India's sports industry. Additionally, obtaining secondary data on this industry is very challenging. Since many sports merchants group their products with gifts, toys, and entertainment, it is challenging to determine the market's size. Others frequently combine sporting goods with lifestyle goods like casual clothing. Although foreign competitors have nonetheless entered the market through various routes, including wholesale cash-and-carry, local production, test marketing, single-brand retail, and franchising, FDI is not permitted in multi-brand retailing. Customers, retailers, wholesalers, manufacturers, distributors, exporters, importers, foreign brands, business professionals, Indian enterprises, trade associations, and the government were all included (center, state and local). Ten in-depth interviews were conducted to acquire a deeper understanding of the sector and its issues. The poll focused on a variety of retail-related issues. In more detail, it looked at the laws that govern this sector, important clients (such as the government and federations), retail formats, consumer behaviors, retailer sourcing, growth potential, and difficulties that retailers must overcome. The study was carried out in 11 cities: Delhi, Mumbai, Kolkata, Chennai, Pune, Bangalore, Hyderabad, Bhubaneswar, Agra, Meerut, and Surat. It was based on semi-structured questionnaires. The global retail sporting goods industry by product types: Athletic Apparel, Athletic Footwear, Sports Equipment.

In the pursuit of athletic supremacy, the decathlon stands as a testament to the pinnacle of human physical and mental prowess. This arduous test of skill, endurance, and versatility has captivated the global stage, as nations across the world vie to produce the most well-rounded champions. The global scenarios of decathlon, a multi-event discipline that encompasses ten diverse disciplines, are a fascinating and complex tapestry woven with the threads of history, cultural influences, and the relentless drive for greatness.

At the heart of the global decathlon landscape lies a rich and storied tradition. Tracing its origins to the ancient Olympic Games, the decathlon has evolved into a modern spectacle that captivates audiences worldwide. From the inaugural modern Olympic decathlon in 1904 to the present day, the event has seen a remarkable transformation, with advancements in training methodologies, technological innovations, and the emergence of athletic powerhouses on the international stage. One of the most striking

global scenarios in the realm of decathlon is the ebb and flow of dominance among nations. While certain countries have historically dominated the event, such as the United States and the former Soviet Union, the landscape has become increasingly diverse in recent decades. Nations like Germany, Cuba, and even smaller countries have risen to the forefront, showcasing the depth of talent and the truly global nature of the decathlon.

This diversity has led to a captivating and ever-changing narrative, as athletes from different cultural backgrounds bring unique approaches and perspectives to the event. The fusion of training techniques, coaching philosophies, and cultural influences has produced a rich tapestry of decathlon performances, each with its own distinct flair and innovative strategies.

Moreover, the global scenarios of decathlon have been shaped by the ebb and flow of geopolitical events. The Cold War era, for instance, saw the decathlon become a battleground for ideological and political supremacy, with the United States and the Soviet Union engaging in fierce rivalries and employing various tactics to assert their dominance. The fall of the Berlin Wall and the subsequent dissolution of the Soviet Union further altered the global landscape, opening up new opportunities for emerging nations to make their mark on the decathlon stage.

Furthermore, the global scenarios of decathlon have been influenced by the broader trends and challenges facing the world of sports. The ever-evolving landscape of doping regulations, the pursuit of technological advancements, and the ongoing debates surrounding fairness and inclusivity have all left their mark on the decathlon discipline. These issues have not only shaped the competitive landscape but have also forced governing bodies and athletes to grapple with complex ethical and practical considerations.

As we delve deeper into the global scenarios of decathlon, we cannot overlook the profound impact of cultural and societal dynamics. The decathlon, with its diverse array of events, requires a unique set of physical and mental attributes that are often shaped by the cultural and socioeconomic realities of different regions. The representation and participation of athletes from underrepresented communities, the accessibility of resources and training facilities, and the perception of the decathlon as

a viable career path all play crucial roles in shaping the global scenarios of the event.

The global scenarios of decathlon are a rich and multifaceted tapestry that reflects the ever-evolving nature of international sports. From the historical roots to the current landscape of athletic excellence, the decathlon stands as a testament to the human spirit, showcasing the incredible feats of physical and mental prowess that can be achieved through dedication, perseverance, and a deep-rooted passion for the pursuit of greatness. As the global decathlon landscape continues to evolve, it presents a captivating and complex narrative that captivates audiences worldwide, inspiring generations of athletes to push the boundaries of human potential.

Indian Scenarios

Due to rising public interest in sports and fitness activities, the sports retail industry in India has seen significant expansion. The rise of this industry has been aided by India's sizable and youthful population as well as rising disposable incomes. The Indian sports retail sector is valued at several billion dollars and is continuously expanding, according to various estimations. Athletic clothing, footwear, sporting goods, and accessories are all offered from sports retailers in India. This includes anything from yoga mats and cricket bats to running shoes and workout attire. Retailers are consistently diversifying their product lines in response to the rising popularity of a variety of sports and fitness activities.

E-commerce has significantly impacted India's sports retail industry. Consumers may now easily access a wide range of options, compare costs, and shop for sports-related products thanks to online platforms. E-commerce has been embraced by both new and established sports shops as a significant sales channel.

With a focus on developing talent at the grassroots level and promoting diverse sports, India's sports culture has been changing. Interest and knowledge have expanded as a result of the establishment of professional sports leagues in cricket, football, and other sports. The demand for sports-related goods and apparel has benefited from this.

Sustainability and ethical issues are becoming more prominent in the Indian sports retail sector, following global trends. Customers are becoming more interested in companies and products that support ethical supply chains and the environment.

The Indian government has started programmes to encourage fitness and sports

across the nation. Programmers like "Khelo India" are designed to find and develop talent at the local level and improve access to sporting facilities. By encouraging more individuals to participate in sports and fitness activities, these initiatives could benefit the sports retail industry.

Despite the expansion, the Indian sports retail market still faces difficulties like fierce competition, shifting consumer tastes, and supply chain constraints. Economic issues, such as consumer price sensitivity, can also have an impact on buying decision.

In the rapidly evolving landscape of the global sports industry, the rise of comprehensive sports retail brands has been a transformative force, reshaping the way consumers engage with athletic equipment, apparel, and accessories. Among the most prominent players in this dynamic market is Decathlon, a French sporting goods corporation that has made significant inroads into the Indian retail landscape over the past two decades. As India's economy has grown and the cultural appetite for sports and fitness has surged, Decathlon's unique business model and diverse product offerings have positioned the company as a major player in the country's burgeoning sports retail sector.

To fully understand Decathlon's impact and the broader implications for the Indian sports retail industry, it is essential to examine the company's history, its operational strategies, and the market forces that have contributed to its success. Established in 1976 in Lille, France, Decathlon has evolved from a small-scale sporting goods retailer into a global behemoth, with a presence in over 60 countries and a portfolio of over 70 in-house brands catering to a wide range of athletic pursuits. The company's entry into the Indian market in the early 2000s was a strategic move driven by the country's rapidly expanding middle class, rising disposable incomes, and a growing interest in recreational and competitive sports.

One of the key factors underlying Decathlon's success in India has been its ability to adapt its business model to the unique demands and preferences of the local consumer base. Unlike traditional sports retail chains that rely on a limited selection of branded products, Decathlon has embraced a vertically integrated approach, designing, manufacturing, and retailing its own line of affordable, high-quality sporting goods. This model has resonated with Indian consumers, who have traditionally faced

challenges in accessing quality sports equipment at reasonable prices. Decathlon's commitment to providing a diverse range of products, from entry-level to professional-grade, has enabled the company to cater to a broad spectrum of consumers, from casual fitness enthusiasts to dedicated athletes.

Moreover, Decathlon's strategic expansion across India, with a focus on establishing large-format stores in both metropolitan and Tier-2 cities, has been a key driver of its growth. These spacious, warehouse-style retail outlets not only offer an extensive product selection but also provide interactive experiences, allowing customers to test and try out equipment before making a purchase. This hands-on approach has been particularly effective in educating and engaging Indian consumers, many of whom may have had limited exposure to a wide range of sporting goods and accessories.

Alongside its retail strategy, Decathlon has also invested heavily in building a robust supply chain and logistics network within India. By establishing manufacturing and distribution centers across the country, the company has been able to ensure the timely and efficient delivery of its products to its growing network of stores. This localized approach has helped Decathlon mitigate the challenges of India's vast geographical landscape and underdeveloped infrastructure, ultimately enhancing its competitiveness and responsiveness to the needs of its customers.

The rise of Decathlon in the Indian sports retail market has also had a broader impact on the industry, catalyzing a shift in consumer preferences and driving increased competition among both domestic and international brands. Traditional sports retail players, faced with Decathlon's disruptive business model and its ability to offer high-quality products at affordable prices, have been compelled to reevaluate their strategies and invest in improving their own product offerings and customer experiences.

Furthermore, Decathlon's presence has had a ripple effect on the Indian sports manufacturing sector, as the company's emphasis on local production and sourcing has created new opportunities for domestic suppliers and manufacturers to participate in the global sports supply chain. This integration has not only bolstered the country's manufacturing capabilities but also fostered the growth of a more robust and competitive sports equipment ecosystem.

Despite the considerable success Decathlon has achieved in the Indian market, the

company continues to face various challenges and opportunities. As the Indian sports retail landscape becomes increasingly crowded, with the entry of both domestic and international players, Decathlon will need to maintain its innovative edge and responsiveness to evolving consumer preferences. Additionally, the company's ability to navigate the complexities of India's Regulatory Environment, Infrastructure Limitations, And Supply Chain Dynamics will be crucial in sustaining its growth trajectory.

Regional Scenarios

Like the rest of India, Kerala's sports retail sector has experienced substantial expansion and change in recent years. Kerala, a state noted for its love of sports, has a robust market for sports-related goods that supports a wide variety of sporting endeavors. The expansion of sports retail stores, both huge chains and privately owned enterprises, is a result of the state's interest in sports and physical activity. Sports fans in Kerala have a wide range of interests in sports and activities. Numerous aspiring cricketers and fans continue to invest in cricket equipment, demonstrating the sport's enduring popularity. Football has a sizable fan base as well, particularly in the northern parts. All around the state, people participate in traditional sports including badminton, kabaddi, and athletics. Large sports retail chains, multi-brand stores, and smaller specialty shops all serve the sports retail sector in Kerala. Such stores are widely distributed in cities like Kochi, Thiruvananthapuram, Thrissur and Kozhikode. The Indian Super League (ISL), notably in the case of football, has an important effect on Kerala's sports retail industry. The ISL team from the state, Kerala Blasters FC, is extremely popular, and its supporters, named the "Manjappada," are renowned for their intense support. Football shirts, scarves, and other Kerala Blasters-related product sales increase during the ISL season. Kerala Blasters clothing is frequently stocked at sports shops to meet the huge demand throughout football season.

Despite cricket's enormous popularity in India, the IPL has a special effect on the sports retail sector. Kerala doesn't have a native IPL team, but due to the popularity of the competition, sales of cricket-related goods like bats, jerseys, and accessories increase significantly during the IPL season

Additionally, Kerala has a long history of producing athletes who are well-known

both nationally and internationally, which fuels the demand for sportswear and equipment used in track and field competitions. In addition to these popular sports, Kerala culture places a specific emphasis on traditional sports like kabaddi and martial arts like Kalarippayattu. These sports help to fill a specialized equipment and training gear market niche. The state hosts a variety of sporting events all year long, from school-level games to world championships. A few examples include the annual Nehru Trophy Boat Race in Alappuzha, the Kerala Premier League in cricket, and many district-level football competitions. As fans look to outfit and support their favorite teams and players, these events not only increase sports participation but also promote the sports retail industry.

In the vibrant and diverse state of Kerala, the sports retail industry has experienced a remarkable transformation in recent years, with the emergence of Decathlon, a global leader in the domain, as a prominent player. As the region grapples with the evolving dynamics of the sports and leisure market, it is imperative to delve into the intricate regional scenarios that have shaped the Decathlon retail landscape in Kerala.

Kerala, known for its rich cultural heritage, pristine natural beauty, and a burgeoning middle-class population, has long been a coveted destination for sports enthusiasts and outdoor enthusiasts alike. The state's strategic location, coupled with its well-developed infrastructure and a thriving tourism industry, has presented Decathlon with a unique opportunity to establish a strong foothold in the region.

One of the key factors contributing to Decathlon's success in Kerala has been its ability to cater to the diverse needs and preferences of the local population. The state's residents, known for their active lifestyles and keen interest in sports, have readily embraced the brand's comprehensive range of high-quality sports and fitness equipment, apparel, and accessories. Decathlon's focus on providing affordable yet durable products has resonated well with the region's cost-conscious consumers, further solidifying its position in the market.

Moreover, Decathlon's strategic placement of its retail outlets across Kerala has played a crucial role in its regional expansion. The brand has strategically established stores in prime locations, ensuring easy accessibility and visibility for its target

audience. From the bustling urban centers of Kochi and Thiruvananthapuram to the picturesque coastal towns and the serene hill stations, Decathlon's presence has been carefully curated to maximize its reach and cater to the unique demands of each local market.

However, the Decathlon retail scenario in Kerala is not without its challenges. The region's competitive landscape, marked by the presence of established local and national sports retail players, has necessitated Decathlon to adopt innovative strategies to maintain its competitive edge. The brand's ability to adapt to the evolving consumer preferences, technological advancements, and changing market dynamics has been instrumental in its continued success.

One such adaptation has been Decathlon's focus on enhancing the in-store experience for its customers. The brand has invested heavily in creating immersive and engaging retail environments, complete with interactive displays, product demonstrations, and expert consultations. This approach has not only attracted new customers but also fostered brand loyalty among its existing consumer base.

Furthermore, Decathlon's commitment to sustainability and environmental consciousness has resonated with the eco-aware population of Kerala. The brand's initiatives to promote eco-friendly products, minimize its carbon footprint, and engage in community-based sustainability projects have earned it a positive reputation among the state's consumers, further strengthening its regional positioning.

The Decathlon sports retail landscape in Kerala is a testament to the brand's ability to adapt and thrive in a dynamic and competitive regional market. By catering to the diverse needs of the local population, strategically positioning its retail outlets, enhancing the in-store experience, and embracing sustainability, Decathlon has carved out a significant niche for itself in the Kerala sports retail industry. As the region continues to evolve, Decathlon's unwavering commitment to innovation and customer-centric approach will undoubtedly play a pivotal role in shaping the future of the sports retail industry in Kerala.

1.8 COMPANY PROFILE

Decathlon is a French [sporting goods retailer](#). With over 2,080 stores in 69 countries and regions (2023), it is the largest sporting goods retailer in the world.

Decathlon is a French sporting goods retailer. It is the largest sporting goods retail company in the world. It started with a store in Lille, France in 1976 by Michel Leclercq. Currently it has 1500+ stores in 49 countries. Decathlon offers over 5000 varieties of products under more than 50 sports categories including Hiking, Cycling, Running, Fitness, Swimming, Water sports, Football, Cricket, Badminton, Golf, Horse riding, Roller sports, Tennis, basketball and volleyball. Decathlon owns over 20 brands with research and development facilities to innovate latest designs. Decathlon opened its first cash-and-carry format and wholesale store in 2009. However, it got approval for single brand retailing in 2013 and changed its business from wholesale to retail. It keeps 30% average margin on its products and boost profitability through lower overhead cost. In India Decathlon has all its In-house brands and each Brand represents a particular sport or group of sport. Like- Quechua for Hiking, Domyos for Fitness, kipsta for football. Decathlon targets for mass market with its motto 'Sport for All, All for Sport. The company manages the research, design, production, logistics and distribution of its products in- house; partners with global suppliers; and markets its own brands directly to consumers in Decathlon-branded [big-box stores](#).

Mission of the Company

Decathlon's mission is to make sport accessible to as many as possible. We would like to help, inspire and guide you through your sports experiences. We believe that being active and discovering new sports every day is an important part of a healthy lifestyle. Let's do some sports together, as together is always more fun!

Vision of the Company

To share the benefits of sports with the large number of Indians.

Company Values

Vitality, sincerity, responsibility, generosity: Among the integral components that contribute to a company's enduring legacy are its core values – the guiding principles that shape its culture, decision-making processes, and interactions with stakeholders. For the esteemed organization we are considering, the values of vitality, sincerity, responsibility, and generosity stand as the cornerstones upon which it has established its reputation and achieved remarkable accomplishments.

Vitality, as a primary tenet, speaks to the unwavering energy, enthusiasm, and adaptability that permeates every aspect of the company's operations. In an industry known for its rapid pace of change, this vibrant spirit allows the organization to stay at the forefront of innovation, readily embracing new challenges and seizing opportunities for growth. Employees are imbued with a sense of dynamism, continuously pushing the boundaries of what is possible and driving the organization forward with a relentless commitment to excellence.

Complementing this vitality is the company's steadfast commitment to sincerity. In an era where trust is a precious commodity, this value ensures that the organization's interactions with clients, partners, and the broader community are characterized by honesty, transparency, and genuine care. Through clear and open communication, the company cultivates an environment of mutual understanding and respect, fostering long-lasting relationships built on a foundation of trust and integrity.

The third pillar, responsibility, underscores the organization's unwavering dedication to ethical practices and sustainable operations. Recognizing the far-reaching impact of its decisions and actions, the company consistently strives to uphold the highest standards of corporate governance, environmental stewardship, and social responsibility. By holding itself accountable to both internal and external stakeholders, the organization solidifies its reputation as a responsible corporate citizen, committed to making a positive difference in the communities it serves.

Finally, the value of generosity encapsulates the company's willingness to share its resources, expertise, and successes with others. Through various philanthropic initiatives and community engagement programs, the organization demonstrates a genuine concern for the well-being of its stakeholders and the broader society. This spirit of altruism and compassion not only strengthens the company's bonds with its partners and customers but also inspires a sense of purpose and pride among its employees, further reinforcing the organization's commitment to making a meaningful impact.

Collectively, these four values – vitality, sincerity, responsibility, and generosity form the bedrock upon which the company has built its legacy. By consistently upholding and embodying these principles, the organization has established itself as a beacon of excellence, a trusted partner, and a responsible corporate citizen, poised to continue its journey of growth, innovation, and positive change for generations to come.

Products And Brands

Decathlon is [vertically integrated](#), designing and developing its own products and marketing under its more than 20 [brands](#), with each sport, and often sub- sports and sports groups, having their own. In March 2024, the company launched a simplified brand portfolio consisting of category specialist brands and expert brands.

In the rapidly changing and continuously evolving realm of sports and outdoor recreation one brand has consistently stood out as a beacon of innovation, quality, and accessibility – Decathlon. As a global leader in the industry, Decathlon has carved out a unique niche for itself, offering a vast array of products that cater to the diverse needs and preferences of enthusiasts and casual participants alike.

At the heart of Decathlon's success lies its unwavering commitment to providing its customers with a comprehensive, yet tailored, shopping experience. Through its extensive portfolio of sub-brands, each catering to a specific domain of sports and leisure activities, Decathlon has effectively positioned itself as a one-stop-shop for individuals seeking to embrace an active and adventurous lifestyle.

