Report On

Assessing the Effectiveness of Training and Development Programs in Enhancing Employee Performance at Walton Hi-Tech Industries PLC.

By

Md. Shahriar Alam

21304010

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

September 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Md. Shahriar Alam
21304010

Supervisor's Full Name & Signature:

Dr. Syed Far Abid Hossain
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Syed Far Abid Hossain
Associate Professor,
BRAC Business School
BRAC University
Kha 224 Pragati Sarani, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It is my privilege to present my internship report entitled, "Assessing the Effectiveness of Training and Development Programs in Enhancing Employee Performance at Walton Hi-Tech Industries PLC." I have prepared this report as part of the requirements in line with your invaluable advice based on the three-month internship experience at Walton Hi-Tech Industries PLC.

I have tried my best to compile this report in the best manner based on the given guidelines, using the appropriate data and recommendations in a very detailed and comprehensive manner.

Sincerely yours,

Md. Shahriar Alam
21304010
BRAC Business School
BRAC University
Date: September 22, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Walton Hi-Tech Industries PLC. and the undersigned student at BRAC University.

Md. Shahriar Alam

ID: 21304010

Acknowledgement

It is my pleasure to take this time to offer my warmest appreciation to them without whom the preparation and completion of this internship report would have not been possible.

To begin with, I would like to give credit to the Almighty Allah because he gave me the power, patience, and resolve to complete my internship program successfully and submit this report on time.

I would also like to acknowledge the fact that I am extremely grateful to my academic supervisor Dr. Syed Far Abid Hossain, Associate Professor, BRAC Business School, BRAC University, who provided immense guidance, precious advice, and support during the process of writing this report. He supported and provided constructive feedback which made me conduct this study in a structured and meaningful manner.

I equally wish to express gratitude to my on-site supervisor, Md. Abdur Rashid, who offered me the required directions, materials and cooperation in the course of my internship at Walton Hi-Tech Industries PLC. His guidance and excellent knowledge about the practices in the organization provided me with practical experience of the professional setting and also added value to my overall learning process.

Lastly, I wish to take this opportunity to offer my sincere thanks to my peers, seniors and other interns who helped me out by providing me with their ideas, encouragement and collaboration during the internship process. They have helped a great deal in the successful completion of this report.

Executive Summary

My internship report is based on my three months experience at Walton Hi-Tech Industries PLC in the Marketing and Communication department. The research project is called: Assessing the Effectiveness of Training and Development Programs in Enhancing Employee Performance at Walton Hi-Tech Industries PLC, and concerns the roles that the training and development activities in Walton play in employee development and performance in the organization.

The objectives of the research are as follows: assessment of the efficiency of training programs, assessment of their efficiency in increasing the productivity of employees and their extent of job satisfaction, and areas that can be improved. Primary as well as secondary data was employed, where primary information was collected through questionnaires, interviews and observation as part of my internship and secondary information was through journals, reports and organization documents.

Results indicate that training programs at Walton have a lot of positive impacts on the employees, their skills, efficiency, and confidence. These initiatives are perceived positively by the employees, particularly in technical and leadership fields. But troubles include absence of department-related modules, fewer follow-up assessments, and the difficulties of remote workers in accessing it.

The report concludes that training and development activities are an important aspect of success at Walton and a criterion that needs to be polished. Suggestions are to include departmental-based programs, enhancement of post-training evaluation mechanisms, and developing digital learning solutions.

Keywords: Training; Development; Employee Performance; Organizational Growth; Walton Hi-Tech Industries PLC; Human Resource Development.

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List of Acronyms

AC	Air Conditioner
ACC	A Walton Sub-brand
AI	Artificial Intelligence
BDT	Bangladeshi Taka
BRAC	Bangladesh Rural Advancement Committee
CIPP	Context, Input, Process, Product (Evaluation Model)
CSR	Corporate Social Responsibility
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortization
ERP	Enterprise Resource Planning
FY	Fiscal Year
HR	Human Resources
HRMS	Human Resource Management System
ID	Identification Number
IT	Information Technology
LG	Lucky Goldstar (Electronics Brand)
MSO	Market Sales Officer
PCB	Printed Circuit Board

PLC	Public Limited Company
POS	Point of Sales
ROI	Return on Investment
SAARC	South Asian Association for Regional Cooperation
SEC	Socio-Economic Class
SM	S. M. (Initials of Walton Founders' Family)
SWOT	Strengths, Weaknesses, Opportunities, Threats
TV	Television
US	United States
WHIL	Walton Hi-Tech Industries Limited

Chapter 1 : Overview of Internship

1.1 Student Information

Name	Md. Shahriar Alam
Student ID	21304010
Program	Bachelors of Business Administration
Major	Human Resource Management (HRM)

1.2 Internship Information

Duration	3 months (1 July - 30 September)
Company Name	Walton Hi-Tech Industries PLC.
Department	Marketing & Communication
Address	Plot 1088, Block I, Bashundhara R/A

1.2.1 Internship Supervisor's Information:

Name	Md. Abdur Rashid
Designation	Senior Assistant Director

1.2.2 Job Description

1. Help to design and implement marketing campaigns to market the products and brand image of Walton.

2. Facilitate the design of communications materials e.g. brochures, social media content, press releases and advertisements.

3. Track and review consumer activity on online and offline marketing platforms.

4. Work with the design and creative teams to be consistent in branding and messaging.

5. Carry out market research to know the behavior of the consumers, the activities of the competitors as well as the developing trends.

6. Attend planning promotional activities, sponsorship and campaigns to reinforce brand awareness.

7. Communicate with dealers, distributors and stakeholders in order to tie up marketing and communication strategies.

8. Help to report campaign performance and propose improvement of the future initiatives.

1.3 Internship Outcomes:

1.3.1 Contributions to the Company

At Walton Hi-Tech Industries PLC, Marketing and Communication Department, during my internship, I was able to actively participate in a number of projects, acquiring some useful practical experience on marketing strategies, branding, and corporate communication.

One of the most important tasks that I completed was related to the organization and implementation of digital marketing campaigns, during which I was involved in the development of interactive content on social media and the analysis of audience feedback as well as the writing of performance reports to the top management. I was also involved in the creation of communication material like product brochures, promoting flyers, and campaign visuals; I made sure that they were consistent with the brand identity of Walton.

I was also involved in market research and competitor analysis to define the consumer preferences and newer trends in the industry. This assisted the team to develop communication strategies that are in line with market needs. Also, I was involved with event management and promotions, which helped with the organization of product launches, sponsorship events and corporate campaigns that helped increase the brand visibility of Walton.

In addition, I also helped in keeping the dealers and distributors in touch by drafting updates, newsletters and promotional guidelines that guided them towards the marketing goals of Walton. I occasionally discussed my observations and recommendations with my supervisors and they were treated with appreciation as a contribution towards campaign effectiveness.

On the whole, my contributions helped me not only to gain hands-on learning in the field of marketing and communication but also to help Walton to develop its brand presence and consumer interaction.

1.3.2 Benefits to the Student

My internship at Walton Hi-Tech industries PLC gave me the opportunity to learn and develop professionally and personally. The experience has given me an insight into how corporate culture works, why professionalism is significant, and why practice ethics in the workplace matters. Another principle I learned is that I should adhere to the organizational structure and reporting line, which I think will help me in my further life and career.

The internship also enhanced my ability to communicate, be creative, and think critically, not to mention that it helped me gain confidence in handling tasks with tight deadlines. Through a close collaboration with the Marketing and Communication Department, I was able to experience practical exposure to campaign planning, branding, digital marketing, and corporate communication, which combined with my academic knowledge provided practical applications.

Also, through the internship, I was able to sharpen my knowledge in consumer behavior, brand positioning, and negotiation, which are indispensable in marketing. It also allowed me to work within various teams, which helped me to build teamwork and leadership skills.