One such sub-brand, Antonia, is dedicated to the realm of nutrition and healthcare. Recognizing the crucial role that proper nourishment and wellness play in an individual's overall well-being, Antonia offers a range of high-quality supplements, sports nutrition products, and healthcare solutions to support athletes and fitness enthusiasts in their pursuit of optimal performance and recovery.

Similarly, Artengo caters to the needs of racket sports enthusiasts, providing a diverse selection of equipment, apparel, and accessories for disciplines such as tennis, badminton, and squash. With a keen eye for innovation and a deep understanding of the technical requirements of these sports, Artengo has garnered a reputation for delivering products that combine durability, precision, and enhanced playability.

Cycling enthusiasts, on the other hand, can turn to the B'Twin brand, which has established itself as a premier destination for all things related to the two- wheeled world. From high-performance bicycles and components to cutting- edge accessories and apparel, B'Twin's offerings are designed to meet the demands of both seasoned cyclists and casual commuters, ensuring that every rider can find the perfect gear to complement their cycling journey.

For those who find solace in the tranquility of the great outdoors, Decathlon's Caperlan brand caters to the needs of fishing enthusiasts. Offering a diverse range of rods, reels, lures, and other specialized equipment, Caperlan empowers anglers to venture into the world's waterways with confidence, equipped with the tools and knowledge necessary to reel in their next catch.

Fitness enthusiasts, meanwhile, can explore the expansive offerings of the Domyos brand, which encompasses a wide spectrum of products catering to various disciplines, including gym equipment, yoga mats, dance attire, and martial arts gear. Domyos' commitment to quality, innovation, and accessibility has made it a go-to choice for individuals seeking to cultivate a well-rounded and holistic approach to their fitness journey.

For those with a passion for equine sports, Decathlon's Fouganza brand is a must- explore destination. Fouganza offers a comprehensive range of riding gear, tack, and accessories designed to enhance the experience of both seasoned equestrians and those new to the world of horse riding.

Branching out into the realm of target sports, Decathlon's Geologic brand caters to enthusiasts of archery, darts, and pétanque. With a focus on providing high- quality equipment and accessories, Geologic empowers its customers to hone their skills and enjoy these unique and often underappreciated sports.

The Geonaute brand, on the other hand, caters to the needs of sports electronics enthusiasts, offering a diverse range of cutting-edge devices designed to enhance the performance, tracking, and monitoring capabilities of athletes across various disciplines.

Golf enthusiasts can find solace in the Inesis brand, which has established itself as a premier destination for all things related to the sport of golf. From clubs and balls to apparel and accessories, Inesis' offerings are crafted with meticulous attention to detail, ensuring that golfers of all skill levels can enjoy seamless and enjoyable golfing experience.

For the running enthusiasts, Decathlon's Kalenji brand is a true standout. Offering a comprehensive range of footwear, apparel, and accessories specifically designed for the demands of running, Kalenji has earned a reputation for delivering high-performance products that cater to the unique needs of runners, whether they are training for a marathon or simply seeking to maintain an active

lifestyle.

The Kipsta brand, on the other hand, is dedicated to the world of team sports, providing a diverse selection of equipment, uniforms, and accessories for disciplines such as football, basketball, handball, and volleyball. Kipsta's commitment to quality and innovation has made it a trusted partner for both recreational and professional teams, ensuring that players of all levels can enjoy their chosen sports with confidence and pride.

Swimmers, both recreational and competitive, can find solace in the Nabaiji brand, which offers a comprehensive range of swimwear, equipment, and accessories designed to enhance the aquatic experience. From high-performance swimsuits to innovative goggles and accessories, Nabaiji empowers its customers to dive into the water with confidence and style.

For those who prefer to keep their feet firmly on the ground, Decathlon's New feel brand caters to the needs of walkers and urban enthusiasts. Offering a diverse range of footwear, apparel, and accessories, Newfeel is committed to providing its customers with products that prioritize comfort, durability, and style, making it an ideal choice for those seeking to explore the world on foot.

Eyewear and optical accessories enthusiasts can turn to the Orao brand, which offers a diverse selection of sunglasses, prescription glasses, and related accessories designed to enhance the visual experience of its customers, whether they are engaging in sports, outdoor activities, or simply navigating the demands of daily life.

Rollersports enthusiasts, on the other hand, can find solace in Decathlon's Oxelo brand, which offers a comprehensive range of skates, scooters, and related accessories. Oxelo's commitment to quality and innovation has made it a go-to choice for individuals seeking to explore the world on wheels, whether they are commuting, exercising, or simply enjoying the thrill of the ride.

For those who prefer to venture into the great outdoors, Decathlon's Quechua brand is a true standout, offering an extensive range of hiking, camping, and outdoor gear designed to provide its customers with the tools and equipment necessary to safely and comfortably explore the natural world. From high-performance backpacks and tents to specialized outdoor apparel and accessories, Quechua has established itself as a trusted partner for adventurers and outdoor enthusiasts alike.

Mountaineering enthusiasts, on the other hand, can turn to Decathlon's Simond brand, which offers a comprehensive range of equipment and accessories specifically designed for the unique demands of climbing, mountaineering, and other alpine activities. Simond's commitment to safety, quality, and innovation has made it a preferred choice for both seasoned climbers and those new to the sport.

For those with a passion for hunting, Decathlon's Solognac brand caters to the needs of outdoor enthusiasts, offering a diverse range of equipment, apparel, and accessories designed to enhance the hunting experience. From high-performance firearms and optics to specialized clothing and accessories, Solognac empowers its customers to venture into the wilderness with confidence and success.

Watersports enthusiasts, meanwhile, can find solace in Decathlon's Tribord brand, which offers a comprehensive range of equipment and accessories designed for various aquatic activities, including sailing, kayaking, and other water-based pursuits. Tribord's commitment to quality and innovation has made it a trusted partner for both recreational and professional water enthusiasts.

Finally, for those who seek to conquer the slopes, Decathlon's Wed'Ze brand caters to the needs of skiers and snowboarders, offering a diverse range of equipment, apparel, and accessories designed to enhance the winter sports experience. From high-performance skis and snowboards to specialized outerwear and accessories, Wed'Ze has established itself as a leader in the world of snow sports, empowering its customers to embrace the thrill of the mountains with confidence and style.

Decathlon's extensive portfolio of sub-brands is a testament to the company's unwavering commitment to providing its customers with a comprehensive and tailored shopping experience. Whether one is an avid athlete, a casual enthusiast, or simply seeking to embrace a more active lifestyle, Decathlon's diverse offerings cater to a wide range of interests and needs, making it a true one-stop-shop for all things related to sports, outdoor recreation, and active living. By continuously innovating, improving, and expanding its product lines, Decathlon has solidified its position as a global leader in the industry, ensuring that individuals from all walks of life can find the tools and equipment necessary to pursue their passions and achieve their fitness goals.

1. Antonia - Nutrition and Healthcare
2. Artengo - Racket Sports
3. B'Twin - Cycling
4. Caperlan - Fishing
5. Domyos - Fitness, Gym, Yoga, Dance, Martial Arts
6. Fouganza - Horse Riding
7. Geologic - Target Sports such as Archery, Darts, and Pétanque
8. Geonaute - Sports Electronics
9. Inesis - Golf
10. Kalenji – Running
11. Kipsta - Team Sports
12. Nabaiji - Swimming
13. Newfeel - Walking and Urban Wear
14. Orao - Eyewear and Optical Accessories
15. Oxelo - Rollersports
16. Skating and Kick Scooters
17. Quechua - Hiking, Camping, and Outdoor Gear

18. Simond - Mountaineering
19. Solognac - Hunting
20. Tribord - Watersports
21. Wed'Ze - Skiing and Snowboarding

Awards Recognition And Certification

Retail Week Award (2022): Decathlon UK won the "Employer Initiative of the Year" award from Retail Week Award for their initiatives to foster employee engagement.

Great Place to Work (Multiple Countries): Decathlon has consistently received accolades for being a "Great Place to Work" in a number of nations, including France, Spain, India, and Brazil.

EcoVadis Sustainability Rating: Decathlon obtained a Gold grade from EcoVadis, a sustainability evaluation tool, in recognition of its dedication to ethical and sustainable business practices.

Corporate Knights Global 100: Decathlon is one of the top 100 most sustainable companies in the world, according to the Corporate Knights Global 100.

BrandZ Top 100 Most Valuable Global Brands: The inclusion of decathlon in the BrandZ Top 100 Most Valuable Global Brands highlights the brand's worth and power.

Retail Asia Awards (Asia-Pacific): Recognizing its retail expertise and innovation in the Asia-Pacific region, Decathlon has won a number of Retail Asia Awards in a variety of categories.

Frost & Sullivan Award for Retail Excellence (Singapore, 2021): Decathlon Singapore won the "2021 Frost & Sullivan Award for Retail Excellence" for its creative retail strategies.

Business Performance

In late-2016, an online-only delivery service was introduced in [Tunisia](#) in preparation for the opening in Tunis of its first store. The first store opened in November 2017 in Tunis City commercial center in Tunis. A second location opened in April 2018 in the country situated in La Marsa.

In February 2017, they opened the first store in Bogota, Colombia in the mall Parque La Colina.

In July 2017, Decathlon entered the Philippine market with a location at [Festival Mall, Muntinlupa](#) and at [Tiendesitas, Pasig](#). In August 2017, the company announced it would open its first Canadian store in [Brossard, Quebec](#) during the spring of 2018. In early-2017, Decathlon stores were opened in both [Ghana](#) and [South Africa](#). In November 2017, Decathlon entered the Indonesian market.

Their first Australian store opened in Tempe, Sydney, NSW, in December 2017. After two years in the Australian market, the viability of the Australian business is under question after posting a trading loss of \$19,563,819 (Australian dollars) in two years of trading.

In April 2018, the company announced it would open its first store in [Kyiv](#), Ukraine, in the first months of 2019. In November 2018, Decathlon opened its first store in [Greece](#), Corinthe.

In 2019, the company opened stores in Ireland; Vietnam; [Bangladesh](#); [Malta](#); and [Serbia](#). The company also opened U.S. stores in California, which later closed in 2022. In an earlier attempt to enter the US market, it acquired the 18 [Boston, Massachusetts](#) area locations of *MVP Sports Stores* in 1999, rebranded them under the *Decathlon* brand, and subsequently closed those stores by 2006.

In November 2020, the first Decathlon store opened in Riga, [Latvia](#).

Decathlon was supposed to open in [Mauritius](#) in April 2021 but due to the lockdown, the grand opening was on 13 May 2021.

In April 2021, the first Decathlon store opened in [Saudi Arabia](#), Jeddah.

Following the [2022 Russian invasion of Ukraine](#), many international, particularly Western companies, pulled out of Russia. Decathlon has been criticized for not announcing any scaling down of its operations, unlike most of its Western competitors. On 29 March, Decathlon announced that it has ceased its operations and suspended the

operation of all its stores in Russia. However, reports in mid-June indicated that the stores are still in operation and may be temporarily closed by the end of the month until it becomes possible to renew supplies. In May 2023, it became known that the Turkish company FLO Retailing and the Lebanese Azadea Group were negotiating the purchase of the Russian Decathlon. FLO Retailing has previously bought the Russian business of the Reebok chain. As a result, the Russian government approved the sale of Decathlon to the Russian company ARM, which previously acquired the brand of the Spanish retailer [Mango](#) on a franchise basis. ARM promised to reopen all 35 Decathlon stores in Russia. In December 2023, Decathlon confirmed that they are supplying a limited quantity of their products to ARM for a limited time period as part of the company's disengagement agreement in Russia in response to a report that the company continued to supply their products to Russia through shell companies.

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Decathlon continued to expand in 2022, with net sales rising to 15.4 billion euros. In comparison to 2021, it indicates an annual rise of +12%.

The Group's revenue from digital sales increased significantly from pre- COVID- 19 levels (8% in 2019) to 17% in 2018.

The Group's net profit increased further, reaching € 923 million (up from € 913 million in 2021).

Decathlon increased its dedication to lowering its carbon footprint in 2022 and for the first time experienced a decline in its absolute carbon emissions (-1.5% vs. 2021). Additionally, 23% of sales goods had eco-friendly designs (up from 10% in 2021). With over 105,000 coworkers, Decathlon had a presence through its retail and production operations in 72 different countries worldwide.

Strategic Plan Programs and Long-Term Objectives

Decathlon established its new long-term goal at the end of 2022 with the intention of enabling people all around the world to benefit from the social, emotional, and physical benefits of athletics. It represents the goal of the 105,000 Decathlon teammates around the world and builds on the company's core values of Vitality, Generosity, Responsibility, and Authenticity.

Decathlon seeks to enable anyone to engage in sport on their own terms, regardless of skill level, physical condition, or goals because participation in sport is universal and has numerous advantages.

Aiming to become a leading force for a sustainable future through the emergence of new circular models and the decarbonization of the Group's activities, with a goal to contribute to carbon neutrality by 2050, building a cutting-edge omni value chain, growing products excellence, and accelerating innovation are the five strategic pillars that will support his new ambition over the next four years.

Corporate Structure

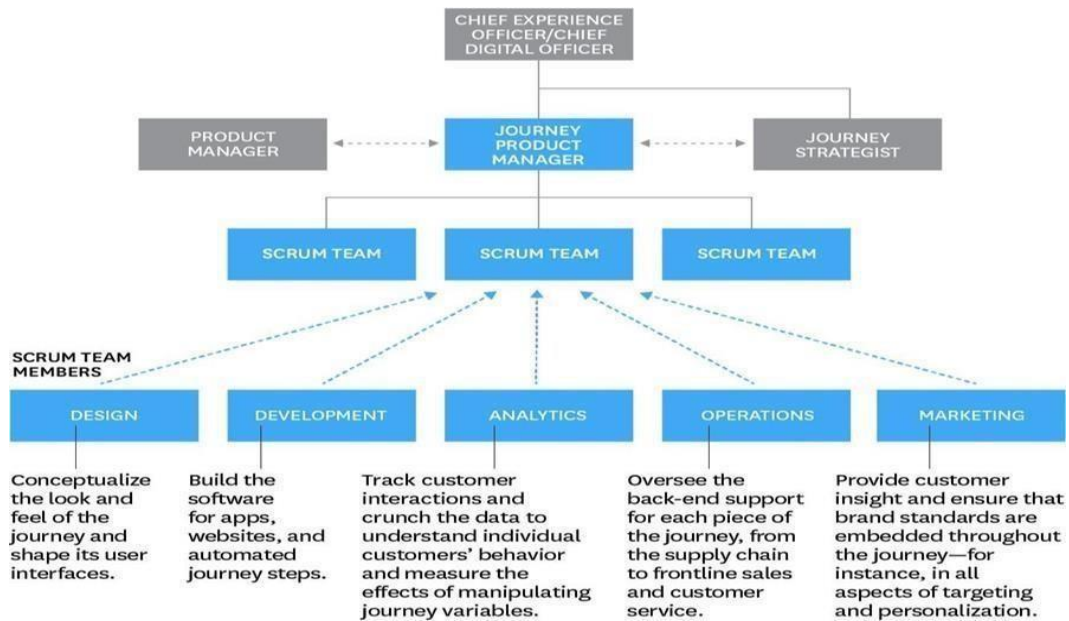


Since its establishment, Decathlon has followed a conventional organizational structure that is characterized by a hierarchy, many levels of management, top-down decision-making, and fixed job descriptions. The company later underwent significant modifications, which led to the modern global organization that exists today. The elimination of the extra levels of management was the fundamental goal of these changes. Businesses like Buurtzorg and Zappos served as inspiration for the ensuing significant change in organizational structure. When undergoing this change, the management of this organization put high considerations on radical decentralization that made the company have four fewer management layers; the store leader, the sports leader, the local CEO, and the overall worldwide CEO.

Business And Department Structure

The business and departmental structures at Decathlon are typically decentralized. Each of the company's departments is based on one of the company's several sports divisions. The creation, sourcing, and sales of each department's products are their own. Within each sport category, this organizational structure enables specialization and attention. Decathlon also emphasizes a flat organizational hierarchy, which fosters teamwork and

communication.



Operations

Decathlon's Operations Department manages a number of crucial operations that are essential to the company's success. At the centre of its operations is supply chain management, which includes careful production planning, close supplier engagement, and raw material sourcing. With a vertically integrated production process, Decathlon is able to keep control over both the quality and efficiency of their products. To make sure that products are easily accessible throughout their vast network of retail shops and e-commerce platforms, logistics and distribution are carefully managed. The division also focuses on inventory management, employing data-driven strategies to maximize stock levels, reduce carrying costs, and effectively Satisfy Client Demand. Another Important Factor Is Quality Assurance. Decathlon puts its own brands through rigorous testing and maintenance to make sure they live up to the high expectations of sports enthusiasts. Decathlon is able to provide a wide choice of innovative, high-quality athletic goods at reasonable prices to its broad worldwide client base because to this all-encompassing strategy inside the Operations Department, greatly enhancing its competitive edge in the market.

Marketing and Sales

The Decathlon marketing division is responsible for developing and implementing promotional programmes, using data analytics to target particular customer demographics, and managing advertising across a variety of platforms, including social media, email marketing, and traditional media. They also frequently roll out imaginative marketing efforts, such as their "Decathlon Sports Stories" series, which highlights actual athletes and their interactions with Decathlon products. These advertisements not only promote their goods but also develop a personal relationship with consumers. The sales department of Decathlon is in charge of managing the consumer experience from product discovery to purchase. Sales employees in their stores receive thorough training to give consumers knowledgeable guidance. Employees in the cycling department, for instance, are frequently passionate cyclists themselves, giving them the ability to provide insightful commentary and product recommendations. Decathlon's online store offers comprehensive product descriptions. The Indian government has started programmes to encourage fitness and sports across the nation. Programmes like "Khelo India" are designed to find and develop talent at the local level and improve access to sporting facilities. By encouraging more individuals to participate in sports and fitness activities, these initiatives could benefit the sports retail industry. Despite the expansion, the Indian sports retail market still faces difficulties like fierce competition, shifting consumer tastes, and supply chain constraints. Economic issues, such as consumer price sensitivity, can also have an impact on buying decision. Decathlon's reputation for exceptional customer service is a result of the seamless integration of its online and offline sales platforms.

Finance

Every team in Decathlon is responsible for keeping customers happy and satisfied. This is done by keeping it low cost. A team of strong individuals knows their numbers and keeps a tab on the income, expense, and avenues to cut costs.

Human Resource

The Human Resources department at Decathlon has a significant impact on the success and unique organisational culture of the business. They actively seek out people who share an intense passion for sports and outdoor activities, frequently using sports communities and partnerships for recruitment. This makes their talent acquisition

strategy stand out. As soon as they join the Decathlon team, employees benefit of rigorous training and development programmes created to improve their product expertise and customer service abilities, ensuring they can help clients in a professional manner. The HR division places a strong emphasis on performance reviews and uses a merit-based approach for career advancement, which is completely consistent with Decathlon's core principles of enthusiasm and meritocracy. Additionally, they promote a lively workplace culture by planning sporting events, health initiatives, and team-building exercises that improve employee engagement and well-being.

Organizational Analysis

Decathlon's organizational structure can be best described as a hybrid model, incorporating elements of both centralized and decentralized decision-making processes. The company's global headquarters, located in Lille, France, serves as the nerve center, providing strategic direction and overseeing the overall operations of the organization. However, the company also empowers its local subsidiaries and store managers to make decisions that cater to the unique needs and preferences of their respective markets.

This balanced approach to organizational structure allows Decathlon to maintain a high degree of agility and responsiveness, enabling the company to adapt swiftly to changes in consumer preferences and market conditions. Moreover, the company's governance structure is characterized by a strong emphasis on transparency, accountability, and ethical decision-making, ensuring that the interests of all stakeholders, including employees, customers, and shareholders, are well-represented and protected.

Leadership and Management Approach

Decathlon's leadership team is renowned for its strategic vision, innovative mindset, and unwavering commitment to the company's core values. The CEO, along with the executive team, has played a pivotal role in shaping the organization's culture, which is centered on collaboration, continuous learning, and a relentless pursuit of excellence.

The company's management approach is marked by a decentralized and empowered structure, where store managers and regional leaders are given a significant degree of

autonomy in decision-making. This empowerment, coupled with a robust system of accountability and performance evaluation, has fostered a sense of ownership and entrepreneurship among Decathlon's employees, driving them to consistently deliver exceptional results.

Furthermore, the company's leadership has demonstrated a keen understanding of the importance of adapting to changing market dynamics and consumer preferences. Decathlon has consistently invested in research and development, leveraging data-driven insights to inform its product development and marketing strategies, ensuring that it remains at the forefront of industry trends and customer needs.

Human Resource Management and Talent Development

Decathlon's success can be largely attributed to its exceptional human resource management practices, which have enabled the company to attract, develop, and retain a highly skilled and motivated workforce. The company's recruitment process is focused on identifying individuals who not only possess the requisite technical skills but also align with the organization's core values and culture.

Once on board, Decathlon employees are provided with comprehensive training and development programs, ranging from product-specific knowledge to leadership and management skills. The company's commitment to ongoing learning and development is further reinforced through its internal mobility and promotion policies, which incentivize employees to continuously expand their skillsets and take on new challenges.

Moreover, Decathlon has implemented a robust performance management system that emphasizes both individual and team-based objectives, ensuring that employees are recognized and rewarded for their contributions to the overall success of the organization. This approach has fostered a highly engaged and productive workforce, further strengthening Decathlon's competitive position in the market.

Innovation and Growth Strategies

Decathlon's success can be largely attributed to its unwavering commitment to innovation and its ability to anticipate and respond to evolving market trends. The company's research and development efforts are centered on developing cutting-edge products and technologies that address the diverse needs of its global customer base.

One of the key drivers of Decathlon's innovative prowess is its collaborative approach to product development. The company actively engages with its customers, soliciting their feedback and insights to inform the design and features of its products. This customer-centric approach has enabled Decathlon to consistently deliver products that not only meet but exceed the expectations of its target audience.

In addition to its product innovation efforts, Decathlon has also demonstrated a remarkable ability to expand its global footprint and diversify its business operations. The company has strategically entered new markets, leveraging its brand recognition and operational expertise to capture a significant share of the local sporting goods and equipment sector. Furthermore, Decathlon has diversified its revenue streams by exploring opportunities in adjacent industries, such as e-commerce and digital services, further strengthening its position as a holistic solutions provider for the active lifestyle market.

Decathlon's organizational success can be attributed to its robust and well-structured approach to managing its operations, human resources, and strategic initiatives. The company's hybrid organizational structure, visionary leadership, and innovative mindset have enabled it to navigate the complexities of the global retail industry and maintain a strong competitive advantage.

As Decathlon continues to expand its global footprint and diversify its product and service offerings, the company's ability to adapt to changing market conditions and customer preferences will be crucial to its long-term success. By maintaining its focus on innovation, talent development, and customer-centricity, Decathlon is well-positioned to solidify its status as a dominant force in the sporting goods and equipment sector for years to come.

Physical Stores: Decathlon has a vast network of physical stores with products, furnishings, and retail space throughout the world. These shops are essential locations for displaying and offering their extensive selection of sporting goods, clothing, and accessories. They also give them a physical presence so they can interact with clients.

Distribution Centers and Warehouses: Decathlon depends on a network of distribution centers and warehouses that are carefully positioned. These facilities are essential for effectively managing, storing, and distributing inventory, ensuring that goods are available right away to satisfy customer demands.

In-House Brands: Decathlon has created a portfolio of in-house brands, each of which focuses on particular sports or activities.

Online Presence: A key tool for Decathlon is its e-commerce platform, which includes its website and mobile applications. It offers an extra sales channel, enabling the business to reach a wider audience and improve online transactions.

Customer Base: Sports lovers represent Decathlon's dedicated customers. This loyalty from customers is an essential asset for sustaining revenue and promoting brand loyalty.

Employee Knowledge and Expertise: Sports fans and professionals who work with Decathlon are valuable resources. They help the business succeed overall by offering knowledgeable product suggestions, providing customers with expert guidance, and more.

Company SWOT Analysis

Strength

Wide product range: Decathlon provides a wide selection of sporting goods and equipment to support a number of sports and outdoor activities. Being able to meet the needs of a diverse group of consumers, from amateur athletes to professionals, is one of Decathlon's core strengths. This variety increases the likelihood of sales and consumer loyalty.

In-House Brands: Decathlon owns a number of in-house brands that are specialized in particular sports or activities, like Quechua and Kalenji. Decathlon is able to keep control over product quality and cost thanks to these companies. By providing exclusive, well-designed products at reasonable costs, in-house brands provide Decathlon a competitive edge. This tactic helps them stand out from rivals and

cultivates client loyalty and trust.

Weaknesses

Seasonal Sales Fluctuations: Demand varies seasonally in the sports retail sector frequently, and Decathlon is no exception. This seasonality may make it difficult to manage inventory and sustain steady sales throughout the year. Decathlon can have decreased sales and more difficult inventory management during off-peak seasons.

Online Competition and E-commerce Challenges: Despite Decathlon's efforts to increase its online presence, e-commerce giants like Amazon pose a serious threat. It can be difficult to compete with these market giants because they have enormous customer bases and resource bases. To stay competitive in the online market, Decathlon must constantly enhance its marketing, logistics, and online purchasing experience.

Opportunity

Health and Fitness Trends: The increased focus on exercise and health gives Decathlon with potential to broaden its selection of wellness, activewear, and fitness-related products. Decathlon may benefit from the growing emphasis on health and wellbeing by launching and promoting items that target fitness enthusiasts and those leading better lifestyles.

Sustainability Initiatives: By diversifying its eco-friendly product offerings, minimizing its environmental impact, and informing customers who care about the environment about these sustainability initiatives, Decathlon may further boost its reputation and appeal. Consumers place an increasing emphasis on sustainability. Decathlon can attract clients that care about the environment and align themselves with global sustainability goals by adopting sustainable practices.

Threats

Intense Competition: Sports retail is a fiercely competitive market, with many competitors selling identical goods. Pricing pressure and smaller profit margins might result from fierce rivalry. Both offline and online sports retailers and markets compete with Decathlon. Market share may be lost as a result of this competition, and maintaining pricing power may become difficult.

Counterfeiting and Brand Imitation: Popular in-house brands from Decathlon may be subject to imitation or counterfeiting, which could damage the company's reputation and lose customers' trust. Customers' discontent with counterfeit goods can result in legal troubles. The trademark and intellectual property rights of Decathlon must be actively guarded.

PESTEL ANALYSIS

Political factors

Decathlon's business is influenced by political factors present in a country or even globally. Government policies have a serious impact on companies like Decathlon. If a particular government focuses more on sports in the country, then it becomes a golden chance for sports companies like Decathlon to increase their sales by proper marketing. But if the same government imposes heavy taxes over imports over sports material to protect the interests of local industrialists, not only the sports items will become expensive but also the sales will drop, which eventually lead to the loss of trust from the brand. Even government entities can tie up with Decathlon to sponsor their players at international and national levels. This will not only create goodwill for the brand but its sales will also increase if the following players play well. A country's lack of political stability has an impact on corporate tasks. Political stability is especially important for global organizations.

Economics factors

High inflation rates have a serious impact on the sales of sports products. Because in case of inflation people tend to spend more on necessities, but sports items come under luxury items, so their sales will plump and this will affect Decathlon in a bad way.

If a country has high GDP or the country's GDP increasing substantially then it will be beneficial for companies, because higher per capita income will lead to higher spending on products that Decathlon offers. Recently in the Budget by Indian Government, they allotted almost 300 crores more from the last year for the sports, this will lead to the creation of more sports facilities all over India and more children will start playing different sports, ultimately the Decathlon will gain more customers and their sales will

increase. The brand's total profitability and revenues will suffer as a result of the high unemployment rate. In a particular Country.

Social factors

Demographics of the country has a serious impact on the business of the company, especially if the firm deals in sports and lifestyle equipment. In countries like the US and European Union where the average age is above 35 Decathlon have to make their products keep in mind the need of such people, while in countries like India, China and Brazil where the portion of young population is very large, they have to focus more on their needs. Before establishing itself in a country, the company have to look at the culture of the population, they can open separate outlets, or stores in malls or even both depending upon where the people in a particular region tend to visit. Decathlon claims to have a stringent employee welfare policy, and that all of its contractors follow the Human Responsibility in Production (HRP) approach in all of their activities. Decathlon's management system and resources for workplace conditions at production locations and with suppliers are referred to as the HRP. Such types of policies create a good image of the brand in the minds of normal people which help in increasing sales.

Technological factor

With the advancement of technology in the field of sports, Athletes now need sports gears more advanced for example shoes with better ergonomics to help marathon runners finish their races in less time than before. Decathlon has a strong product design and development philosophy, together with better marketing will lead to customer retention. For Amazing gender diversity in many countries like India and China, the brand has different products for both genders under different names. With customers moving to the online market, Decathlon has to increase its online operations. By using different Artificial Intelligence (AI) techniques by which customers can try the outfits in the online mode. With the penetration of the Internet, they can now use techniques like E-Wallets, UPI. They can even set up their virtual reality platform i.e., a metaverse store for Decathlon.

Legal factors

Before entering a market, every firm needs to check the legal aspects of the particular country and geography. The company alleged that some competitors have replicated its registered brand and slogan. It was also reported that some competitors use logo as the same typeface and color as Decathlon's. But this case was fought in a country where the Judicial system is not that powerful then they will have no choice but to let them use it. Also, recently Indian government is reducing tariffs on the import of sports goods this will help the brand to compete with the local brands.

Environmental factors

Subsidies are available in several countries to encourage investment in renewable technologies. Decathlon can take advantage of it and invest in renewable technologies to maintain long-term viability. Due to the improved brand image, this investment will help increase shareholder satisfaction and extend the client base. So, they are making some products like jackets and shoes from plastic wastes and enabling customers to wear and use them in good conscience and help reduce their carbon footprint. This will not only help them in making a good brand image but will also increase their customer base. The company also offers 365 days return policy in which you can return a product to the store if you don't need it anymore, so rather than throwing it, you can just return it.

CHAPTER-II
REVIEW OF LITERATURE & THEORETICAL
FRAMEWORK

2.1 LITERATURE REVIEW

Training is very important for employee's performance in acquiring competencies and help organization to retain its employees through satisfaction and motivation. Globally day by day the world is modernizing and moving rapidly which is creating many challenges for the organizations. Training can overcome and make employees capabilities more efficient which also contribute in the efficiency of the company.

Mc Evoy and Buller (1990) in their research identified five level so issue in the training evaluation. The extent to which the training program is an attempt to improve work performance, also pointed out those training programs was not intended to improve performance in the traditional sense. It was also noted that the outcome of the program was done by a structured measurement of performance after the program. They also pointed out the limitation of the self-rating.

Bramley (1990) defined training as a system with clear inputs as the program and the subjects of the training program the reaction of the program as the behavioral changes of each individual and output as the changes that happened to the trainees. He also proposed three stages evaluation process where the evaluation would start in the pre-training stage continued in the training stage and would end with post-training.

Goel O.P.(2000) states that "Training and Development" efforts of organizations have positive impact on their performances. While each industry comprises of skilled, semi-skilled and unskilled employees, there seems to exist a possibility of bridging these gaps through informal, on-the-job training by skilled employees. Such training efforts, prima face, look to be economical both in terms of money and time required. Future research could endeavor to find out as to what extent informal training can help in bridging these skill gaps, thereby reducing the load on „structured training efforts“.

Hashim and Junaidah (2001) in their paper addressed the issues of training evaluation practices in general and examine the training evaluation in Malaysia through a case study. Training evaluation is a systematic process of collecting and analyzing information for and about a training program, which can be used for planning and

guiding decision-making as well as assessing the relevance, effectiveness and the impact of various training components. Training institutions may conduct evaluation for the purpose of maintaining training. Evaluation practice is one of the major dilemmas faced in the field of training because it receives much criticism. In many organizations, evaluation of training is either ignored or approached in an unconvincing or unprofessional manner. The article concludes that the government, client and economic situations have influenced the evaluation practice in a positive direction.

Thach (2002), studies the efficacy of executive coaching coupled with 360-degree feedback in improving one's leadership abilities. Tracking 281 executives over a six month coaching program, the research assesses the impact on leadership effectiveness through direct reports and peer feedback.

The training aimed to augment leadership capabilities, decision-making skills, and total output. Key variables included executive coaching, 360-degree feedback, and leadership effectiveness. The findings show a significant improvement in the efficacy of leadership, with productivity gains and enhanced decision-making abilities indicated. According to peers and direct reports, the use of executive coaching in conjunction with 360-degree feedback resulted in a notable improvement in leadership effectiveness of up to 60%. The results support the inclusion of both approaches in executive development programs because they can produce quantifiable improvements in the caliber and effectiveness of leadership.

Winfred Arthu Jr. Pamela S. Edens and Suzanne T. Bell, (2003) recognized many design and evaluation techniques linked to the effectiveness of training based on pertinent literature. In this review, they focused on evaluation methods, execution of training program based on needs assessment and similarity between task and training delivery method.

Joseph Paul Pulichino (2007) conducted a detailed study on four levels of training evaluation methodology based on previous literature review. It is conducted to enable training practitioners to understand the usage and benefits of training program of all levels.

K.Skylar Powell and SerkanYalcin (2009), in this review, they found out there has been little progress in efficiency of training program and also this study suggested the people to learn and face challenges in order to learn in the workplace Cynthia Owusu Boateng 2011 pointed the impact of training on employee performance at SG-SSB Descriptive quantitative method was used in the research and related articles of the topics. Finding showed that indeed training has a significant impact on employee productivity. Training provide benefits to both the performance employees and the organization through the development of knowledge, skills, competencies, behavior and abilities.

Asma Mehmood 2012 argues that training influence on organization commitment and retention towards the performance of employee. The data was collected from 100 employees of the service sector at Rawalpindi Islamabad Regression methodology has been used in this research. The regression analysis confirmed that satisfaction and mode for career advancement has direct and useful effect on organizational commitment and increases work efficiency of the employees. The findings conclude that training has strong relationship between retention & performance and organizational commitment.

Srinivas K. T., (2012), examines the impact of training initiatives on the efficiency of employees at Karnataka Power Corporation Limited (KPCL). The research aims to ascertain the level of employee satisfaction with these programs and their effectiveness in job performance enhancement. The findings indicate that a significant majority of KPCL staff are content with the training provided, with 72% rating the quality and effectiveness favorably. The study concludes that the training and development programs at KPCL are successful in bolstering employee efficiency, thereby implying a positive correlation between well-structured training programs and improved job performance.

Diamantidis, Anastasios D; Chatzoglou, Prodromos D (2012), examined the effects of training programs in organization swhere training was used for development of employees. It indicates the design of training program is most critical factor ad it has major impact on performance in their job.

Muhammad Ikhlas Khan 2012 highlighted the impact of training in performance of employee some statistical tools or techniques are applied on data like Person correlation and regression analysis through SPSS software. 100 employees were taken as a sample size of Habib bank and federal Urdu university of Islamabad. The findings conclude that training contributes significantly to employee's performance so all the organizations who wants to enhance the capabilities of their employee performance should focus on training.

Ayman Aakaria Najeeb 2013 pointed the impact of training, information and communication technology on employee's performance. The data was collected from 120 managers of different departments of the pharmaceutical manufacturing companies. Study concludes that the importance level of training is very high because through training an employee aware well about the nature of their work and also beneficial to the organization.

Atola Janepher Adongo 2013 suggested that mostly organization neglects the importance of training which leads to highturnovers and also increased the cost to hire new employees and finally slowed down the organizational profitability. 419 employees were chosen for data collection in Telkom orange Kenya. Correlation methodology used in it. Findings showed that employees feel motivated by the training offered and indeed many have participated in training programs.

Mahbuba Sultana 2013 highlighted that effective training increase the productivity of employees. Data was collected from 1414 employees. The study was done in Dhaka. Correlation methodology was used in the research. She concludes that employee is the valuable resource for any organization and the success and failure depends upon the performance and productivity of the employees and this study proves that the training.

Elnaga and Imran (2013), investigates the relationship between employee performance and training, drawing insights from literature reviews and case studies. Its goal is to analyse methods and theoretical frameworks for staff development and make suggestions for efficient training initiatives. Through an examination of various variables including participant reactions, learning outcomes, behavioral changes, and

overall performance impact, the study emphasizes how important training is in improving employee knowledge, skills, and behavior. It provides a check list form management to assess performance issues and proposes avenues for future empirical study to validate its assertions. Despite acknowledging challenges indirectly establishing a causal link between training and performance, the paper emphasizes the pivotal role of training practices in enhancing workforce productivity and advocates for ongoing exploration and validation of this relationship.

Diamantidis and Chatzoglou (2014), examine how training initiatives affect employees' performance over the medium- to long-term in businesses. They propose an integrated research model considering factors crucial for training transfer, such as training design, trainee self- efficacy, and the work atmosphere, and explore their correlation with operational performance. The study addresses the challenge of training programs often failing to improve worker and organizational performance despite substantial investments. The training programs that were analysed had the goal of improving the knowledge, abilities, and behaviours of the staff members so that they could carry out their everyday tasks more successfully.

The findings show that well-designed training programs and trainees' post-training behaviours and self-efficacy have a significant impact on work performance following training. These findings are corroborated by structural equation modelling that makes use of facts from 126 employees in various Greek firms. It emphasizes the significance of trainee empowerment, supportive work environments, and training program design in raising the efficacy of training. Overall, the study contributes to understanding how training programs can be better structured and implemented to ensure effective knowledge and skill transfer, leading to enhanced employee performance and organizational outcomes.

Sung and Choi (2014), using information from 260 Korean businesses, examine the effect that investments in training and development have on organizational creativity. They discover that investing in internal training has a favourable correlation with organizational and interpersonal learning strategies, which enhances innovation performance. It's interesting to note that while financial support for staff education from outside the company has no impact on learning methods, it negatively affects

innovation.