In conclusion, I would say this internship has been a priceless learning experience that has not only helped me in expanding my professional knowledge but also provided me with some work skills that would help me a lot in achieving my goal of developing a career in marketing and communication.

1.3.3 Problems

When I started my internship, it was somewhat difficult for me to adapt to Walton corporate culture. The hard timing of entry before 9 am was hard to cope with at the very beginning because the interns did not have the right to use the employee transportation service and the corporate office was rather distant to my house. With that, the adjustment to a six-day work week was time consuming as well.

Workwise, I also encountered certain difficulties in multitasking, particularly, helping to prepare communication resources, follow digital platforms, and facilitating event activities within a limited set of deadlines. Sometimes, it seemed overwhelming to process large amounts of information in order to analyze a campaign and conduct market research. Nevertheless, they proved to be good experiences as they taught me how to manage my time, exercise flexibility, and be able to work under pressure.

After some time, I smoothly adapted to the work culture, and the workload, and I view these initial challenges as stepping stones that further improved my professional development.

1.3.4 Recommendations

In my internship, I noticed that Walton has had tremendous achievements with regards to digitalization and automation, but there are still ways in which it can be improved, particularly in the area of communication and coordination among various teams. An even more centralized online marketing and communication system, as well as campaign monitoring, would be beneficial to make sure that there is a smoother working between departments.

I also observed that in other instances distributors and retail partners continue to use manual systems to maintain records and reporting and this makes it hard to verify accuracy and timely notification. There is a potential to enhance the efficiency and transparency by encouraging the broader use of digital tools and training of partners.

As an intern, I also found that sometimes I had restricted access to some IT facilities and communication tools, and this posed a challenge in effective task completion. Another difficulty was transportation since the head office was in a remote area and it may be easier to offer improved accessibility to interns to enhance the experience.

To put it briefly, the improvement of these aspects would not only improve marketing and communication processes at Walton but also transform the internship program into a more efficient and helpful one in the context of future interns.

Chapter 2: Organization Part

Walton Hi-Tech Industries PLC.

2.1 Introduction

Walton Hi-Tech Industries PLC (WHIL) is a well-known conglomerate in the country of Bangladesh, which is renowned to be innovative in terms of manufacturing, marketing and distribution of electronics, electrical goods, automobiles, and home appliances. Since its foundation in 1977, Walton has developed into a competitive brand with a good reputation that is spread in the domestic and international markets. Walton is one of the biggest and most modern companies operating in south Asia with its headquarters in Chandra, Kaliakair, Gazipur. It manufactures a wide variety of products that include refrigerators, air conditioners, televisions, mobile phones, elevators, motorcycles and other electrical equipment. The company has an ideology of providing quality products that are energy efficient and that comply with international standards and sustainable practices. Walton has also been used as a pride of the nation throughout its years of existence, helping it in shaping the advanced industrialization of Bangladesh. Having thousands of skilled workers, with ultra-modern production lines, and an ever-increasing presence in over 40 countries, Walton is still expanding its presence in the world. Its commitment to innovation, research and development of human resources has made it one of the most successful companies in terms of sustained growth and competitive edge.

2.2 Overview of the Company

Walton embarked on its journey to excellence by the visionary entrepreneur SM Nazrul Islam in the year 1977 under the name of Rezve and Brothers, Paltan, Dhaka. Started as a trading firm, it took a new turn to large magnitude as S. M. Nurul Alam Rezvi, the elder son of the founder and the former Chairman of Walton Hi-Tech Industries PLC joined it with a big dream in mind, to develop their family business into a modern, self-sustaining manufacturing giant. Radios, televisions, washing machines, AC machines, everything in the Bangladesh electronics and electrical appliance sector was nearly entirely on imports.

In a mission to alter this dependence, Mr. Rezvi was dreaming to produce a fully locally made self sufficient appliance manufacturing plant in Bangladesh. To realize this objective, he involved his four brothers in the business. Expanding over a period of time under the joint leadership, uncompromising hard work and perseverance, Rezvi and Brothers eventually turned out to become what we today call Walton Hi- Tech Industries PLC, the largest and most modern electronic and electrical appliances manufacturer in Bangladesh.

On April 17, 2006, Walton Hi-Tech Industries Limited was finally incorporated under the Companies Act 1994 and the actual transformation of the company started then. The company established its huge production plants in Chandra, Gazipur in 2007, where refrigerators, televisions, air conditioners and motorcycles were manufactured. In 2008, Walton had already sped up its business activities, and in 2011 it reached another landmark in its history being the first E&E appliance manufacturer in Bangladesh to export a product overseas.

First is through its dominance in the refrigerator market where Walton was able to gain 60 percent market share in a very short period. Upon this success, the company erected the first compressor manufacturing facility in the entire history of Bangladesh in 2017, further cementing its vertical integration objectives. By 2016, all the hopes of Walton, who saw the country that depended on imports go local and produce goods with its own hands, came true. Walton has 75 per cent of the domestic refrigerator market, 20 per cent of air conditioner market and 50 per cent of television market today.

It was a major milestone in the corporate life of Walton as it became a Public Limited Company in 2018 and started trading as a PLC in 2020. WHIL under its own banner has a number of brands such as Walton, Marceli, Safe, ACC, and VoRisingBD.com all of which contain a wide variety of products. The company has over the years significantly diversified its portfolio to include producing locally made home appliances, kitchen appliances, mobile phones, chipboards, motorcycles, computers, and accessories.

With state of the art research and development infrastructure, highly capital intensive production facility and the capacity to produce the highest quality products at very competitive prices, Walton has built an undisputed leadership in the Bangladesh market. Its products are currently exported to 50 countries all over the world and it holds the Bangladesh flag proudly in the international market. Walton and Marcel have earned international and domestic popularity as brands of quality, reliability, and innovation.

In present times, Walton has had 22 state-of-the-art manufacturing plants spread across 700 acres of land, which makes Bangladesh one of the 15 countries in the whole world, and also the second country in the SAARC region, to own a facility of such magnitude. It directly employs more than 20,000 individuals and indirectly through distributors, vendors, and supply chain partners employ thousands more, which makes it one of the biggest job creators in the country.

Over the last few years, Walton has been even more diversified. The year 2023 marked a significant milestone in its history as it became the first Bangladeshi company to export PCBs (Printed Circuit Boards) , one of the key components of almost all electronic products.

Having started in a humble way in a small trading office in Dhaka to becoming a global brand and an industrial leader, Walton Hi-Tech Industries PLC has not only transformed the electronics and electrical appliance industry in the country but has also transformed the whole manufacturing industry in Bangladesh. Yet to remain a source of national pride, promoting innovation, jobs and economic development in Bangladesh, Walton, with uncompromised dedication to producing world-class goods at a fair price, and that it has grown into a global company, continues to expand geographically.

2.2.1 Vision, Mission and Core Values

2.2.2 Vision

Walton is progressing with a clear picture of the future that is ambitious. Walton Vision 2030 is to be a daring leader within the top 5 world brands of electronics and electrical (E&E). The vision can be seen as a strong sense of determination by Walton to have a strong global presence and at the same time maintain the dedication to quality, innovation and national pride. With the motto of Go Global, Walton is continually increasing its presence in the global markets.

2.2.3 Mission

Walton has been able to continuously produce innovative, quality products and at the same time ensure that its operations are internationally recognized. The mission of the company is adjusting the constantly shifting needs of people and markets to accept innovation, superior technology, and adherence to international quality standards. Walton strives to improve the living standard of its consumers, as well as to add value to the economy of Bangladesh by implementing an effective industrial process that is practicable and sustainable.