The study emphasizes the value of strategically investing in staff development as a means of promoting creativity and highlights the significance that well- designed training initiatives have in establishing a supportive learning environment. It also emphasizes how important organizational atmosphere is for enhancing learning techniques“ beneficial effects on creativity. All things considered; the research offers insightful advice to firms trying to maximize their training tactics in order to spur creativity. It implies that investing in internal training and fostering a culture of learning can boost an organization’s capacity for innovation as well as its competitive edge.

Zohair Abbas 2014 highlighted training as an essential element to an employee for the development of the companies because some of the employees have lack of knowledge skills and competencies and failed to accomplish task on timely basis. The research is descriptive study and its quantitative in nature. Primary data was collected and although secondary data also used to classify the work done. Study provides an empirical evidence of factors that effects employees training and performance of organization.

Githinji Angela 2014 suggested that the training effects the performance of employee among the international civil servants. A survey research design was used for this study 144 staff of the United Nation supports office for the African mission in Somalia involved in this research the finding showed that in general training enhanced employee engagement on change processes.

Komal Javaid, Naveed Ahmad & Nadeem Iqbal 2014highlighted the relationship between training and its impact on employee’s performance in telecommunication sector D.GKhan Pakistan. 150 employees were chosen for the data analysis. Finding showed that the managerial performance is meaningfully resolute through the training instructed to the personnel they further says training is a significant predecessor of the performance.

Mumanthi 2014 highlighted training as there are number of performance concerns about the Kenya police that have arisen due to lack of taking action, failing to prevent

and detect crimes, and police forces citizens pay bribe to get their constitutional rights. The sample size was three hundred and eight four police officers. Study was done in Nairobi Kenya and the time period was 2014. Coefficient Reliability was used to justify the findings. From the findings it was indicated that organization should carry out the training needs assessment to determine level of performance. He further concludes that proper monitoring and evaluation influenced the performance of police in Kenya.

According to Frankin Dang Kum 2014 ineffectiveness of training and development of employees in the organization reduces the organizational productivity. Data was collected through random sampling method. Research is limited for the employees of ESCON and the population size was concise 60 out of 87 employees. He concludes that the companies who invest on human resource management view training as an opportunity for increasing their long term productivity.

Pangarso, Mulyaningsih & Saraswati 2014 suggested that training motivates the employee to reach the target of the organization. The study was done in Indonesia. The simple linear regression methodology analysis was used. The data has been collected from electronic state owned company. Findings concludes that training has a positive effects on employee's performance.

Ekta Srivastava & Dr Nisha Agarwal 2014 highlighted that training is very necessary in this changing environment. Primary data was collected through questionnaire which was filled from various branches of axis bank and secondary data was collected from annual reports of syndicate banks and axis banks for the year 2008 to 2013 and from RBI publication. The findings conclude that training in private sector bank is better than public sector banks. In future training should be easy to understand so that it will be beneficial for the banks as well as to the employees. Improves the productivity of the employees.

Prof Dr. Abdul Ghafoor Awan & Farwa Saeed 2014 suggested that training improved employee performance. Data was collected from public and private sector bank. Random sampling has been used for data collection from the public and private sector banks of Lahore, Multan & Dera Ghazi Khan. Findings shows that training is an

effective tools for employees success.

Ms Bushra Muzaffar 2014 highlighted the relationship between training and performance of employee to design training method for employees in TA Correlation and Regression analysis represent that training has significant impact on employee's performance. Finding prove that training is significant variables in influencing employee performance.

Ahmed Mohamed Mohamud 2014 suggested that training effects the employee performance in public sector organization of Kenya. Data was collected from 100 staffs of Machakos branch. Data analysis was done through descriptive statistic. Findings showed training has a significant impact on employee performance and benefits both the individual employees and the organization at large.

Ngugi Martha Nyakeo Nyokabi 2014 pointed that training plays an significant role in the Development of competencies of new as well as existing employees for effective performance. Data was collected from 800 employees of geothermal development company in Nairobi. This study shows the relationship between training & development and employee performance. Findings shows that the training of employees is very important factors of both the organization and the employees because it enhances work performance motivate employees and build confidence in the employees. The employees should acquire knowledge and skills which will assist them in improving their performance by applying relevant courses based on the organizational objectives.

Giasuddin Bellary, Pulidindi Venugopal & Ganesan (2014), reemphasized that the training program's success depends on training outcomes. It pointed out that training is being conducted by many corporate, but insufficient research has been done in this area.

Azizullah Ghorbani and Dr. Muhammad Ghaffari Fard 2015 highlighted that customers staffs training is very essential to compete the pressure of challenges which bank industry faces on the daily basis. Random sampling method was used and

research was conducted in Tehran, Iran. They suggested that customers training is very beneficial to both managers as well as the employees because it affects the performance of employees and also beneficial in performing non-bank financial activities.

According to Jaoude (2015), organizations providing high-level training have been able to realize three times increasing profits compared to competitors. However, to possess such high impact programs and employees is not simple; it requires a mixture of alignment and planning. This involves developing and designing training in a manner that meets the organization's top goals. Furthermore, employee training should be based on gaps in the job market. This is done through identification of what employees possess regarding skills and the ideal ones required for the job. Through this approach, training can effectively be offered based on motivation, skills mastery, and giving critical thinking skills to employees. Lastly, training should be done based on practical and class lessons to produce effective and sustainable skills in the workforce (Urdinola, 2013).

Walters and Rodriguez (2019) emphasize how important it is for training and development to support employee performance and appraisal in businesses. They stress that effective employee performance profoundly impacts organizational success and advocate for leaders to recognize the significant influence of training and development in achieving diverse organizational goals, from enhancing morale and engagement to cultivating job-specific competencies. The study emphasizes the worth of methodical methods for evaluating worker performance, taking into account elements like motivational drivers, organizational dynamics, and individual characteristics. By aligning training programs with the influences, organizations can equip their workforce with the skills and aptitudes necessary for success. Furthermore, the study highlights that training has an influence that goes beyond only imparting knowledge; it also fosters an atmosphere in which workers feel appreciated and involved. This promotes innovation and progress within the organization, which in turn leads to its success. In order to make sure that the investment in staff development produces measurable results, the authors emphasize the significance of assessing training efficacy through rigorous performance reviews. Overall, Walters and Rodriguez offer a thorough investigation of the ways in which employee

performance is greatly improved by training and development programs, and they also support the assessment process in organizations. They strongly recommend the implementation of extensive training programs that support an environment of ongoing learning and development and are in line with strategic objectives.

Albizu et al. (2019), addresses the usefulness of executive coaching from the viewpoint of the coach, completing a vacuum in the scholarly literature. Employing Kirkpatrick's evaluation model, it examines the impact of coaching on coaches through responses from 176 executives. Structural modeling reveals the influence of coach, coach, and coaching process on coach satisfaction and learning. The study highlights how learning, behavior modification, and satisfaction are all positively correlated. The variables that were looked at were the following: coaching methodologies, organizational role, technical tools, coach aspects, coach-connections, and coach traits. Results show that good coaching improves knowledge expansion, skill growth, and performance.

The study suggests practical implications for organizations, advocating for evidence based coaching practices and informed decision-making. It underscores the pivotal role of coaches in executive coaching effectiveness, highlighting the significance of selecting the right coach, preparing coaches, and providing organizational support. Additionally, it acknowledges the efficacy of online coaching in terms of efficiency and accessibility, contributing valuable insights to both practitioners and academics in the field of executive coaching.

Huang, W. R. (2019), investigates the pivotal role of job training in fostering job training satisfaction (JTS), which subsequently influences job satisfaction (JS) and job performance. The objective of this research is to delineate how well-structured training programs can enhance JTS, thereby positively impacting JS and performance metrics. The findings reveal that employees who are satisfied with their training experience tend to exhibit higher job satisfaction, which in turn can lead to improved performance and reduced turnover intentions.

The study by Li, W. C., Tseng, J. M., & Huang, H. S. (2022) investigates the effectiveness of advanced fire prevention and emergency response training for

nursing home staff, emphasizing the critical need for disaster preparedness in long-term care facilities. The study examine show staff awareness and self-efficacy are impacted by advanced versus general fire safety training using a quasi-experimental approach with workers from two assisted living facilities. The training aimed to equip staff with essential concepts of disaster prevention, emergency response, and hazard mitigation, with the purpose of improving their capacity to oversee emergency situations and guarantee resident safety. Results indicate that advanced training significantly improves staff awareness and self-efficacy compared to general training, leading to an enhanced comprehension of fire science concepts and comprehensive introduction of duties and responsibilities. The study underscores the importance of incorporating fire science concepts into training materials to bolster fundamental understanding and enhance learning effectiveness. Overall, the findings highlight the superiority of advanced training in preparing nursing home staff for fire-related emergencies, ultimately contributing to a safer environment for residents and staff.

The study highlights the necessity of continuing staff training and development initiatives and stresses the value of employee participation in the formulation, assessment, and identification of training needs. Organizations can cultivate a culture of ongoing learning and skill improvement by carefully allocating resources to training and development programs.

This will ultimately improve worker effectiveness and performance. The study emphasizes the importance of learning practices in fostering innovative performance and offers insightful information about how training investments affect organizational outcomes. All things considered, it offers useful advice to companies to maximize employee productivity and organizational success through training and development initiatives.

According to Gartner et al. (2022), the effectiveness of an analytics and modeling academy program tailored for senior staff members within NHS Wales. Through feedback questionnaires and self-assessments, participant's reactions and learning experiences were evaluated using Kirkpatrick's training evaluation model. Qualitative feedback highlighted participant's appreciation for the learning and reflections on practical applications. Quantitative assessments demonstrated a statistically noteworthy increase in competence. Participant's performance, skill growth, and knowledge enrichment in mathematical modeling and healthcare analytics were all

positively impacted by the program. It emphasizes the necessity of providing senior staff members with specialized training and the possibility that increased competence may result in alterations in behavior and better healthcare results. Ultimately, the program contributes to analytics-driven healthcare improvement within NHS Wales, offering valuable insights for healthcare organizations aiming to increase their analytics capability and workforce skills.

Riyanto, S. et. al., (2023), in their study includes the key terms and variables such as employee training, competence, job satisfaction, and organizational commitment. The research concludes that employee training and competence are pivotal factors that directly enhance job satisfaction and organizational commitment. Furthermore, these elements also indirectly bolster organizational commitment by improving job satisfaction. The study also reveals a consequential link where heightened job satisfaction positively influences managerial competence. This indicates that comprehensive training and skill development are instrumental in cultivating a committed and satisfied workforce, which is essential for effective management and organizational success.

Smith et al. (2024), delves into the effectiveness of the Ladder4Life training program in enhancing participants' skills and knowledge in health and science. The study evaluated participant engagement, knowledge retention, skill application, and changes in workplace performance, among other training results, using a thorough evaluation technique that included qualitative as well as quantitative methods. The training had a considerable positive impact, as evidenced by the participants' deeper comprehension of science and health-related topics, higher confidence, and enhanced job performance. In summary, the assessment underscores the importance of focused training initiatives in the fields of science and health, stressing its pivotal function in cultivating an educated and proficient labour force and eventually enhancing health results.

According to Wachiuri and Makokha (2024), the effect of employee performance on training and development initiatives within the Kiambu County Government in Kenya. Employing a quantitative research approach, the study analyses data from employees involved in training and development initiatives, aiming to elucidate how

these interventions affect employee outcomes, including performance, skills, and knowledge. With specific objectives focused on different training methods and development programs, there search explores various approaches such as workshops, seminars, on the-job training, and e-learning. It investigates how these initiatives enhance employees“ skills, competencies, and career prospects.

The findings highlight significant positive impacts, indicating that effective training positively influences employee performance, resulting in improved task execution and overall productivity.

2.2 THEORETICAL FRAMEWORK

TRAINING

Training is a systematic process designed to improve an individual's knowledge, skills, and competencies in a particular area. It plays a crucial role across various domains, from education and business to sports and healthcare, aiming to enhance performance, productivity, and effectiveness. The essence of training lies in its structured approach, which typically begins with assessing the needs and goals of the individuals or organization undergoing training. This initial step helps in identifying gaps in knowledge or skills that need to be addressed. Once the needs are identified, clear objectives are set to outline what participants are expected to learn and achieve by the end of the training program.

Training methods and techniques vary depending on the context and goals. They can range from traditional classroom-based learning to more modern approaches such as e-learning modules, simulations, workshops, on- t often depends on factors like the complexity of the skills being taught, the availability of resources, and the preferences of the participants the-job training, and mentoring. During the training process, participants engage in activities designed to impart knowledge, practice skills, and receive feedback from trainers or peers. This interactive aspect is crucial as it reinforces learning and helps individuals internalize new information and techniques. Effective training programs also emphasize the application of knowledge in real-world scenarios, ensuring that participant scan transfer what they have learned to their actual work or personal lives.

Evaluation is another integral part of training, serving to assess its effectiveness and impact. This involves measuring changes in participants' knowledge, skills, attitudes, and behaviors before and after the training. Feedback from participants and stakeholders helps in refining future training initiatives and ensuring continuous improvement in the training process.

Ultimately, training contributes significantly to personal and professional development by empowering individuals with the tools and knowledge they need to succeed in their roles. In organizational settings, it not only enhances employee performance and job satisfaction but also aligns individual capabilities with organizational goals, fostering a culture of learning and growth. Thus, whether for skill acquisition, career advancement, or personal enrichment, training remains a fundamental mechanism for driving individual and collective success in diverse fields and industries.

There are 2 methods of training:

- On-the-job training method
- Off-the-job training method

On-the-Job Training (OJT):

On-the-job training (OJT) is a method of training where employees learn and develop job-related skills by directly engaging in the tasks and responsibilities of their role within the actual work environment. This approach immerses employees in real-world scenarios, allowing them to acquire practical knowledge and competencies through hands-on experience under the guidance of experienced colleagues, supervisors, or mentors.

During OJT, employees learn by observing and actively participating in job-related activities, which helps in understanding the intricacies of tasks and workflows. Mentors or supervisors provide continuous feedback, coaching, and support to ensure that employees grasp concepts, improve their performance, and achieve proficiency in their roles over time. This method encourages active learning and skill application in real-time, facilitating quicker adaptation to job requirements and enhancing job performance.

Off-the-job training also fosters a collaborative learning environment where knowledge transfer occurs naturally through direct interaction with colleagues. It promotes teamwork, communication, and problem-solving skills as employees collaborate on projects and address challenges together. Furthermore, of-the-job training integrates new employees into the organizational culture and operational processes, aligning their skills with organizational goals and expectations.

From an organizational perspective, of-the-job training is cost-effective as it utilizes existing resources and facilities, minimizes downtime associated with traditional training methods, and accelerates the learning curve of new hires. It also contributes to employee engagement and retention by demonstrating the organization's commitment to employee development and career growth through practical learning opportunities. Overall, on-the-job training not only enhances individual competence and confidence but also strengthens the overall effectiveness and efficiency of the workforce within the context of their respective roles and responsibilities.

Types of on-the-job training

- **Apprenticeships:** Apprenticeship programs combine supervised work experience with classroom instruction or theoretical learning. They are often structured, formalized training programs that span an extended period, during which apprentices gradually acquire and refine skills specific to their trade or profession. This method is common in industries such as construction, manufacturing, and skilled trades where hands-on experience and mastery of techniques are critical.
- **Coaching and Mentoring:** Coaching and mentoring involve pairing a less experienced employee (the mentee) with a more experienced colleague (the mentor) who provides guidance, support, and feedback. Mentors share their expertise, offer advice on best practices, and help mentees navigate challenges encountered in their roles. This method fosters a personalized learning experience tailored to the individual's development needs and career aspirations, promoting professional growth and knowledge transfer within the organization.
- **Job Rotation:** Job rotation programs involve periodically assigning employees to different roles or departments within the organization. This method exposes employees to diverse job functions, workflows, and responsibilities, allowing

them to gain a comprehensive understanding of the organization's operations and develop a broader range of skills. Job rotation also helps in cross-training employees, preparing them to handle multiple roles or fill in for absent colleagues, thereby enhancing workforce flexibility and resilience.

- **Shadowing:** Shadowing involves pairing a new or less experienced employee with a seasoned professional who performs their regular duties while the observer closely. This method allows the observer to learn by watching and asking questions, gaining insights into the intricacies of the job and the decision-making processes involved. Shadowing is particularly effective for roles that require understanding nuanced interactions, customer services skills, or adherence to specific protocols and procedures.
- **Simulations and Role-Playing:** Simulations and role-playing exercises replicate real-world scenarios or challenging situations that employees may encounter in their roles. These exercises allow participants to practice problem-solving, decision-making, and communication skills in a controlled environment. They provide an opportunity to apply theoretical knowledge gained through training and classroom instruction to practical situations, fostering confidence and competence in handling job-related challenges effectively.
- **Task Assignment and Project-Based Learning:** Assigning specific tasks or projects to employees allows them to apply their knowledge and skills to real-world projects or assignments. This method promotes learning through hands-on experience, encourages independent thinking and initiative, and enables employees to see the direct impact of their contributions to organizational goals. Task assignments and project-based learning foster accountability, innovation, and collaboration among team members, driving continuous improvement and achievement of business objectives.

On-the-job training methods emphasize learning through direct experience, active participation, and practical application within the workplace. These methods not only enhance employees' job-related skills and competencies but also contribute to organizational effectiveness, employee engagement, and retention. By integrating structured on-the-job training initiatives into their talent development strategies, organizations can cultivate a skilled workforce capable of adapting to evolving

challenges and contributing to long-term success.

Off-the-Job Training:

Off-the-job training refers to training methods and activities conducted outside the regular work environment and away from day-to-day job responsibilities. Unlike on-the-job training, which emphasizes learning through practical experience within the workplace, off-the-job training focuses on theoretical knowledge, skill development, and broader competencies that are relevant to an individual's job role but are taught in a different setting.

One common form of off-the-job training is classroom-based instruction, where employees participate in workshops, seminars, lectures, or courses conducted by subject matter experts or external trainers. These sessions often cover foundational knowledge, industry-specific regulations, advanced techniques, or emerging trends that require a structured learning environment conducive to concentrated study and discussion. Off-the-job training sessions typically include interactive activities, group discussions, case studies, and assessments to reinforce learning and gauge understanding. Off-the-job training is valuable for introducing new concepts, theories, and best practices that complement practical skills acquired through on-the-job training. It provides employees with opportunities to expand their knowledge base, deepen their understanding of industry trends, and develop critical thinking and problem-solving abilities beyond their immediate job responsibilities. Additionally, off-the-job training encourages continuous learning and professional development, fostering a culture of innovation and adaptation within the organization. While off-the-job training may require additional resources and time away from regular duties, it offers significant benefits in terms of broadening employees' perspectives, enhancing their expertise, and preparing them for future challenges and opportunities within their roles as a skilled and adaptable workforce capable of driving long-term success and growth.

Types of off-the-job training

- **Lectures and Seminars:** Lectures and seminars involve a knowledgeable instructor delivering information to a group of trainees in a structured setting. This method is often used to impart theoretical knowledge, industry-specific insights,

company policies, or new concepts relevant to employees' roles. Lectures typically involve a one-way flow of information where trainees listen, take notes, and absorb key concepts. Seminars on the other hand, are more interactive, incorporating discussions, Q&A sessions, and sometimes group activities to deepen understanding. Both lectures and seminars provide a foundational understanding of subjects that can then be applied in practical settings. They are useful for introducing new ideas, updating employees on industry trends, and ensuring a consistent understanding of organizational goals and standards among participants.

- **Simulations:** Simulations replicate real-world scenarios in a controlled environment where trainees can practice and apply their knowledge and skills without the risk of real consequences. These scenarios can be computer- based simulations or physical setups that mimic workplace situations. Simulations are particularly valuable for jobs that involve complex procedures, high-risk activities, or interpersonal interactions. By engaging in simulations, employees can test different approaches, refine their techniques, and gain confidence in handling challenging situations. Feedback from instructors or peers can further enhance learning by highlighting areas for improvement. Overall, simulations bridge the gap between theory and practice, ensuring that employees are well-prepared to tackle real-world challenges effectively.

- **Case Studies:** Case studies present trainees with detailed accounts of real or hypothetical situations that they may encounter in their roles. These studies require participants to analyze the scenario, identify problems or issues, and propose solutions based on their knowledge and training. Case studies are beneficial for developing critical thinking, problem-solving skills, and decision-making abilities. They encourage trainees to apply theoretical concepts to practical situations, consider different perspectives, and weigh the implications of their decisions. Discussions around case studies also promote collaboration and peer learning as participants share insights, debate strategies, and learn from each other's experiences. Ultimately, case studies prepare employees to handle complex and ambiguous challenges by enhancing their analytical skills and judgment.

- **Role Playing:** Role playing involves trainees assuming specific roles or characters to simulate interactions and scenarios they may encounter in their jobs. This method is particularly effective for practicing interpersonal skills, customer interactions, conflict resolution, and leadership scenarios. Role playing allows

participants to experiment with different communication styles, strategies, and responses in a safe and supportive environment. It provides opportunities for immediate feedback from trainers or peers, facilitating learning through reflection and adjustment of behaviors. By experiencing various roles and perspectives, employees can develop empathy, improve their communication abilities, and enhance their ability to handle diverse situations effectively. Role playing thus bridges the gap between theoretical knowledge and practical application, preparing employees to navigate interpersonal dynamics and challenges with confidence.

- **Computer-Based Training (CBT):** Computer-Based Training (CBT) uses digital platforms, software, and multimedia to deliver training content to participants. CBT modules can include interactive presentations, videos, quizzes, and simulations designed to engage learners and facilitate self-paced learning. This method offers flexibility as employees can access training materials anytime and anywhere with an internet connection. CBT is particularly beneficial for standardizing training across large groups of employees, ensuring consistency in learning outcomes. It allows trainees to progress at their own speed, revisit challenging topics, and track their own learning progress through assessments and quizzes. Moreover, CBT platforms often incorporate gamification elements to increase motivation and retention of knowledge. By leveraging technology, CBT enhances accessibility, scalability, and effectiveness in delivering training that is relevant and engaging for employees.

- **Workshops:** Workshops are interactive sessions where trainees actively participate in discussions, group activities, and practical exercises related to their job roles. Unlike lectures, workshops emphasize hands-on learning and peer collaboration to deepen understanding and skill development. Workshops can focus on specific skills, such as problem-solving, project management, or team dynamics, providing opportunities for employees to apply theoretical knowledge in simulated scenarios. Workshops also promote knowledge sharing among participants, allowing them to learn from each other's experiences and perspectives. By engaging in collaborative activities and practical exercises, employees gain practical insights, refine their skills, and build confidence in their ability to perform effectively in their roles.

- **Team Building Activities:** Team building activities are designed to improve teamwork, communication, and collaboration among employees. While primarily aimed at enhancing interpersonal relationships and group dynamics, these activities

can also serve as effective off- the-job training. Activities may include outdoor challenges, problem-solving exercises, role playing scenarios, or leadership games that require participants to work together to achieve common goals. Team building activities encourage employees to develop trust, respect, and empathy for each other, which are essential for effective teamwork. They also promote active listening, conflict resolution skills, and adaptability in diverse work environments. By engaging in team building activities, employees learn to leverage each other's strengths, communicate more effectively, and foster a supportive work culture. Ultimately, team building activities contribute to improved collaboration and performance, aligning individual efforts with organizational objectives.

OBJECTIVES OF TRAINING

- 1. Skill Development:** One of the primary objectives of training is to enhance the skill set of employees. This includes both technical skills, such as proficiency in specific tools or technologies, and soft skills, like communication, teamwork, and problem-solving. By focusing on skill development, organizations ensure that employees are well-equipped to perform their tasks efficiently and effectively, leading to increased productivity and job satisfaction.
- 2. Knowledge Enhancement:** Training also aims to expand employees' knowledge bases. This can involve updating them on the latest industry trends, regulatory changes, or new methodologies. Knowledge enhancement ensures that employees are aware of the best practices and innovations in their field, enabling them to make informed decisions and stay competitive.
- 3. Performance Improvement:** Another key objective is to improve overall performance. Training programs are designed to address specific performance gaps by providing employees with the necessary tools and techniques to enhance their work quality and efficiency. By focusing on performance improvement, organizations can achieve higher standards of output and reduce errors and inefficiencies.
- 4. Career Development:** Training supports the career progression of employees by preparing them for higher responsibilities and advanced roles. Through training, employees can acquire the competencies required for promotions and career growth.

This not only benefits the individual by offering career advancement opportunities but also helps the organization retain talented employees by investing in their development.

5. Adaptation to Change: In a rapidly evolving business environment, the ability to adapt to change is crucial. Training helps employees to quickly adapt to new processes, technologies, and market conditions. By fostering a culture of continuous learning, organizations can ensure that their workforce remains agile and responsive to change, which is essential for maintaining competitiveness and achieving long-term success.

6. Compliance and Safety: Ensuring compliance with industry regulations and maintaining a safe work environment are critical objectives of training. Employees must be trained on regulatory requirements and safety protocols to prevent legal issues and workplace accidents. This objective is particularly important in industries with strict regulatory standards or high-risk environments, where non-compliance can lead to severe consequences.

7. Employee Motivation and Engagement: Finally, training aims to boost employee motivation and engagement. When employees feel that their employer is investing in their growth and development, they are more likely to be engaged, committed, and motivated. Effective training programs can lead to higher job satisfaction, lower turnover rates, and a more positive organizational culture. By addressing these objectives, training programs can significantly contribute to both individual and organizational success, creating a skilled, knowledgeable, and motivated workforce capable of driving the organization forward.

BENEFITS OF TRAINING

1. Increased Productivity

Employee training programs enhance the skills and knowledge of employees, enabling them to perform their tasks more efficiently and effectively. With better understanding and proficiency in their roles, employees can complete their work faster and with fewer errors, leading to increased overall productivity. Additionally, well-trained employees require less supervision and can take on more responsibilities, further contributing to organizational productivity.

2. Enhanced Employee Satisfaction and Morale

Training programs show employees that the company values their growth and development, which can lead to higher job satisfaction. This positive work environment can result in higher levels of commitment and loyalty to the organization.

3. Improved Employee Retention

Investing in employee training can significantly reduce turnover rates. When employees receive proper training and see a clear path for career advancement, they are more likely to stay with the company. High retention rates save the organization the costs associated with recruiting, hiring, and onboarding new employees, as well as the loss of productivity during transition periods.

4. Better Adaptability to Change

In today's rapidly evolving business environment, companies must adapt to new technologies, processes, and market conditions. Training programs help employees stay up-to-date with the latest industry trends and developments, making them more adaptable and resilient to change. This adaptability is crucial for maintaining competitiveness and ensuring long-term success.

5. Enhanced Innovation and Creativity

Training programs encourage employees to think creatively and develop new ideas. By providing knowledge and skills in areas such as problem-solving, critical thinking, and innovation, employees are better equipped to contribute to the company's growth and development. An environment that fosters continuous learning can lead to innovative solutions and improvements in products, services, and processes.

6. Reduced Skill Gaps

Targeted training programs help identify and address skill gaps within the workforce. By assessing employee's current skills and providing training where needed, companies can ensure that their workforce is well-equipped to meet current and future demands. This proactive approach helps maintain a high level of competency

and reduces the risk of skill shortage.

7. Compliance and Risk Management

Many industries are subject to strict regulations and standards. Training programs ensure that employees are aware of and comply with relevant laws and regulations, reducing the risk of legal issues and penalties. Additionally training on topics such as workplace safety, data protection, and ethical behavior can help prevent accidents and misconduct, further protecting the company.

8. Better Customer Service

Training programs that focus on customer service skills can lead to improved customer interactions and satisfaction. Employees who are well-trained in communication, problem-solving, and product knowledge can better address customer needs and concerns. This leads to a better overall customer experience, which can enhance the company's reputation and drive customer loyalty.

9. Stream lined Processes and Efficiency

Training can help employees understand and adopt best practices for their roles, leading to more streamlined processes and increased efficiency. By learning how to use tools and technologies effectively, employees can reduce redundancies and optimize workflows. This not only saves time and resources but also enhances the quality of work produced.

10. Career Development and Progression

Training programs provide employees with the skills and knowledge needed for career advancement. This not only benefits the employees but also helps the organization by creating a pipeline of qualified candidates for higher- level positions. Investing in the development of employees' careers fosters a culture of growth and opportunity within the organization.

11. Building a Strong Company Culture

A commitment to training and development reflects positively on the company culture. It demonstrates that the organization values continuous improvement and invests in its people. This can attract top talent, as prospective employees often seek

employers that offer opportunities for learning and growth. A strong culture of training and development also promotes collaboration and knowledge sharing among employees, further strengthening the organization.

12. Financial Benefits

While training programs require an initial investment, the long-term financial benefits often outweigh the costs. Increased productivity, improved efficiency, higher employee retention.

LEVELS OF TRAINING

1. Assess Training Needs

The first step in employee training is to assess the specific needs of the organization and its employees. This involves identifying the skills and knowledge gaps within the workforce. Managers can conduct surveys, interviews, and performance evaluations to gather data areas where employees are lacking. Analyzing this information helps in pinpointing the exact training requirements and prioritizing them based on the organization's goals and objectives. Understanding these needs ensures that the training program is relevant and targeted, leading to more effective outcomes.

2. Set Clear Objectives

Once the training needs are identified, it's essential to set clear and measurable objectives for the training program. Objectives should be specific, achievable, and aligned with both the organization's goals and the employees' career development plans. For example, if the goal is to improve customer service, the training objective might be to enhance communication skills and reduce customer complaints by a certain percentage within a specific timeframe. Clear objectives provide direction and a benchmark for evaluating the success of the training program.

3. Develop a Training Plan

A comprehensive training plan outlines the structure and content of the training program. It includes the training methods to be used, the schedule, and the resources required. The plan should be designed to accommodate different learning styles

4. Choose the Right Training Methods

Selecting the appropriate training methods is crucial for effective learning. Depending on the objectives and the nature of the content, various methods can be employed, such as classroom training, e-learning, on-the-job training, workshops, and simulations. Interactive and engaging methods, like role-playing and case studies, can enhance the learning experience and retention of information. The choice of methods should also consider the availability of resources and the preferences of the participants.

5. Create Training Materials

Developing high-quality training materials is essential for delivering consistent and comprehensive instruction. Training materials may include manuals, presentations, videos, handouts, and online resources. These materials should be clear, concise, and aligned with the training objectives. Additionally, they should be designed to be engaging and easy to understand, incorporating visuals and practical examples where possible. Well-prepared materials support the trainers and help ensure that the training content is effectively communicated.

6. Implement the Training Program

With the plan and materials in place, the next step is to implement the training program. This involves scheduling training sessions, coordinating logistics, and delivering the content to the participants. Effective implementation requires skilled trainers who can facilitate learning, manage discussions, and provide feedback. It's important to create an environment that encourages participation and engagement. Ensuring that the training sessions run smoothly and adhere to the planned schedule is key to maintaining momentum and achieving the desired outcomes.

7. Monitor and Support Learners

During the training program, it's important to monitor the progress of the participants and provide ongoing support. Trainers should be available to answer questions, clarify doubts, and offer guidance as needed. Regular check-ins and assessments can help track learners' understanding and identify areas where additional support may be required. Providing a supportive environment fosters a positive learning experience and helps ensure that participants are able to apply what they've learned.

8. Evaluate the Training Program

After the training program is completed, it's crucial to evaluate its effectiveness. This can be done through feedback surveys, tests, and performance evaluations. Key metrics to assess include whether the training objectives were met, the participants' level of satisfaction, and any improvements in job performance. Gathering and analyzing this data provides insights into the strengths and weaknesses of the training program. This information is valuable for making necessary adjustments and improvements for future training initiatives.

9. Provide Follow-Up and Continuous Learning

Training should not be seen as a one-time event but as an ongoing process. Providing follow-up sessions and continuous learning opportunities helps reinforce the skills and knowledge gained. This can include refresher courses, advanced training, mentorship programs, and access to additional resources. Encouraging a culture of continuous learning ensures that employees stay up-to-date with industry developments and continue to grow professionally. Regular follow-up also helps maintain the benefits of the initial training and supports long-term development.

EMPLOYEE PERFORMANCE

Employee performance can be profoundly influenced by training, which serves as a critical foundation for professional development and growth within an organization. Training programs provide employees with essential knowledge, skills, and competencies necessary to perform their roles effectively and efficiently. By equipping employees with up-to-date information and best practices, training ensures that they are well-prepared to tackle challenges and contribute meaningfully to the organization's objectives. Moreover, training fosters a culture of continuous learning and improvement among employees. It encourages them to stay abreast of industry trends, technological advancements, and evolving job requirements. This proactive approach not only enhances individual performance but also empowers employees to adapt to changes in their roles and responsibilities. As a result, they become more versatile and capable of addressing diverse tasks and challenges with confidence. Additionally, training plays a pivotal role in boosting employee morale and job satisfaction. When employees feel supported through training opportunities, they are

more likely to feel valued by their employer. This recognition can lead to increased motivation, engagement, and overall job performance. Furthermore, by investing in employee development, organizations demonstrate their commitment to nurturing talent and promoting career growth, which can positively impact retention rates and reduce turnover. Employee performance is intricately linked to training initiatives within an organization. Effective training programs not only enhance skills and knowledge but also cultivate a motivated workforce capable of achieving both personal and organizational goals.

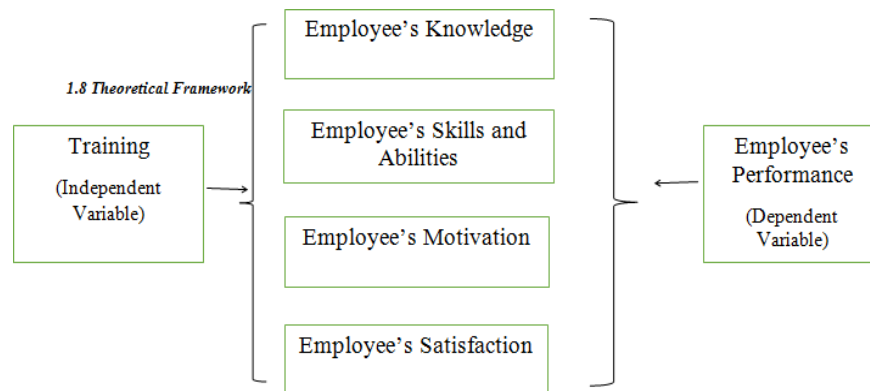


Figure 2.1 theoretical framework

EVALUATING METHODS OF EMPLOYEE PERFORMANCE

1. Self-Assessment

Self-assessment involves employees evaluating their own performance based on pre-determined criteria. This method empowers employees to reflect on their achievements, challenges, and areas for improvement. During self-assessment, employees often provide insights into their job satisfaction, personal goals, and perceived contributions to the organization. This method fosters a sense of ownership and responsibility, encouraging employees to be more self-aware and proactive in their development. However, self-assessment can sometimes lead to biased evaluations, either overly positive or overly negative, which necessitates a balanced approach where managers also review and discuss the self-assessment to provide additional perspective and guidance.

2. Managerial Evaluation

Managerial evaluation is a traditional and widely used method where managers assess their employees' performance. Managers typically observe and document employees' behaviors, outcomes, and overall contribution to the team's goals. This method leverages the manager's direct interaction and experience with the employee, allowing for a comprehensive evaluation of both quantitative metrics.

3. 360-Degree Feedback

360-degree feedback is a holistic evaluation method that gathers input from multiple sources, including peers, subordinates, supervisors, and sometimes even customers. This method provides a well-rounded view of an employee's performance by capturing different perspectives on their work habits, interpersonal skills, and overall effectiveness. The diverse feedback helps identify strengths and areas for improvement that might not be visible through a single lens. Implementing 360-degree feedback requires a structured process to ensure anonymity and honest feedback. While this method can lead to comprehensive insights, it also demands careful handling to address potential discrepancies in feedback and to ensure that the collected data is used constructively.

4. Objective-Based Appraisal (MBO)

Management by Objectives (MBO) is a performance evaluation method where employees and managers collaboratively set specific, measurable goals and periodically review progress towards achieving them. This method aligns individual objectives with organizational goals, fostering a sense of purpose and direction. The MBO approach encourages employees to focus on outcomes and results, promoting accountability and motivation. Regular check-ins and performance discussions help track progress, address challenges, and adjust goals as necessary. However, the success of MBO depends on the clarity and realism of the goals set, as well as the commitment of both managers and employees to engage in continuous dialogue and feedback.

5. Behavioral Checklists and Scales

Behavioral checklists and rating scales involve evaluating employees based on

specific behaviors and competencies relevant to their job roles. This method uses a predefined list of behaviors or competencies, such as teamwork, communication, problem-solving, and adherence to procedures. Managers rate employees on each behavior, often using a scale (e.g., from "needs improvement" to "exceeds expectations"). This method provides a structured and consistent approach to performance evaluation, helping to reduce subjective bias. However, it requires well-defined criteria and regular updates to ensure relevance. Additionally, it may not fully capture the nuances of an employee's performance or unique contributions.

6. Critical Incident Method

The critical incident method involves documenting and analyzing specific instances of an employee's performance that are notably effective or ineffective. Managers or peers record these incidents as they occur, providing concrete examples of behaviors and outcomes. During performance reviews, these incidents are discussed to highlight patterns and areas for improvement. This method offers detailed, real-time insights into an employee's performance and helps identify key areas for development. However, it can be time-consuming to maintain and may require training to ensure accurate and consistent recording of incidents. Additionally, it focuses on exceptional cases, which might overlook the day-to-day performance.