2.2.4 Core Values

There are five organizational values that Walton has based on which every employee acts and which determine the culture of the company. All these values are supposed to be incorporated in all the aspects of work and decision-making:

- **Priority One is the Consumers**

  Walton gives the needs, preferences, and experiences of the consumers first in all the products design, services and initiatives. Such dedication is depicted in its wide range of products and quality after sales services.

- **Proficient Creative Genius**

  It is imperative to remain relevant in a fast changing technological environment through constant innovation. Walton encourages creativity and comes up with innovative solutions that guarantee the viability of the company and its competitiveness.

- **Dynamic Quality and Compliance Standards**

  Walton does not compromise on the quality of each product. Through the utilization of the finest parts and the application of other advanced and state of the art manufacturing procedures, the company achieves high quality and compliance standards on all its products.

- **Demand-Facing Presence in Predictive Market**

  Walton is always researching the market trends and consumer needs to adjust in advance. The company has more than 20,000 points of sale (POS) all over the country and a wide assortment of products, which provides the company with the opportunity to increase its offerings according to the actual market needs, as well as strategically broaden the company.

- **Our Family, Our People**

  Walton is of the view that the satisfaction of employees is a key to guarantee consumer satisfaction. The company believes in building a great work environment and takes care of employees, their growth and professional development.

2.3 Management Practices

Management practices in an organization are critical in guaranteeing the growth, sustainability, and capacity to realize long-term objectives in an organization. Walton Hi-Tech Industries PLC maintains a formal but adaptable style of management in that it is both rigid in terms of hierarchy and corporate procedures, but a team-based and transformational leadership style. This strategy gives the employees freedom to bring in new and viable solutions that help to be creative yet operating with a sense of discipline.

As a result of this balanced management technique, Walton has been in a position to guarantee effectiveness in all the major processes such as the manufacturing process, the supply chain process, the marketing process as well as the customer service process. This is done through promotion of cross-functional teamwork and innovation, which not only facilitates the production of high quality products to the market, but also reinforces its operational excellence and leadership in the market.

2.3.1 Organogram and Leadership Team

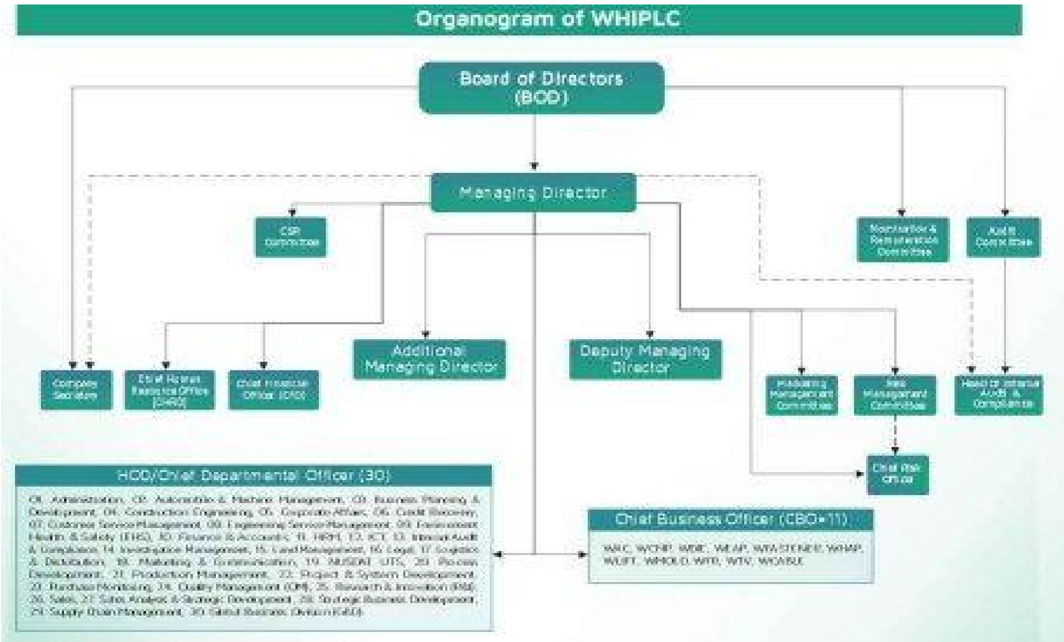

Fig 1 : Organogram of Walton Hi-Tech Industries PLC.

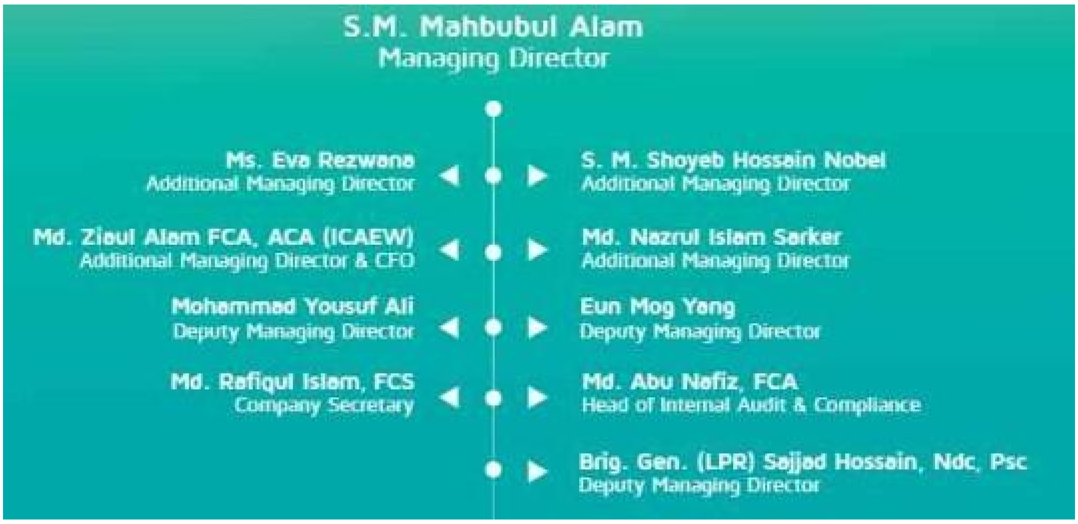

Fig 2: Leadership team of Walton Hi-Tech Industries PLC.

2.4 Marketing Practices

Being among the biggest conglomerates in Bangladesh, Walton Hi-Tech Industries PLC. has managed to gain a firm footprint in the market with a properly constructed and successful marketing strategy. The company has a wide market mix that has ensured it exploits a competitive advantage in the local and global markets.

2.4.1 Target Customers

Income Group: Lower middle to higher income segments

Gender: Both male and female customers

Socio-Economic Class (SEC): A1, A2, B1, B2, C1 & C2

2.4.2 Product

Walton Hi-Tech Industries PLC. has a wide product line of various well-known brands such as Walton, Marcel, Safe, and ACC. The product line includes electrical and electronic appliances, kitchen and home appliances, motor vehicles, computers and accessories, circuits and other electrical components, mobile phones, and lifts among others. All products are developed taking into consideration the needs of consumers and have high quality and performance, which is why the brand has long-term customer loyalty and gratitude.

Fig 3: Product portfolio of Walton Hi-Tech Industries PLC.

2.4.3 Price

Walton Hi-Tech Industries PLC. is guided by competitive pricing strategy in order to satisfy a vast number of customers with lower middle and higher income. Through the use of different products at different prices, Walton allows its customers to afford without having to sacrifice quality. To retain and increase the number of customers, the company frequently employs value-based pricing, seasonal discounts, installment facilities, and promotional offers to attract and keep.