7. Balanced Scorecard

The balanced scorecard method evaluates employee performance from multiple perspectives, typically including financial performance, customer satisfaction, internal processes, and learning and growth. This method provides a comprehensive view of an employee's contributions to the organization by balancing short-term and long-term objectives. By linking individual performance to strategic goals, the balanced scorecard encourages alignment with organizational priorities. However, it requires careful design and implementation to ensure that the chosen metrics are relevant and actionable. Regular reviews and updates are necessary to maintain its effectiveness and relevance in a dynamic business environment.

Performance Appraisal Methods

This performance appraisal method is used to match the overarching organizational goals with objectives of employees effectively while validating objectives using the SMART method to see if the set objective is specific, measurable, achievable, realistic, and time-sensitive.

1. Management by Objectives (MBO)

Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period. After setting clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives.

This performance appraisal method is used to match the overarching organizational goals with objectives of employees effectively while validating objectives using the SMART method to see if the set objective is specific, measurable, achievable, realistic, and time-sensitive.

2. 360-Degree Feedback

360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports. This method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.

3. Assessment Centre Method

The concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment. The assessment centre method enables employees to get a clear picture of how others observe them and the impact it has on their performance. The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance.

4. Behaviorally Anchored Rating Scale (BARS)

Behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings.

Each performance level on a BAR scale is anchored by multiple BARS statements which describe common behaviors that an employee routinely exhibits. These statements act as a yardstick to measure an individual's performance against predetermined standards that are applicable to their role and job level.

5. Psychological Appraisals

Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work. These appraisals are used to analyze seven major components of an employee's performance such as interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, emotional quotient, and other related skills.

6. Human-Resource (Cost) Accounting Method

Human resource (cost) accounting method analyses an employee's performance through the monetary benefits he/she yields to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions) an organization has ascertained from that specific employee.

When an employee's performance is evaluated based on cost accounting methods, factors like unit-wise average service value, quality, overhead cost, interpersonal relationships, and more are taken into account. Its high-dependency on the cost and benefit analysis and the memory power of the reviewer is the drawback of human resources accounting method.

Choosing the right performance appraisal method is more critical than ever since it reflects what you think of your employees and how much you care about employee morale. Once you've found an ideal performance review method for your needs, the next step is implementing it properly to eliminate critical performance gaps and

address pressing issues that impact ROI.

Theoretical Perspectives

1. Human Capital Theory

Human capital theory emphasizes the significance of training as an investment in human resources to drive economic growth and individual development. According to this theory, training enhances the skills, knowledge, and abilities of employees, thereby increasing their productivity and value to organizations. By investing in training, businesses can improve efficiency, innovation, and competitiveness. This approach views employees' capabilities as critical assets (human capital) that, when nurtured through training, contribute not only to organizational success but also to broader economic advancement by fostering a skilled and adaptable workforce. Thus, training is essential not just for immediate performance gains but also for long-term sustainability and economic prosperity.

2. Social Learning Theory (Albert Bandura)

Social learning theory in the context of training emphasizes the importance of social interactions, observations, and modeling in the learning process. Developed by Albert Bandura, this theory posits that people learn by observing others and the outcomes of their behaviors. In the context of training, social learning theory suggests that employees learn not only through formal instruction but also through informal interactions with peers, mentors, and supervisors. Training programs designed with social learning theory in mind often incorporate collaborative activities, group discussions, and opportunities for role modeling. These approaches encourage participants to learn from each other's experiences, share knowledge, and emulate successful behaviors observed in others. By creating a supportive environment where learning is not confined to structured sessions but is integrated into daily interactions, organizations can enhance the effectiveness of their training initiatives. Overall, social learning theory underscores the importance of social context, interpersonal dynamics, and observation all earning in the training process. By harnessing the power of social interactions and modeling behaviors, organizations can create richer learning experiences that facilitate skill development, knowledge sharing, and continuous improvement among employees. This approach not only enhances

individual learning but also promotes a culture of collaboration and innovation within the workforce, ultimately contributing to organizational success.

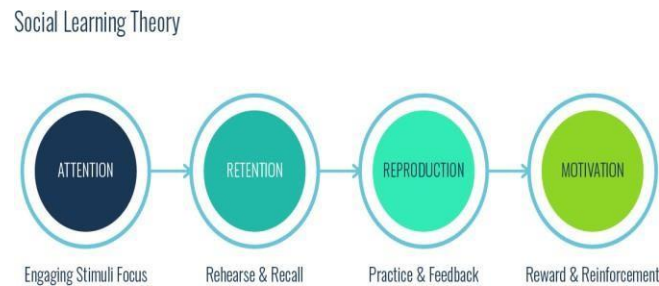


Figure 2.2 social learning theory

3. Kirkpatrick's Four-Level Training Evaluation Model

Kirkpatrick's Four-Level Training Evaluation Model provides a comprehensive framework for assessing the effectiveness of training programs across four distinct levels: reaction, learning, behavior, and results.

At the first level, reaction, the focus is on participants' immediate perceptions and satisfaction with the training experience. This level seeks to gauge how well the training content was received, the relevance of the material, and participants' overall satisfaction with the delivery and organization of the program. Feedback from participants through surveys, interviews, or feedback forms helps trainers understand strengths and areas for improvement in the training design and delivery.

Moving to the second level, learning, the evaluation shifts to assessing the extent to which participants have acquired new knowledge, skills, and attitudes as a result of the training. This level examines the learning outcomes and whether the intended learning objectives were achieved. Assessments such as quizzes, tests, skill demonstrations, or simulations are typically used to measure the knowledge and skills gained by participants during and immediately after the training.

The third level, behavior, evaluates the extent to which participants apply the acquired knowledge and skills in their workplace or real-life situations. This level

focuses on observing changes in behavior and performance on the job as a direct result of the training. Trainers may use observations, performance evaluations, or self- assessments to determine the transfer of learning into actual job tasks and responsibilities.

Finally, the fourth level, results, assesses the broader impact of the training program on organizational goals and outcomes. This level examines the tangible benefits and results that can be attributed to the training, such as improved productivity, quality of work, cost savings, customer satisfaction, or overall organizational performance metrics. Evaluating at this level involves analyzing quantitative data, comparing pre-training and post-training performance metrics, and identifying correlations between the training outcomes and organizational objectives.

By systematically evaluating training effectiveness across these four levels, organizations can gain valuable insights into the strengths and weaknesses of their training initiatives. This structured approach helps ensure that training programs not only meet immediate learning objectives but also contribute to long- term organizational success by fostering continuous improvement, enhancing employee performance, and aligning training efforts with strategic business goals.

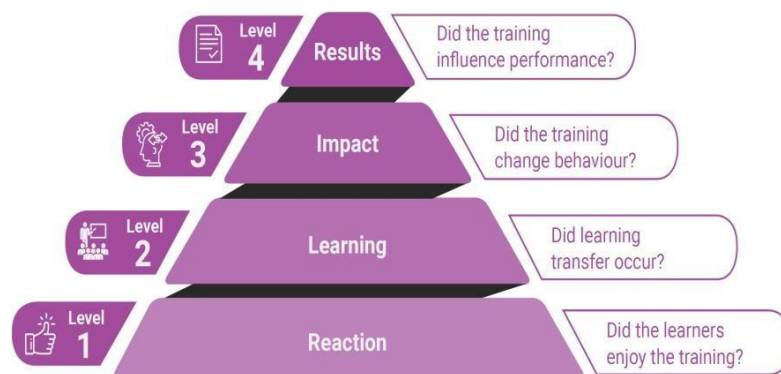


Figure 2.3 Kirkpatrick's Four-Level Training

4. Evaluation Model

Expectancy theory

Formulated by Victor Vroom in 1964, is a motivational theory that explains the processes individuals undergo to make decisions about behavioral alternatives. In the context of training, expectancy theory posits that individuals are motivated to engage in training programs based on their expectations regarding the outcomes of such efforts. The theory is based on three key components: expectancy, instrumentality, and valence. Expectancy is the belief that one's effort will lead to successful performance; in a training context, this means the individual believes that participating in and completing the training will enhance their skills or knowledge. Instrumentality is the belief that performing well will lead to desired outcomes; in training, this could be a promotion, a raise, or enhanced job security. Valence refers to the value the individual places on the rewards of the training; it measures how much the individual values the potential benefits that come from successfully completing the training. Therefore, for a training program to be effective, organizations must ensure that employees believe their efforts will result in improved performance (high expectancy), that improved performance will be rewarded (high instrumentality), and that the rewards are desirable (high valence). When these conditions are met, employees are more likely to be motivated to engage in training and apply what they have learned to their work.

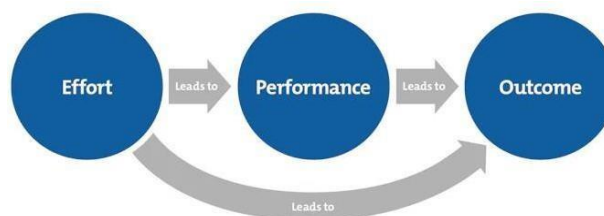


Figure 2.4 expectancy theory

Hypotheses Development

H1: Training positively influences employees' performance at Decathlon Trivandrum.

H2: Improved job knowledge through training leads to enhanced employee performance.

H3: Employee performance improvements result in higher customer satisfaction at Decathlon Trivandrum.

5. Conceptual Model

Training → **Job Knowledge** → **Employee Performance** → **Customer Satisfaction**

Variables and Measurement

Independent Variable: Training (measured by training hours, quality of training content, employee engagement in training sessions)

Mediating Variable: Job Knowledge (measured by pre-and post- training assessments)

Dependent Variable: Employee Performance (measured by sales data, customer feedback, peer reviews)

Outcome Variable: Customer Satisfaction (measured by customer surveys, repeat business rates)

Methodology

Sample: Employees at Decathlon Trivandrum.

Data Collection: Surveys, performance data, customer feedback forms.

Data Analysis: Statistical techniques to analyze the impact of training on job knowledge and performance.

Implications

Managerial Implications: Insights for management on the importance of investing in training and how to design effective training programs.

Theoretical Implications: Contribution to the literature on training and performance, particularly in the retail sector.

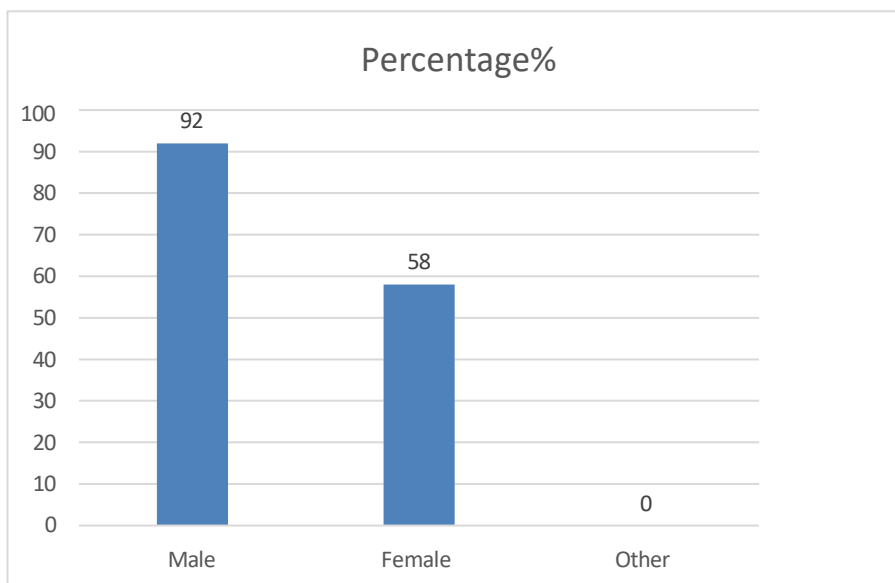
Summarize the expected outcomes of the study and the importance of continuous training for maintaining high levels of employee performance at Decathlon Trivandrum.

CHAPTER-III
DATA ANALYSIS AND INTERPRETATION

Table3.1 Gender of employees

Gender	Frequency	Percentage
Male	92	61.3
Female	58	38.7
Other	0	0
Total	150	100

Figure3.1 Gender of employees

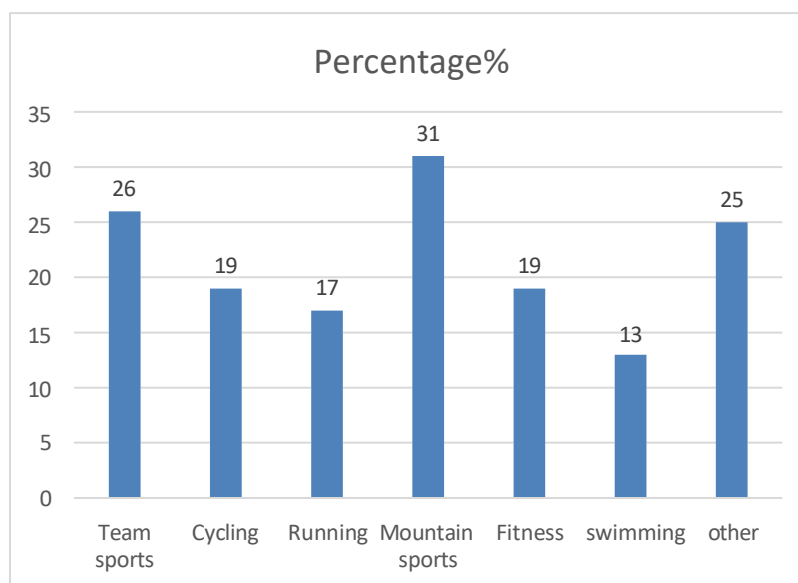


The data provides information on the gender distribution of the respondents, and it appears that the majority (92 individuals accounting to 61.3%) of the respondents identify as male. The proportion of females is smaller (58 individuals accounting to 38.7%), and there are no individuals who identified as others in this particular dataset.

Table3.2.Employee departments

Department	Frequency	Percentage
Team sports	26	17.3
Cycling	19	12.7
Running	17	11.3
Mountain sports	31	20.7
Fitness	19	12.7
swimming	13	8.7
other	25	16.7
total	150	100

Figure3.2Employee departments

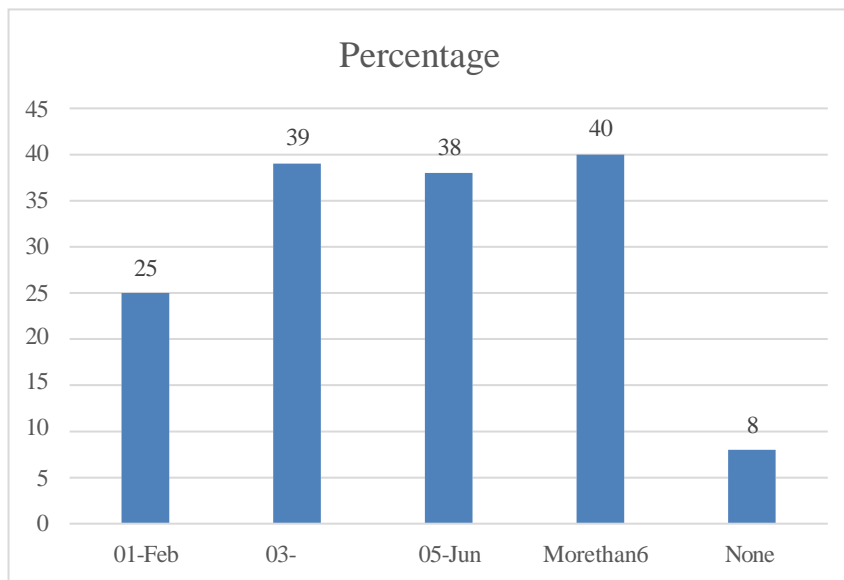


Mountain sports have the highest participation rate among the sample, while swimming has the lowest among the specified categories. Team sports, cycling, running, and fitness all show moderate levels of participation, and a significant portion of individuals are involved in other unspecified sports activities.

Table3.3Employee training session attendance

Options	Frequency	Percentage
1-2	25	16.7
3-4	39	26
5-6	38	25.3
More than 6	40	26.7
None	8	5.3
Total	150	100

Figure3.3Employee training sessions attendance

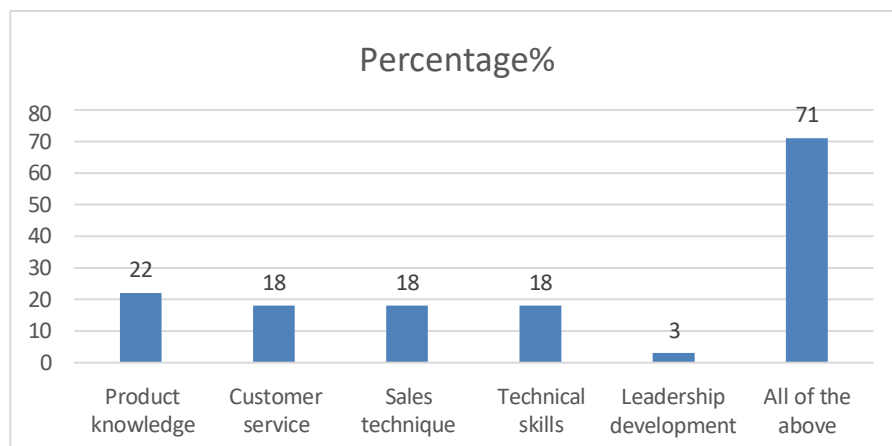


Based on the data majority of participants attended between 3 to more than 6 training sessions, indicating a strong engagement in training activities, with fewer participants attending fewer sessions or none at all. Specifically, around 78% of participants attended at least 3 training sessions, showing a significant commitment to continuous learning and development.

Table3.4 Which Type of training received by employees

Options	Frequency	Percentage
Product knowledge	22	14.7
Customer service	18	12
Sales technique	18	12
Technical skills	18	12
Leadership development	3	2
All of the above	71	47.3
total	150	100

Figure3.4.whichtypetrainingreceived by employees

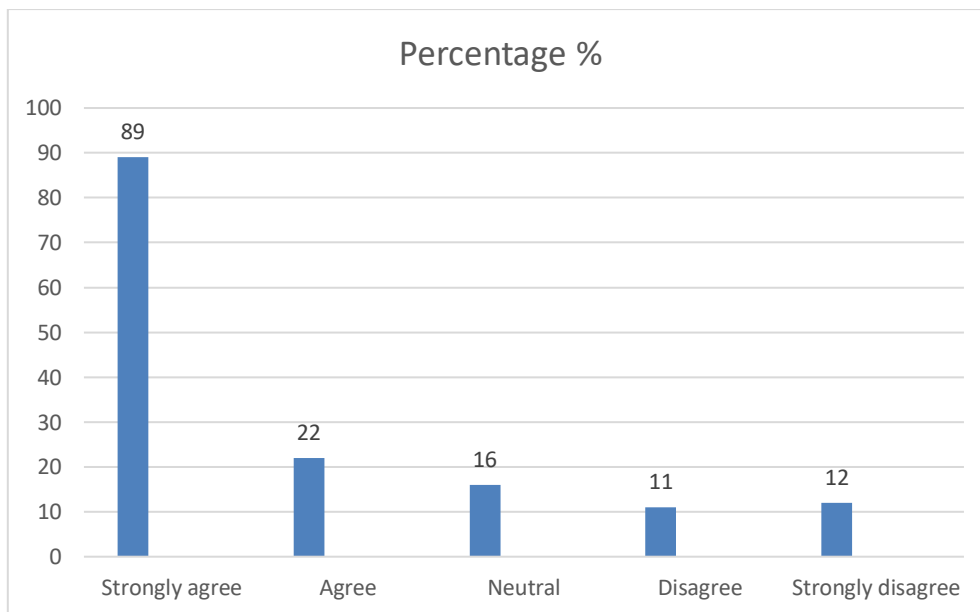


The data indicates there is a balanced distribution of training focus in product knowledge, customer service, sales techniques, and technical skills, the majority of individuals (47.3%) have received comprehensive training in all these areas. Leadership development training is not ably less common, received by only a small portion (2%) of the sample.

Table3.5. Training helps employee to understanding customer needs

Options	Frequency	percentage
Strongly agree	89	59.3
Agree	22	14.7
Neutral	16	10.7
Disagree	11	7.3
Strongly disagree	12	8
Total	150	100

Figure3.5. Training helps employee to understanding customer needs

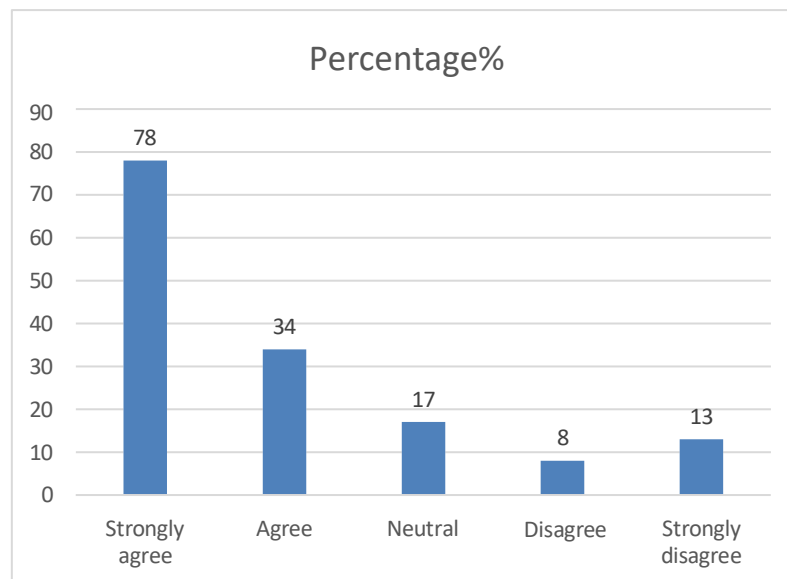


The majority of participants (74%) either strongly agree or agree that the training programs have been beneficial in understanding Decathlon customers' needs. However, a smaller portion (15.3%) of participants disagree or strongly disagree, indicating some room for improvement in the training programs. The remaining 10.7% are neutral.

Table 3.6 After the training employee understanding customer buying behavior

Options	Frequency	Percentage
Strongly agree	78	52
Agree	34	22.7
Neutral	17	11.3
Disagree	8	5.3
Strongly disagree	13	8.7
Total	150	100

Figure3.6 After the training employee understanding customer buying behavior

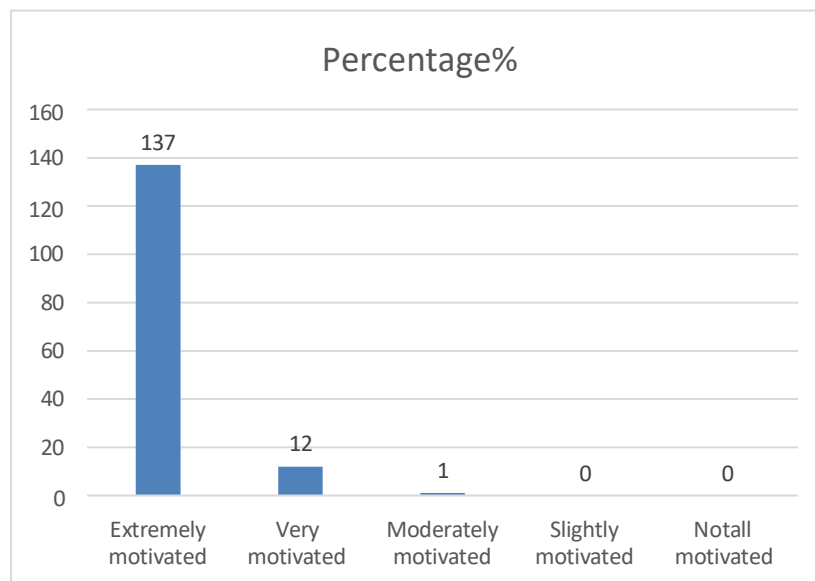


Based on the data majority of participants (74.7%) either strongly agree or agree that the training programs have improved their understanding of customer needs and buying behavior. However, a smaller portion (14%) of participants disagree or strongly disagree, suggesting some dissatisfaction or perceived ineffectiveness. The remaining 11.3% are neutral.

Table3.7 Training sessions creates employee job motivation

Options	Frequency	Percentage
Extremely motivated	137	91.3
Very motivated	12	8
Moderately motivated	1	0.7
Slightly motivated	0	0
Not all motivated	0	0
Total	150	100

Figure3.7 Training sessions creates employee job motivation

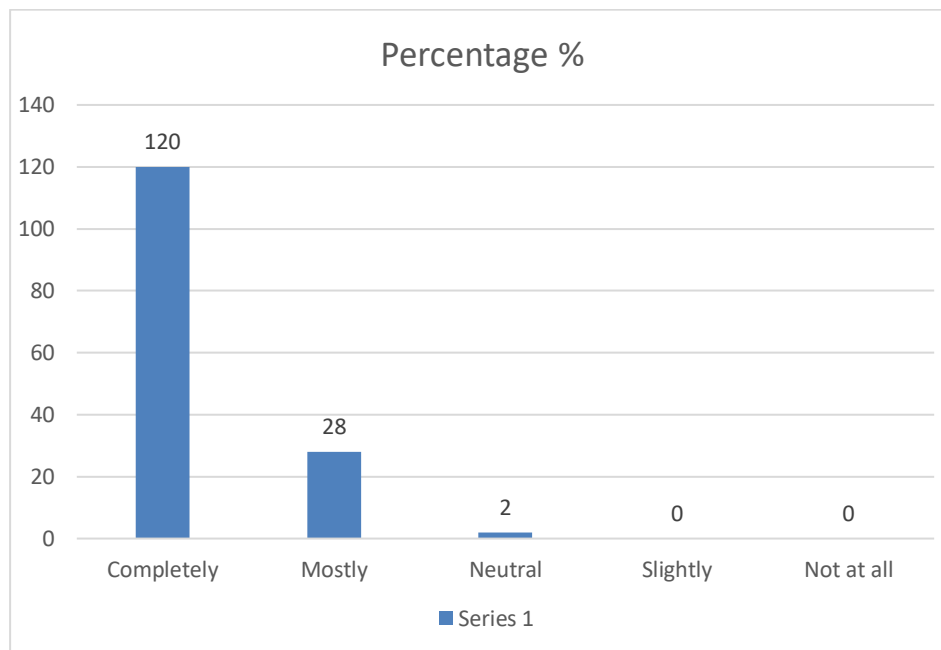


An overwhelming majority of participants (99.3%) feel either extremely or very motivated to perform their job duties after attending the training sessions. This indicates a highly positive impact of the training programs on employee motivation. Only a single participant feels moderately motivated, and none reported feeling slightly or not at all motivated.

Table3.8 Training helps employee professional developments

Options	Frequency	Percentage
Completely	120	80
Mostly	28	18.7
Neutral	2	1.3
Slightly	0	0
Not at all	0	0
Total	150	100

Figure 3.8. Training helps employee professional developments

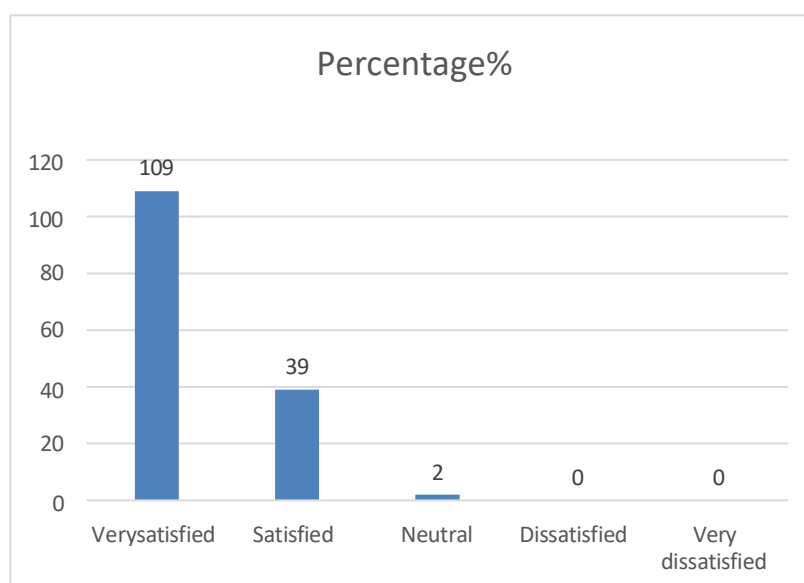


The data reveals a vast majority of participants (98.7%) believe that the training programs either completely or mostly meet their professional development needs, indicating high satisfaction with the training provided. Only a very small fraction (1.3%) are neutral.

Table 3.9 Satisfied the frequency & duration of training

Options	Frequency	Percentage
Verysatisfied	109	72.7
Satisfied	39	26
Neutral	2	1.3
Dissatisfied	0	0
Verydissatisfied	0	0
Total	150	100

Figure 3.9 satisfied the frequency & duration of training

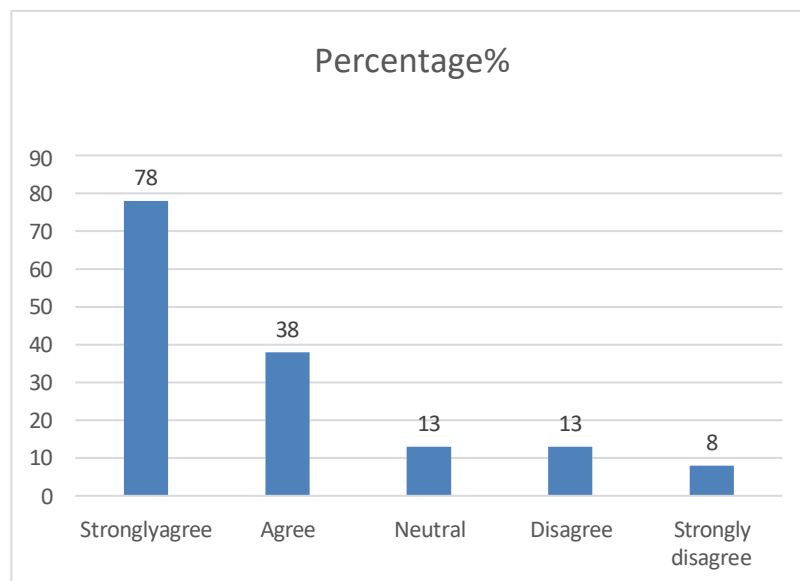


The data indicates a vast majority of participants (98.7%) are either very satisfied or satisfied with the frequency and duration of the training sessions, indicating high levels of approval. A very small portion(1.3%) are neutral, and none of the participants are dissatisfied or very dissatisfied

Table3.10.Training helps to Identifying customer needs

Options	Frequency	Percentage
Strongly agree	78	52
Agree	38	25.3
Neutral	13	8.7
Disagree	13	8.7
Strongly disagree	8	5.3
Total	150	100

Figure3.10Training helps to Identifying customer needs

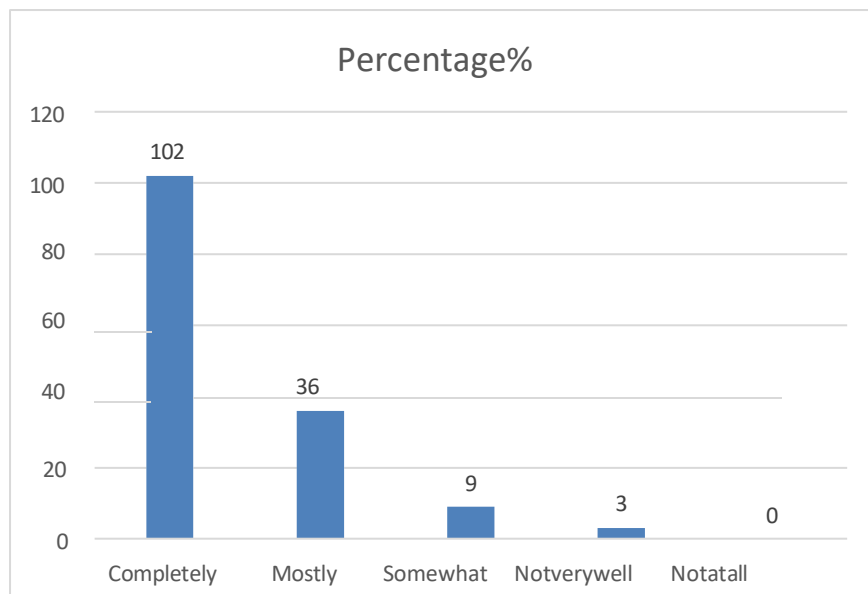


The data indicates a significant majority of participants (77.3%) either strongly agree or agree that the training programs have increased their ability to identify customer needs and recommend suitable products. However, a smaller portion (14%) of participants disagree or strongly disagree, indicating that there is still room for improvement in the training programs. The remaining 8.7% are neutral.

Table3.11Employee satisfaction of training program and quality

Options	Frequency	Percentage
Completely	102	68
Mostly	36	24
Somewhat	9	6
Not very well	3	2
Not at all	0	0
Total	150	100

Figure3.11 Employee satisfaction of training program & quality

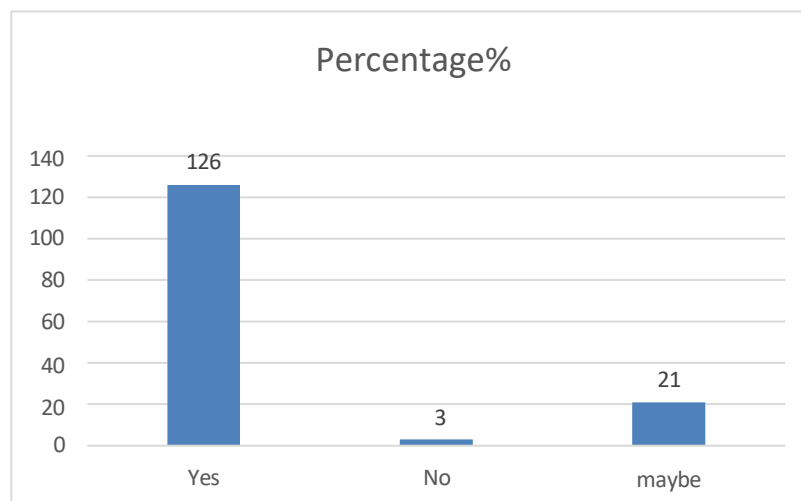


The data reveals the vast majority of participants (92%) are either completely or mostly satisfied with the overall quality of the training programs, indicating a high level of satisfaction. A smaller portion (6%) are somewhat satisfied, and an even smaller group (2%) are not very well satisfied. None of the participants are not at all satisfied.

Table3.12 Training improve employee job satisfaction and engagement

Options	Frequency	Percentage
Yes	126	84
No	3	2
maybe	21	14
Total	150	100

Figure3.12 Training improve employee job satisfaction and engagement

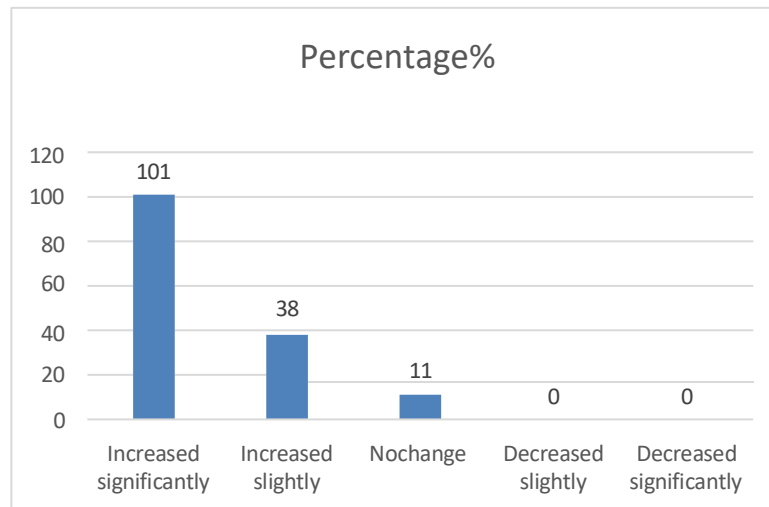


Majority of respondents, 84% (126 out of 150), believe that additional training could improve their job satisfaction and engagement. This overwhelming majority indicates a strong positive perception towards the potential benefits of training. A small minority, only 2% (3 out of 150), responded with "No," suggesting a negligible number of respondents who do not perceive additional training as beneficial for job satisfaction and engagement. A notable portion, 14% (21 out of 150), responded with "Maybe."

Table3.13Over all satisfaction of training

Options	Frequency	Percentage
Increased significantly	101	67.3
Increased slightly	38	25.3
No change	11	7.4
Decreased slightly	0	0
Decreased significantly	0	0
Total	150	100

Figure3.13 Overall satisfaction of training

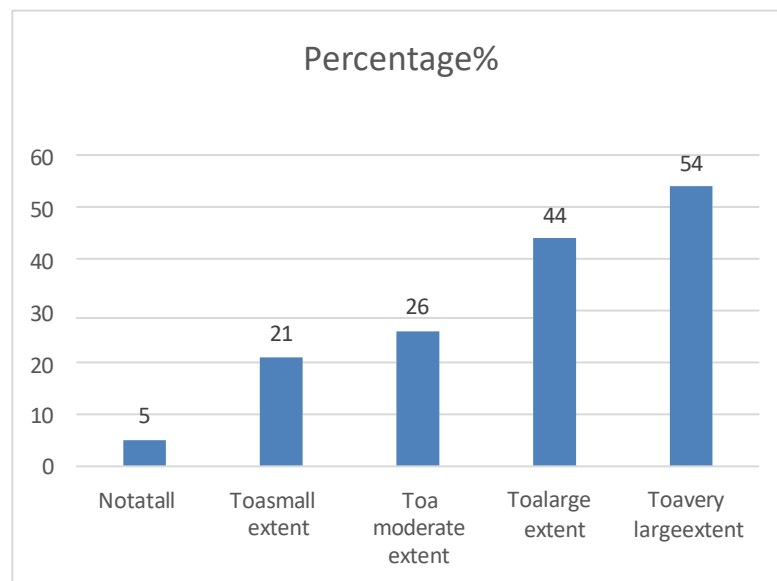


The data indicates a majority of participants (92.6%) report an increase in their overall job satisfaction since participating in the training programs, with 67.3% experiencing a significant increase and 25.3% experiencing a slight increase. A small portion (7.4%) report no change in their job satisfaction. Notably, no participants report a decrease in job satisfaction.