2.4.4 Place

Walton has established a large distribution network in Bangladesh and other countries to facilitate the maximum availability of products. It has a presence in the country via hundreds of exclusive showrooms, authorized dealers, and retail partners. Walton exports to over 40 countries around the world with the assistance of foreign distributors and sales agents. It has a well-organized supply chain which makes products available to customers in time and efficiently.

2.4.5 Promotion

Walton has an integrated marketing communication strategy of promoting its products. The company spends a lot on television advertisement, print media, radio advertisement, outdoor billboards and online marketing platforms. Its brand image is further enhanced through sponsorships of big games, endorsements by celebrities and CSR activities. Seasonal promotions, fairs and product exhibitions are also important in enhancing customer participation and selling.

2.4.6 Distribution

Walton Hi-Tech Industries PLC has created an extensive and effective distribution infrastructure that guarantees the distribution of its products to clients living in crowded cities to the very distant rural areas of Bangladesh. It has established its operation in more than 25,000 points of sale in the country and around 2,200 exclusive distributors that still distribute the products to sub-dealers and retailers in the country. A network of 642 Walton Plaza stores supports its retail presence as both a sales and service channel, and special programs such as the 2025 Challengers Summit involved representatives of more than 700 of the Walton Plaza outlets. Besides having a physical network, Walton uses e-commerce by using its own channel, Walcart, and other online markets to meet the growing digital consumers. Walton has entered into various markets internationally and has an export business to more than 20 countries and has established some strategic partnerships to enhance its presence in the global market. This mixed distribution approach allows Walton to continue to have a good coverage in the market, provide convenience to its consumers and it also helps it have a competitive edge at the home and the overseas markets.

2.4.7 Positioning

Walton has branded itself strategically as a brand that is trustful, innovative and at the same time affordable with high quality products that are supported by good after sales service. It has earned a good image in the minds of the consumers over the years by integrating modern design, advanced technology, and competitive prices that best suit the needs of the various customer segments. By maintaining a consistent product quality, a wide network of services and initiatives geared towards its customers, Walton has solidified its reputation as a reliable Bangladeshi brand, capable of providing solutions of global standards at mass market prices, both within the country and beyond.

2.5 Financial Performance

The overall fiscal year 2023-2024 financial performance of Walton is a positive bounce back as opposed to the last year slowdown. Despite the unstable economic situation throughout the world, unpredictable prices of raw materials, and the competition of the domestic market, Walton demonstrated significant gains in major financial indicators.

The net turnover of the company grew to BDT 7,996.44 crore, a positive growth as compared to the last year. Gross profit increased to BDT 1,820.90 crore due to enhanced operation performance and supply chain performance. In the same manner, EBITDA went up to BDT 1,958.28 crore, which demonstrates that Walton has been able to improve its cost management and streamline its production.

Profitability was also one of the biggest increases with the net profit after tax increasing to BDT 650.30 crore, a sharp turnaround compared to the previous year. On the financial position side, shareholders' equity increased to BDT 10,860.79 crore, which affirms the capital strength and resilience of Walton, and the total assets were BDT 14,519.55 crore, which is a small decline compared to the previous year based on adjustments in working capital and asset restructuring.

On balance, the FY 2023-2024 performance indicates the recovery trend of Walton and its capacity to continue its growth in revenue, profitability, and equity, setting the company in good stead to sustain future growth despite the economic uncertainties that are currently prevailing.

Particulars	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Statement of Profit or Loss and Other Comprehensive Income						
BDT in Crore						
Total Turnover/Annual Sales with VAT	5,236.77	4,255.18	7,196.49	8,433.68	7,076.78	7,996.45
Turnover, Net	5,177.32	4,107.92	6,994.99	8,168.17	6,637.43	7,512.12
Gross Profit	2,096.76	1,565.57	2,643.44	2,653.49	2,335.14	2,864.79
Operating Profit before Interest and Taxes	1,690.00	1,100.33	1,934.53	1,735.03	1,556.85	1,879.70
Profit after Finance Cost	1,548.55	883.47	1,818.40	1,269.18	806.48	1,437.70
Profit before Tax	1,476.61	833.01	1,780.52	1,234.51	787.31	1,360.23
Net Profit after Tax	1,376.11	726.45	1,639.20	1,216.62	782.68	1,356.53
Earnings before Interest, Tax, Depreciation & Amortization (EBITDA)	1,834.81	1,254.76	2,119.46	1,962.93	1,794.96	2,138.96
Business Growth on Financial Performance						
Total Turnover/Annual Sales with VAT, Growth (BDT in Crore)	2,503.80	(981.6)	2,941.32	1,237.18	(1,356.89)	919.67
Total Turnover/Annual Sales with VAT, Growth in %	91.61%	(18.74%)	69.12%	17.19%	(16.09%)	13.00%
Turnover, (Net), Growth (BDT in Crore)	2,444.35	(1,069.40)	2,887.07	1,173.18	(1,530.74)	874.69
Turnover, (Net), Growth in %	89.44%	(20.66%)	70.28%	16.77%	(18.74%)	13.18%
Gross Profit Growth (BDT in Crore)	1,296.06	(531.19)	1,077.87	10.04	(318.35)	529.65
Gross Profit Growth in %	161.87%	(25.33%)	68.85%	0.38%	(12.00%)	22.68%
Net Profit after Tax Growth	1,023.79	(649.66)	912.75	(422.59)	(433.94)	573.85
Net Profit after Tax Growth in %	290.59%	(47.21%)	125.65%	(25.78%)	(35.67%)	73.32%
Statement of Financial Position						
BDT in Crore						
Authorized Capital	600	600	600	600	600	600
Paid up Capital	300	300	302.93	302.93	302.93	302.93
Number of Ordinary Shares Outstanding	30.00	30.00	30.29	30.29	30.29	30.29
Retained Earnings	3,858.75	4,498.11	5,909.65	6,611.99	6,940.35	8,020.96
Share Money Deposit	-	60.97	-	-	-	-
Revaluation Reserves	3,139.06	3,136.15	3,133.24	3,130.34	3,075.97	3,073.06
Total Shareholders' Equity or Fund	7,297.81	7,995.22	9,438.99	10,138.43	10,412.41	11,490.11
Total Non-current Liabilities	707.89	524.97	385.7	330.84	640.42	701.28
Total Current Liabilities	2,337.11	3,122.91	3,620.24	5,486.43	3,541.12	3,533.82
Total Non-current Assets	6,023.03	6,410.19	6,625.24	7,214.21	7,640.90	7,851.97
Property, Plant & Equipment	5,757.56	5,971.21	6,229.53	6,547.51	6,882.49	7,086.39
Total Current Assets	4,319.78	5,231.91	6,819.69	8,741.49	6,953.06	7,873.25
Total Assets	10,342.81	11,642.10	13,444.93	15,955.69	14,593.96	15,725.22
Net Current Assets/(Liabilities)	1,982.68	2,109.01	3,088.84	3,255.06	3,411.94	4,339.43
Business Growth on Shareholders' Equity or Fund and Total Assets						
Total Shareholders' Equity Growth (BDT in Crore)	1,376.11	697.42	1,443.77	699.44	273.98	1,077.70
Total Shareholders' Equity Growth in %	23.24%	9.56%	18.06%	7.41%	2.70%	10.35%
Total Assets Growth (BDT in Crore)	2,106.61	1,299.29	1,802.83	2,510.76	(1,361.74)	1,131.26
Total Assets Growth in %	25.58%	12.56%	15.49%	18.67%	(8.53%)	7.75%

Fig 4 : Five years financial performance analysis of Walton Hi-Tech Industries PLC.