Table3.14 Training programs contribute employees overall motivation at work

Options	Frequency	Percentage
Not at all	5	3.4
To a small extent	21	14
To a moderate extent	26	17.3
To a large extent	44	29.3
To a very large extent	54	36
Total	150	100

Figure3.14 Training programs contribute employees overall motivation at work

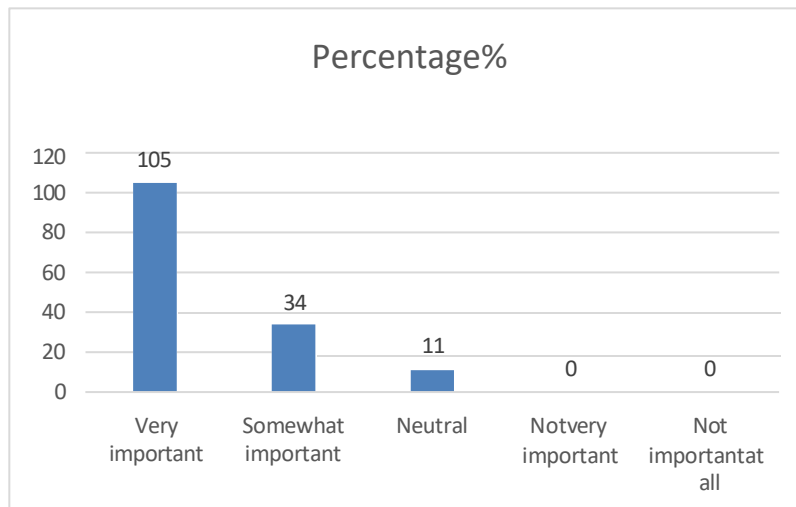


The data indicates a majority of participants (65.3%) feel that training programs contribute to their overall motivation at work to a large or very large extent. Additionally, 17.3% of participants feel that training programs contribute to their motivation to a moderate extent. A smaller portion (17.4%) believe that training programs contribute to their motivation to a small extent or not at all.

Table3.15 Ongoing training and development opportunities impact employee role

Options	Frequency	Percentage
Very important	105	70
Somewhat important	34	22.7
Neutral	11	7.3
Not very important	0	0
Not important at all	0	0
Total	150	100

Figure3.15 Ongoing training and development opportunities impact employee role.

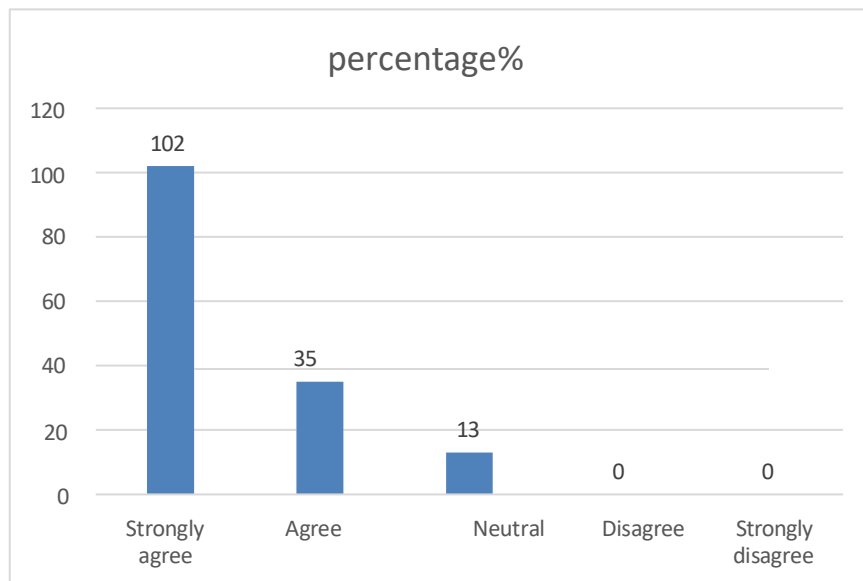


The data indicates the majority of participants (92.7%) consider access to on-going training and development opportunities to be either very important or somewhat important in their role, highlighting the significant value placed on continuous learning and professional growth. A smaller portion (7.3%) are neutral, and none of the participants view on-going training and development as unimportant.

Table3.16 Training programs makes employee feel valued.

Options	Frequency	Percentage
Stronglyagree	102	68
Agree	35	23.3
Neutral	13	8.7
Disagree	0	0
Stronglydisagree	0	0
Total	150	100

Figure3.16 Training programs makes employee feel valued.

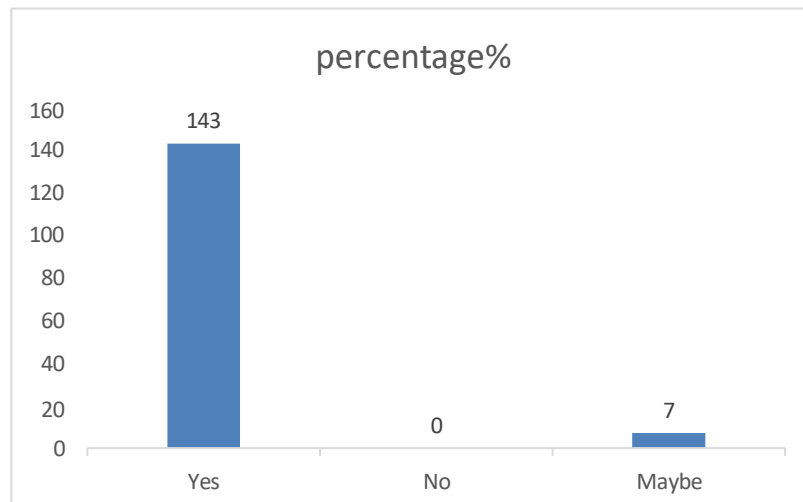


The data reveals the vast majority of participants (91.3%) either strongly agree or agree that the training programs at Decathlon make them feel valued as employees. A smaller portion (8.7%) are neutral, and none of the participants disagree or strongly disagree.

Table3.17 Training programs recommend to your teammates.

Options	Frequency	Percentage
Yes	143	95.3
No	0	0
Maybe	7	4.7
Total	150	100

Figure3.17 Training programs recommend to your teammates.



The data indicates an overwhelming majority of participants (95.3%) would recommend the training programs to their colleagues, indicating strong approval and satisfaction with the training. No participants indicated that they would not recommend the programs, and a small portion (4.7%) are uncertain.

CHAPER-IV

SUMMARY-FINDINGS & RECOMMENDATIONS

4.1 FINDINGS

Gender Distribution

The data reveals that a significant majority of respondents, 61.3% (92 individuals), identify as male, while 38.7% (58 individuals) identify as female. No respondents identified as "other" in this dataset, indicating a binary gender representation within the sample. This gender distribution suggests that Decathlon's workforce has a higher proportion of male employees. The implications of this demographic distribution could influence the design and focus of training programs to ensure they meet the needs and preferences of all employees, irrespective of gender. Understanding gender dynamics within the workforce can help tailor training initiatives to be more inclusive and effective.

Training Sessions Attendance

The majority of participants attend between three to more than six training sessions, reflecting a high level of engagement. Specifically, about 78% of participants attended at least three sessions, demonstrating a significant commitment to continuous learning and development. This high attendance rate indicates that Decathlon's employees are actively participating in the available training opportunities. Regular participation in training sessions is likely contributing to skill enhancement and knowledge acquisition, which are crucial for improving job performance and overall employee productivity.

Training Focus Areas

There is a balanced distribution of training focus areas, including product knowledge, customer service, sales techniques, and technical skills. The majority of individuals (47.3%) received comprehensive training across all these areas. However, leadership development training is less common, with only 2% of the sample having received it, indicating a gap in this specialized area. The comprehensive nature of the training ensures that employees are well-rounded in various essential skills, but the limited focus on leadership development suggests a potential area for growth. Addressing this gap could help in nurturing future leaders within the organization and ensuring a robust succession plan.

Training Program Benefits

Most participants (74%) either strongly agree or agree that the training programs have been beneficial in understanding Decathlon customers' needs. However, 15.3% disagree or strongly disagree, indicating room for improvement. The remaining 10.7% are neutral, suggesting the programs might not have significantly impacted their understanding. This feedback highlights the overall positive reception of the training programs but also points to a subset of employees who feel the training could be more effective. Improving the relevance and applicability of training content could enhance the perceived benefits and ensure a more uniform positive impact.

Identifying Customer Needs

A significant majority (77.3%) either strongly agrees or agrees that the training programs have enhanced their ability to identify customer needs and recommend suitable products. However, 14% disagree or strongly disagree, indicating some dissatisfaction. The remaining 8.7% are neutral. These results suggest that while the training programs are generally effective in improving employees' skills in identifying customer needs, there is still a portion of the workforce that feels underserved by the current training. Targeted improvements in training methodologies and content could address these concerns and further enhance customer satisfaction.

Understanding Customer Behavior

Most participants (74.7%) either strongly agree or agree that the training programs have improved their understanding of customer needs and buying behavior. However, 14% disagree or strongly disagree, and 11.3% are neutral, suggesting areas for potential improvement in the training's effectiveness. This indicates that while the majority of employees find the training beneficial in understanding customer behavior, there is still a significant minority who do not. Enhancing the training programs to better address these aspects could lead to more consistent and improved customer service across the board.

Job Motivation

An overwhelming majority(99.3%)feel either extremely or very motivated to perform their job duties after attending the training sessions. Only one participant feels moderately motivated, and none reported feeling slightly or not at all motivated, underscoring the overall effectiveness of the training sessions in enhancing job motivation. This high level of motivation post- training suggests that the programs are well-designed to inspire and engage employees, contributing to a more productive and positive work environment.

Professional Development Needs

The data shows that 98.7% of participants believe the training programs either completely or mostly meet their professional development needs, indicating high satisfaction. A very small fraction(1.3%) are neutral, and none feel that the training programs meet their needs only slightly or not at all. This high level of satisfaction reflects the effectiveness of the training programs in supporting employees' career growth and professional development. Ensuring that training programs continue to evolve in line with employees' needs will be crucial for maintaining this level of satisfaction.

Training Program Satisfaction

A vast majority (92%) are either completely or mostly satisfied with the overall quality of the training programs. A smaller portion(6%) are somewhat satisfied, and an even smaller group (2%) are not very well satisfied. None of the participants are not at all satisfied, suggesting the training programs are well- received and considered high- quality by most participants. This high satisfaction rate indicates that the training programs are generally meeting or exceeding expectations, though continuous improvements and updates are essential to maintain and enhance this positive reception.

Additional Training

A significant majority of respondents (84%) believe that additional training could improve their job satisfaction and engagement. Only 2% responded negatively, and 14% responded with "maybe," indicating some uncertainty. This positive perception underscores the potential effectiveness of further training programs. Expanding the

training offerings to cover more advanced or specialized topics could help in maintaining high levels of job satisfaction and engagement, ultimately benefiting both employees and the organization.

Job Satisfaction Increase

Most participants (92.6%) report an increase in their overall job satisfaction since participating in the training programs, with 67.3% experiencing a significant increase and 25.3% a slight increase. A small portion (7.4%) report no change, indicating a generally positive impact of the training programs on job satisfaction. This significant increase in job satisfaction highlights the importance of training programs in enhancing employees' work experiences and contributing to a more motivated and content workforce.

Contribution to Motivation

The majority (65.3%) feel that training programs contribute to their overall motivation at work to a large or very large extent. Additionally, 17.3% feel a moderate impact, while 17.4% believe the contribution is small or negligible. This indicates training programs are significant for most employees' motivation, although a small group sees less impact. Addressing the concerns of the latter group through tailored training initiatives could further enhance the overall motivational impact of the programs.

Importance of Ongoing Training

The data indicates that 92.7% of participants consider access to ongoing training and development opportunities to be either very important or somewhat important. A smaller portion (7.3%) are neutral, and none view ongoing training as unimportant, highlighting the critical role of continuous learning and professional growth.

This strong endorsement of ongoing training emphasizes the need for Decathlon to maintain and expand its training programs to support continuous employee development and adaptability in a dynamic work environment.

The data indicates that 92.7% of participants consider access to ongoing training and development opportunities to be either very important or somewhat important. A smaller portion (7.3%) are neutral, and none view ongoing training as unimportant, highlighting the critical role of continuous learning and professional growth. This strong endorsement of ongoing training emphasizes the need for Decathlon to

maintain and expand its training programs to support continuous employee development and adaptability in a dynamic work environment.

Feeling Valued

An overwhelming majority (91.3%) either strongly agree or agree that the training programs at Decathlon make them feel valued as employees. A smaller portion (8.7%) are neutral, and none disagree or strongly disagree, indicating the training programs are highly effective in contributing to employees' feelings of being valued and appreciated. This sense of being valued can lead to increased loyalty, job satisfaction, and retention rates, demonstrating the importance of investing in comprehensive training programs.

Recommendation of Training Programs

Most participants (95.3%) would recommend the training programs to their colleagues, indicating strong approval and satisfaction. No participants indicated that they would not recommend the programs, and a small portion (4.7%) are uncertain.

This high level of willingness to recommend suggests that the training programs are highly regarded and considered valuable by most participants. Ensuring the continued quality and relevance of these programs will be crucial for maintaining this positive perception and encouraging a culture of continuous learning and improvement within the organization.

4.2 RECOMMENDATIONS

The data on training effects on employee performance at Decathlon is highly indicative of the substantial positive impact that the training programs have on the workforce. With a significant majority of participants (92.6%) reporting an increase in their overall job satisfaction since participating in the training programs, it is evident that these initiatives are crucial in fostering a more engaged and content workforce.

The training programs are not only well-received but also highly effective, as reflected in the high levels of motivation and satisfaction among employees. A remarkable 99.3% of participants feel extremely or very motivated to perform their job duties post-training, showcasing the programs' success in enhancing job motivation.

Furthermore, 98.7% believe that the training programs meet their professional development needs, indicating a high level of satisfaction with the training provided. The comprehensive approach to training, encompassing product knowledge, customer service, sales techniques, and technical skills, is well- balanced although there is room for improvement in specialized leadership training, which is notably less common.

The positive reception of these training programs is further underscored by the fact that 95.3% of participants would recommend them to their colleagues, highlighting strong approval and satisfaction. Additionally, the data reveals that 74% of participants agree that the training programs have been beneficial in understanding Decathlon customers' needs, while 77.3% believe that these programs have increased their ability to identify customer needs and recommend suitable products.

This demonstrates that the training programs not only enhance employee skills but also improve customer interaction and service quality. Despite these successes, there is still room for growth, as a small portion of participants (14-15.3%) express dissatisfaction or neutrality, suggesting areas where the training could be refined. Overall, the data strongly supports the effectiveness of Decathlon's training programs in significantly enhancing employee performance, motivation, job satisfaction, and professional development, thereby contributing to the company's overall success.

4.3 SUMMARY

The data reveals significant insights into the participants' demographics, engagement in training, and the impact of training programs at Decathlon. The majority of respondents are male, with a notable engagement in mountain sports. Participants generally attend between three to more than six training sessions, reflecting strong engagement and a commitment to continuous learning. Comprehensive training across various skills, including product knowledge, customer service, sales techniques, and technical skills, is prevalent. However, there is a notable gap in leadership training, indicating a potential area for development. Most participants find the training beneficial in understanding customer needs and enhancing their ability to recommend products, although there is room for improvement for some employees.

Training programs have a profound impact on employee motivation, with an overwhelming majority feeling highly motivated post-training and believing that the training meets their professional development needs. Satisfaction with the quality of training is high, and many participants believe that additional training could further improve their job satisfaction and engagement. The training programs significantly increase job satisfaction and overall motivation, highlighting the importance of continuous learning and professional development. Employees feel valued by the training initiatives, and the majority would recommend these programs to their colleagues, indicating strong approval and perceived value.

Overall, Decathlon's training programs are highly effective in enhancing employee performance, as evidenced by increased job satisfaction, motivation, improved understanding of customer needs, and greater ability to recommend suitable products. The positive impact of comprehensive training on professional development and employee engagement is clear, though there is an opportunity to address specific areas, such as leadership training, to further optimize the training programs.

In Conclusion the training programs at Decathlon have a substantial positive impact on employee performance, motivation, and job satisfaction. A significant majority of employees feel that the training is beneficial, improves their understanding of customer needs, and enhances their overall job satisfaction and motivation. The high levels of satisfaction and willingness to recommend the training programs indicate their effectiveness. However, there is still room for improvement, particularly in areas

such as specialized leadership training and addressing the needs of the small percentage of employees who are neutral or dissatisfied with certain aspects of the training. Overall, the training programs are well-received and play a crucial role in the professional development and engagement of Decathlon employees.

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APPENDIX

QUESTIONNAIRE

1. Gender
 - Male
 - Female
 - Other

2. What Department Do You Primarily Work in.
 - Team Sports
 - Cycling
 - Mountain Sports
 - Fitness
 - Swimming
 - Other

3. How many training sessions have you attended in the last year
 - 1-2
 - 3-4
 - 5-6
 - Morethan6
 - None

4. What type of training have you received?
 - Product knowledge

- Customer service
- Sales techniques
- Technical skills
- Leadership development
- All of the above

5. The training programs have helped me better understand the needs of Decathlon customers

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. The training programs have increased my ability to identify customer needs and recommended suitable products.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. The training improved my understanding of customer needs and buying behavior

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. The training improved my understanding of customer needs and buying behavior

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. How satisfied were you with the overall quality of the training programs you attended

- Completely
- Mostly
- Somewhat
- Not very well
- Not at all

10. Do you believe that additional training could improve your job satisfaction and engagement.
- Yes
 - No
 - May be
11. Since participating in decathlon trainings, how has your overall satisfaction with your job changed
- Increased significantly
 - Increased slightly
 - No change
 - Decreased slightly
 - Decreased significantly
12. What extent do training programs contribute to your overall motivation at work
- Not at all
 - To a small extent
 - To a moderate extent
 - To a large extent
 - To a very large extent
13. How important is it for you to have access to ongoing training and development opportunities in your role
- Very important

- Somewhat important
- Neutral
- Not very important
- Not important at all

14. The training programs at decathlon make me feel valued as an employee

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. How motivated do you feel to perform your job duties after attending training sessions

- Extremely Motivated
- Very Motivated
- Moderately Motivated
- Slightly Motivated
- Not All Motivated

16. Do you feel that training programs meet your professional development needs.

- Completely
- Mostly

- Somewhat
- Not Very Well
- Not At All

17. Are you satisfied with the frequency and duration of the training sessions

- Very Satisfied
- Satisfied
- Neutral