Particulars	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Financial Ratios						
Gross Profit Ratio (%)	40.50%	38.11%	37.79%	32.49%	35.18%	38.14%
Operating Profit Ratio (%)	32.64%	26.79%	27.66%	21.24%	23.46%	25.02%
Net Profit Ratio (%)	26.59%	17.68%	23.43%	14.89%	11.79%	18.06%
EBITDA Margin to Net Sales Revenue (%)	35.44%	30.54%	30.30%	24.03%	27.04%	28.47%
Return on Capital Employed (ROCE) (%)	17.46%	10.29%	16.57%	12.14%	11.89%	13.66%
Return on Average Shareholders' Equity or Fund/ROI (%)	20.82%	9.50%	18.80%	12.43%	7.62%	12.39%
Return on Average Total Assets (%)	14.81%	6.61%	13.07%	8.28%	5.12%	8.95%
Current Ratio (Times)	1.85	1.68	1.88	1.59	1.96	2.23
Quick Ratio (Times)	1.12	0.83	1.08	0.93	1.24	1.49
Debt to Equity Ratio (Times)	0.38	0.37	0.34	0.48	0.30	0.27
Interest Cover Ratio (Times)	11.38	4.9	16.01	3.74	2.10	4.12
Asset Turnover Ratio (Times)	0.56	0.37	0.56	0.56	0.43	0.50
Inventory Turnover Ratio (Times)	2.38	1.43	1.89	1.83	1.39	1.80
Ordinary Share Information						
Face Value Per Share (BDT)	10	10	10	10	10.00	10.00
Market Value Per Share at 30 June (BDT) (at DSE)	n/a	n/a	1,340	1,093.90	1,047.70	649.40
Market Capitalization at 30 June (BDT) (at DSE)	n/a	n/a	403.652	33,137.33	31,737.80	19,672.17
Market Value Per Share at 30 June (BDT) (at CSE)	n/a	n/a	1,341	1,082	1,044.80	656.20
Earnings Per Share (EPS) (BDT)	45.87	24.21	54.21	40.16	25.84	44.78
Number of Shareholders	8.00	8.00	13,875.00	11,916.00	12,029.00	12,758.00
Cash Dividend (%)-General Shareholders	0.00%	200.00%	250.00%	250.00%	300.00%	350.00%
Cash Dividend (%)-Sponsor Shareholders	30.00%	75.00%	170.00%	150.00%	90.00%	200.00%
Net Asset Value (NAV) Per Share with Revaluation Reserve (BDT)	243.16	264.48	311.59	334.68	343.73	379.30
Net Asset Value (NAV) per share without Revaluation Reserve (BDT)	138.53	159.94	208.16	231.34	242.18	277.86
Net Operating Cash Flow Per Share (NOCFPS) (BDT)	1.36	16.81	31.96	(7.91)	111.84	56.96
Contribution to National Exchequer	349.35	506.85	695.08	695.69	547.05	753.85

Fig 5: Five years ration analysis and share performance of Walton Hi-Tech Industries PLC

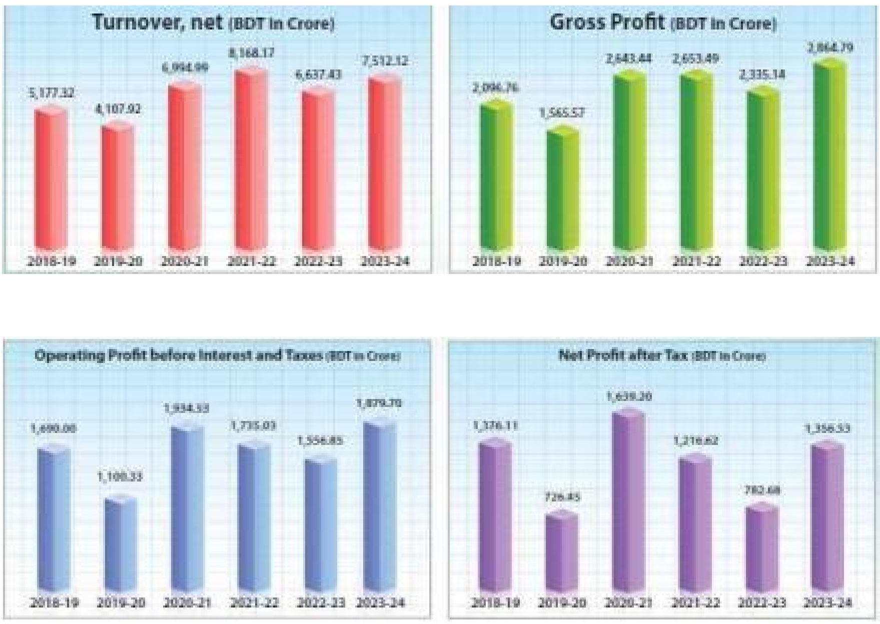

Fig 6&7: Key performance indicators (Five Years)

Fig 8: Performance highlights of 2023-2024 fiscal year.

2.6 Operations Management

Walton Hi-Tech Industries PLC remains the pioneer in the country in terms of digital transformation, automation, and green manufacturing. All manufacturing facilities are highly automated and integrated with innovative, environment-friendly technology- one of the most efficient and quality-oriented manufacturing ecosystems in the region. As a testament to these initiatives, Walton was awarded the Green Factory Award 2025, which recognizes its dedication to sustainable and safe production practices- including the placement of rooftop and floating solar power plants, plastic and metal recycling services, and goal-oriented " Goal Zero" programmes that aim to achieve zero harm and zero net carbon output.

In addition to manufacturing, Walton has digitalized major operations in the organization. Whereas the previous systems, such as the salesforce and distributor application, the Awaz, and the human resource management system (HRMS) have served to streamline order placement, performance tracking, and employee services, a new generation of ERP systems has since been instituted that integrates order management, distribution, HR workflows, and performance tracking into a single digital ecosystem.

These systems have significantly eliminated manual work, enhanced transparency and the tracking of operations can be done in real time.

Innovation is also a key aspect in the operations of Walton. The introduction of smart refrigerators that are AI- and IoT-enabled, including the smart Multimedia Hub with an Android 21.5-inch touch screen display, Dolby sound system and smart cooling control via MSO inverter technology shows that Walton can achieve operational excellence along with leading product innovation

Furthermore, Walton is moving into new technological spaces with the establishment of a lithium-ion cell manufacturing plant that is expected to enter commercial production in the middle of 2026. This is a strategic shift to minimize importation and increase capacity of operations in high demand segment

In combination, these operational initiatives demonstrate Walton dedication to efficiency, sustainability and continuous innovation- cementing its place as leader in the digital industrial transformation in the country of Bangladesh.

2.7 Industry and Competitive Analysis

Although Walton markets products to many sectors, its significant presence is felt mostly in the consumer electronics and appliances industry- a fast growing and dynamic sector in Bangladesh.

- **Industry Size & Growth:**

  In the country of Bangladesh, the consumer electronics market is estimated to reach US $10.75 billion by 2025 with a five-year growth rate of 6.4 per cent between 2025 and 2030. The wider projection of the overall market of both electronics and electrical equipment that will be industrial plus consumer goods postulates that the total market will surpass US 12 billion by 2025 compared to around US 5.29 billion between 2019, a strong growth dynamic.

- **Local Manufacturing & Market Share:**

  Domestic production and assembly of products gives them an increasingly large share of the domestic market: 90 percent of the market of televisions, 70-75 percent of air conditioners and 80 percent of refrigerators are domestically produced.

- **Market Position of Walton:**

  Walton tops in the market in major categories Its market shares are estimated at 75 percent in refrigerators, 50 percent in televisions, and 30 percent in air conditioners- an evidence of its power in the local electronics industry.

- **Domestic and International Competition:**

  Rivalry has both local and international firms. Local brands (Singer, Vision, Rangs, Butterfly) are co-existing with well known international brands (Samsung, LG, Panasonic, Sony). However, the price competitiveness, vertical integration and the availability of after sales services place Walton at a good position to more so leads it to sell and have a greater market presence.

- **Global Expansion and Strategy:**

  Walton has also tremendously increased its export reach to more than 50 countries and its export volume has exceeded its home country sales. The company is following a global ambitions strategy in which it is establishing local manufacturing hubs in target markets, in addition to establishing advanced R&I centers especially in South Korea, and it is developing future-oriented product areas such as electric vehicles, smart home systems, and IoT-enabled products, and AIoT-driven innovation.

- **Market Drivers & Industry Outlook:**

  Economic Benefits The economic benefits of having an increasing consumer base in Bangladesh include the growing middle-income, rising disposable income, and technological use that drive on-going demand for consumer products and home appliances. Also, the policy support provided, in terms of taxes and import tariff reduction on goods produced domestically, provides an added thrust to the local industry.

  Externally, macroeconomic factors, including inflation and depreciation of currencies, can be seen as a threat but Walton has been able to remain competitive due to its strategic diversification and innovation that has ensured that it continues to dominate the market.

2.7.1 Porter’s Five Forces Model

The Five Forces model developed by Porter can be used in the analysis of the competitive environment of the consumer electronics industry and the home appliance industry where Walton currently operates. The following updated assessment is below:

- **Threat of New Entrants**

  The consumer electronics and appliances industry in Bangladesh is capital intensive, needs technological advancement, R&D and huge production capacity. It is not impossible that the global giants (e.g. Samsung, LG, Panasonic) may expand, but at the same time, the entry of new domestic firms would be rather challenging due to high barriers to the market. Walton has reinforced these firewalls by

1. Creating one of the biggest manufacturing facilities in South Asia with state of art manufacturing units.
2. Sustaining a distribution and after sales service network across the nation and more than 25,000+ points of sale.
3. Using its brand credentials and consumer confidence, earned over many years.
4. Exploiting economies of scale and vertical integration (e.g. local compressor, PCB, and future lithium-ion battery manufacturing).

- **Bargaining Power of Consumers**

  Bangladesh has a high-bargaining power among the consumers as they possess many alternatives within the local and global brands. The cost sensitivity and functionality are the two major purchase determinants in this market. Walton refutes this argument by saying that the two cultures will at least be able to coexist.

1. Providing world class products at affordable prices with latest features.
2. Ensuring reachability across the country through Walton Plaza, distributors, sub-dealers and e-commerce.
3. Offering high-quality after sales services with extensive service centres.
4. Constantly introducing AI, IoT, smart appliances to support evolving preferences.

- **Bargaining Power of Suppliers**

  Supplier power is moderate in this industry because Bangladesh imports most of their material, technology and equipment. However, Walton has cut down on dependency and risks by:

1. Setting up a diverse vendor base and many supplier relationships.
2. Developing local backward linkages e.g. compressor and PCB manufacturing.
3. The establishment of strategic alliances with overseas suppliers to gain steady supply of the components.
4. Taking advantage of the quantity of operations in order to secure more advantageous terms.

- **Threat of Substitute Products**

  Threats of substitutes is moderate due to a high rate of rapid technological changes as well as changing consumer behavior. As an illustration, mobile devices are a growing replacement of TVs whereas new energy-efficient products threaten the older models. The risk that Walton might fail to address is:

1. Giant investment in research and development and constant product innovation.
2. Introduction of AI- and IoT-enabled appliances (e.g., smart Refrigerators, smart AC, energy-efficient appliances).
3. Ensuring rapid compliance to international technological trends and changes in consumer demand.

- **Competitive Rivalry**

  The industry is very competitive with players like Samsung, LG, Sony and Panasonic dominating along with the domestic brands like Singer, Vision, Rangs, Butterfly. The local manufacturing industry is getting more competitive, as more players enter the industry. Nonetheless, Walton is in a leadership position because:

1. High percentage of market share in refrigerator (approximately 75 percent), TV (approximately 50 percent) and AC (approximately 30 percent).
2. It should have a recognized and famous brand name which consumers are loyal to.
3. Our product portfolio is broad and diversified and it serves across several income groups.
4. High productivity and automation that makes it cost competitive.
5. Sustainable manufacturing processes that made it receive the Green Factory Award 2025.
6. High export base across over 50 countries to diminish the overdependence on the domestic market.

2.7.2 SWOT Analysis

- **Strengths**

1. Good brand positioning and a distribution network within the country.
2. Good research and development and continuous product development.
3. Vertical integration, scale economies and strategic supplier relations.
4. Manufacturing capacity that is sustainable, with skilled workforce
5. Wide product range of energy saving appliances.
6. Friendly government policies that encourage industrial development and local production.

- **Weaknesses**

1. The high level distribution practices that lead to increased receivable days.
2. Complicated operational portfolio across a variety of industries
3. Reliance on foreign raw materials, which exposes operations to the changes in the global economy.
4. The existence of unorganized distribution channels in the name of sub dealers.
5. Excessive dependency on the local sales over increasing exports.

- **Opportunities**

1. Rising purchasing power in the market and lifestyle change.
2. Increasing electricity coverage and per capita usage.
3. Extreme growth of cities and population leading to new consumer segments.
4. The expansion of presence in world markets with an increase in brand recognition.
5. Innovation in smart appliances, digital solutions and sustainable technology.

- **Threats**

1. The presence of stiff competition by international and local brands.
2. Volatility of the global economy, inflation, and fluctuation of currencies affecting operations.
3. Blistering technology changes and the need to constantly innovate and adapt.
4. Consumer price sensitivity that restricts the consumption of high end products.
5. Regulatory reforms in the domestic and international market.

2.8 Conclusion

By examining the operations of Walton, its marketing strategy, its financial performance, leadership styles and industry situation, one can observe that the company has emerged as a definite leader in the consumer electronic and appliance sector of Bangladesh. Walton has become an icon of technology, digitalization, and industrial development in the nation. Walton has an extensive product line, and state-of-the-art manufacturing, a well-established distribution system, and promise of quality and sustainability, which has given it a considerable brand presence in the international and local markets. Going forward, assuming Walton could capitalize on its capabilities, respond to changes in the environment, and take advantage of opportunities in international markets, it will be in a position to maintain its leadership and realize its vision to be a globally dominant brand.

2.9 Recommendations

Despite the fact that Walton is one of the leaders of the industry, there are still challenges that can limit its further development. The recommendations below can enable Walton to improve its position and speed up further growth:

Distribution and Production Better Aligned with Consumer Needs: Aligning production with demand forecasting and better coordination between the sales and production departments will reduce the discrepancies in availability and thus improve efficiency.

Greater Cooperation with Governmental Efforts: Walton must also make the best use of the government initiatives available to local companies and cooperate with the government in order to develop long-term policies that could help both the country and the corporation.

Brand Image Diversification: Walton has the history of being a mass-market brand, which hinders its position in the premium segments like smartphones, computers, and high-end appliances. Creating sub-brands or repositioning some of the product lines would be useful in attracting new brackets of customers.

Talent Attraction and Retention: Walton must improve on its methods of talent attraction and development to employee development to attract and retain the best talent. Competitive remuneration, training and career development prospects will also mean that Walton will attract the most talented people needed to expand globally.

Sustainability and Innovation Focus: The sustained investment in green manufacturing, smart appliances, and digital solutions will enhance Walton's reputation as a responsible, innovative, and forward-looking global brand.

Chapter 3: Project Part

Assessing the Effectiveness of Training and Development Programs in Enhancing Employee Performance at Walton Hi-Tech Industries PLC.

3.1 Introduction

Walton Hi-Tech Industries PLC is one of the most prominent and fast-growing conglomerates of Bangladesh with a strong leader position in the consumer electronics and home appliances industry. Since its inception, Walton has been dedicated to providing innovative, locally produced items at an affordable price, while still upholding global standards for quality. This endless striving for excellence has helped Walton in establishing a strong brand image, dominating the domestic market in multiple product segments and gradually foraying in international markets. Behind this success is not only its huge production capacity and distribution strength, but also its continuous investment in human resource development, which has become a critical pillar for its growth.

In today's highly competitive business environment, employee skills, knowledge and their ability to adapt play a decisive role in determining organizational performance. Walton understands that if it is to keep its role as a leader and reach its ambitious vision of being a leading global brand, it must continually improve the capabilities of the workforce. To achieve this, Walton has built structured training and development programs on both technical and non-technical grounds. These programs are designed to upgrade the competency of employees, improve their productivity, ensure conformity to international standards and build future leaders within the organization.

As an intern in the Marketing and Communication Department, I had the opportunity to closely observe Walton's training and development practices and gain first-hand experience of how these initiatives affect employee performance. From structured in-house training sessions and workshops to leadership development initiatives to digital learning platforms, Walton invests heavily in skill-building. While these initiatives have certainly added value to the organization's success, there are still challenges related to, for example, the measurement of training effectiveness, alignment with the organization's needs as well as resource allocation, that need to be addressed.

Therefore, the purpose of this study is to determine the effectiveness of Walton training and development programmes, in improving employee performance. By analyzing existing training efforts, their results, and employee perceptions, this project aims to assess how well these training programs are helping employees develop and the organization succeed, and to pinpoint where improvements can occur in the future.

3.1.1 Background of the Study

Training and development has become one of the most important functions of contemporary organizations, since it has a direct impact on the development of employees, productivity, and organizational success. In today's competitive business environment, companies must continually upgrade the skills and knowledge of their workforce in order to adapt to changing technologies, market demands, and global standards. Walton Hi-Tech Industries PLC as the largest electrical and electronics manufacturer of Bangladesh, highly emphasizes on structured training and development program for its employees. These programs are designed to improve technical skills, managerial capabilities, and behavioral competencies and, as a result, improve employee performance and efficiency. Assessing the effectiveness of these initiatives is important to determine the extent to which they meet organizational goals and expectations of employees.

3.1.2 Research Objectives

The main aim of this research is to determine how effective Walton's training and development programs are in improving performance of employees. More specifically, the objectives are:

- To investigate the kind of training and development programs undertaken by Walton.
- To assess how employees feel about the effectiveness of these programs.
- To analyse the effect of training on the productivity, skills and job satisfaction of employees.
- To determine issues that affect training program implementation.
- To give recommendations to enhance Walton's training and development practices.

3.1.3 Significance of the Study

This study is significant as it brings out the need for training and development in driving the growth of organizations through human resource development. For Walton, the results will give it valuable information about how well its training programs are doing in improving employee performance and where it can improve. For the employees, effective training means improved career growth, skills development, and job satisfaction. On a broader level, the study adds to an understanding of how training and development can improve organizational competitiveness in the fast growing Bangladesh's electronics industry.

3.2 Literature Review

3.2.1 Concept of Training and Development

Training and development (T&D) is the set of planned activities intended to increase the level of knowledge, skills, and competencies of employees to improve the performance, both of individuals and organizations. Training usually focuses on short-term skill development associated with specific job functions while development is more long term, focusing on preparing workers for future roles/responsibilities (Armstrong, 2014). Modern organizations consider T&D to be not just a support function but a strategic investment directly related to growth and competitiveness.

3.2.2 Importance of Training in Employee Performance

A number of studies highlight the powerful connection between effective training programmes and employee performance. According to Noe (2017), training provides the employees with technical and behavioral skills needed to carry out their job effectively and thus boost productivity, job satisfaction and motivation. Effective training also results in fewer errors, fewer costs, and innovation (Khan, 2018). In highly competitive industries, constant development is extremely important for employees so that they can adjust themselves to new technologies, changing market trends, and global standards.

3.2.3 Models and Approaches to Training Effectiveness

There are different models suggested by researchers to assess the effectiveness of training programs. The best-known and most commonly used of these is the Four-Level Model by Kirkpatrick (1994), based on the four dimensions of training effectiveness, i.e., reaction, learning, behavior, and results. Others are the Phillips ROI Model, which is a measure of the contributions of training programs to their investment and the CIPP Model (Context, Input, Process, Product) which offers a holistic perspective of training evaluation. According to these models, the effectiveness of training must be measured not just through the satisfaction of the participants, but also their behavioral changes and outcomes of the organization.

3.2.4 Training and Development Practices in Bangladesh

Training and development has become a significant issue in the context of Bangladesh with a rapid increase in industry competitiveness in the local and global market. According to studies by Rahman (2019), the main challenges encountered in the training programs of the Bangladeshi firms include the scarcity of resources, inadequate alignment with the organizational objectives, and the insufficient application of newer evaluation techniques. Companies that invest strategically in training however, indicate a high rate of productivity and employee retention. Walton Hi-Tech Industries PLC has been on the lead front in adopting structured T&D programs in order to empower its employees and sustain its competitive advantage within the consumer electronics sector.

3.2.5 Research Gap

Even though the vast amount of the studies confirms the positive effect of training on employee performance, scarce research has been performed regarding the consumer electronics sector in Bangladesh. Moreover, although Walton is a sector leader, investing heavily in human resource development, a limited scholarly research has been conducted to determine the effectiveness of its training and development. The proposed study would address this gap by examining the practices of Walton and how they have contributed to the performance of employees and organizational development.

3.3 Methodology

To gather data to conduct this research, I undertook both the secondary and primary research. Secondary research involved the reviewing of academic articles, journals and organizational reports on training, development and employee performance. This assisted in the development of a sound theoretical framework and the realization of the best practice in training and development within various organizational settings.

In my internship, I conducted interviews, questionnaires, and personal observations in the process of primary research in Walton Hi-Tech Industries PLC. The questionnaire was made to obtain the information on the employees who attended training and development programs and supervisors who perform the monitoring of the performance. HR officials and line managers were interviewed to understand more about the planning, implementation and evaluation of training programs. The findings were further enhanced by my observation, which was rooted in a day to day interaction at Walton hence enabling me to relate the theory with practice.

The questionnaire was constructed in such a manner that it did not aim at bias and provided a true picture of the effectiveness of training and development programs conducted by Walton. Questions were targeted at experiences of employees with training, usefulness of the learning programs to their tasks, skill and performance transformation following the training and general satisfaction. This strategy provided a balanced gathering of information that portrayed the strengths and the challenges of training and development practices of Walton.

3.3.1 Research Design

The research design is descriptive since it will be used to evaluate the level of effectiveness of training and development programs in improving employee performance in Walton Hi-Tech Industries PLC. The reason why a descriptive design was selected was due to the fact that descriptive design allows the researcher to describe the current training practices systematically, evaluate their effects, and analyze perceptions of employees without any manipulation of any variables.

3.3.2 Data Sources

Primary and secondary data on which the study is founded:

Primary Data: These data are gained with the help of structured questionnaires and informal interviews with employees of Walton who work in various departments and have gone through training and development programs.

Secondary Data: Collected through reports of companies, HR manuals, official websites, scholarly journals, past research studies, and newspaper articles on the practices of training and employee development.

3.3.3 Sampling Method and Size

The purposive sampling method was employed to aid the selection of respondents where the emphasis was on the employees who had received training at Walton. This made sure that the information captured some pertinent information about the training effectiveness. Since only time and resources were available, few employees and managers were surveyed with the aim of obtaining representative feedback.

3.3.4 Data Collection Tools

Questionnaire: It has closed-ended (Likert scale) as well as open-ended questions to gauge the perceptions of the employees regarding the quality of training, its relevance, and effectiveness.

Interviews: Unstructured interviews with HR representatives and managers to obtain qualitative data about the training process, problems and results.

Observation: Direct observation in the workplace showed that as an intern, practice can be applied in real job contexts and this was especially useful in observing how employees use the training acquired during training.

3.3.5 Data Analysis Procedure

Quantitative and qualitative methods were considered in the analysis of the collected data. Questionnaires provided quantitative data, which was summarized in the frequency table and percentages, and qualitative information about the study was gathered through interviews and observations and analyzed thematically. This combination strategy guaranteed a more detailed knowledge of the role of training and development on the performance of employees at Walton.

3.3.6 Research Framework

The study framework will be founded on Kirkpatrick Model of Training Evaluation that assesses effectiveness on four levels:

Reaction: The satisfaction of the employees to the training program.

Learning: Increase of knowledge and skills following training.

Behavior: Putting learning into practice.

Findings: General effect on employee performance and organizational performance.

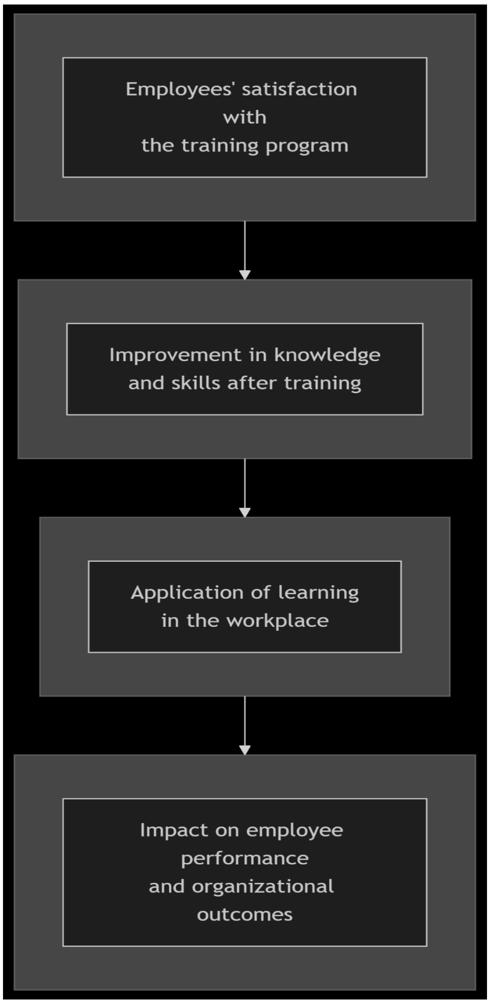

Fig 9: Kirkpatrick Model of Training Evaluation

3.4 Findings and Analysis

3.4.1 Overview of Walton's Training and Development Practices

Walton Hi-Tech Industries PLC has embraced a systematic process of training and developing its employees so that skills, knowledge and organizational performance could be improved. The company undertakes numerous programs such as in house workshops, technical training, development of soft skills, leadership training, and compliance. Digital learning and empirical on-the-job training are also introduced to the employees so that there is a correspondence between the learning theory and the application at work. The strategic objectives of Walton are closely related to its training programs especially in enhancing human resources to address global competitiveness.

3.4.2 Employee Perceptions of Training Programs

The survey responses and interviews demonstrated that the employees in general are positive about the Walton training programs. The majority of the participants stated that training experiences made them realize their roles and enhanced their job-specific knowledge and confidence. It was also commendable that the company has tried to offer modern facilities and trained instructors to its employees. Though, there were also complaints among the employees that not every training session was as pertinent to job description as, and the evaluation after training was not always as regular.

3.4.3 Impact on Employee Performance

The results of the analysis demonstrate that training has positively influenced the performance of employees directly. When employees went through a training process, they also reported that their productivity, efficiency and ability to solve problems had improved. Within technical staff, especially, skill enhancement in the use of sophisticated machinery came out clearly, and in the managerial staff, enhancement of leadership, communication, and decision-making skills came out strongly. Additionally, training also led to increased motivation and job satisfaction among the employees which enhanced organizational commitment as well.

3.4.4 Challenges Identified

Although the effectiveness is overall, in the training and development programs of Walton, some challenges were found:

- Certain training modules were too general and were not specific to departmental needs.
- Minimal post training assessment minimized the possibility of quantifying the long-term efficiency of the programs.
- The lack of resources like time to train and the pressure of workload were sometimes barriers to full participation of employees.
- Remote employees had difficulties accessing the training programs, with most programs being located in central locations.

3.4.5 Comparative Analysis of Objectives and Outcomes

Although training programs conducted by Walton have clear goals, including the development of skills; compliance, and leadership, the results are ambivalent. Technical and operational objectives have been mostly met and employees have shown visible progress in job performance. Nevertheless, strategic goals like innovation-based learning, the creation of leadership pipelines, and interdepartmental partnerships need additional reinforcement.

3.6 Conclusion and Recommendations

3.6.1 Conclusion

As demonstrated in the study, the training and development programs at the Walton Hi-Tech Industries PLC are very instrumental in improving employee performance and organizational growth. The firm has developed an organized training system that not only focuses on the development of technical skills but also focuses on non-technical skills to enable employees to grow with the changing face of technology, enhance productivity and job satisfaction. The programs are mostly perceived by the employees as helpful, especially in enhancing their knowledge, confidence, and performance.

Nonetheless, the analysis also showed that some areas should be improved, which include adapting programs to departmental requirements, post-training assessments, and accessibility issues related to employees not working at large facilities. Although Walton has managed to align its training practices with numerous organizational goals, this issue still requires some improvement to make it effective in the long term and aligned more closely with its strategic aims. All in all, the focus on training has been one of the major success factors of Walton and through its constant enhancement efforts, the company will stay on course and aim to become a leader both in the local markets and internationally.

3.6.2 Recommendations

Upon the findings, the following recommendations are the propositions that would help improve the effectiveness of the training and development programs in Walton:

1. **Department-Specific Training:** Develop training programs that are specific to the department itself rather than generalized, meaning that the training is more relevant to employees.
2. **Improved Evaluation Systems:** Reinforce post-training evaluation systems through models such as the four levels of Kirkpatrick whereby emphasis is not only made on immediate feedback but also made on changes in behavior and performance.
3. **Greater Accessibility:** Extend training to employees in remote locations via online learning environments, online workshops and mobile training applications.
4. M**oderate Workload and Training:** It is important to make sure employees have enough time and work schedules that are manageable enough to make in-depth use of training without feeling pressured by their workload.
5. **Innovative Leadership Focus:** Institutionalize specialized programs in developing future leaders and creating an innovative culture to pursue the Global expansion agenda of Walton.
6. **Continuous Feedback:** Implement feedback systems on an ongoing basis (employee to employee) to determine areas of gaps, better training content, and strong engagement levels.

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Appendix A.

Questionnaire to the Participants

1. What is your name?
2. Which is your position/role in Walton Hi-Tech Industries PLC.?
3. What is your experience at Walton?
4. Have you attended any training or development programs organized by Walton?
5. What kind of training have you had (technical, soft, leadership, compliance, etc.)?
6. To what extent was the training relevant to your job duties?
7. Has the training enhanced your skills and knowledge? Please explain.
8. Have you had the opportunity to put the training to practice in your day to day job?
9. Did the training help to increase your productivity or performance?
10. How are you satisfied with the quality of trainers and training facilities offered by Walton?
11. Do you believe that Walton is offering enough chances to develop employees? Why or why not?
12. What have been your challenges (if any) in attending or implementing the training?
13. Do you think that training programs are effective in their evaluation afterward?
14. In your own view, what do you feel are the contributions of training and development programs in Walton to the overall organizational performance?

15. What would you recommend that Walton change in its training and development initiatives?