

“Evaluating The Effectiveness of Training Program in Manufacturing Sector”

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Abstract: This paper ermine employees Training and development are becoming a more important function of HRM as they help organizations to enhance human capital and compete in a rapidly changing business world. This paper aims to evaluate the effectiveness of employee training programs in the manufacturing sector in Bangalore. Using the Kirkpatrick’s four levels of evaluation model, this paper specifically examines: (i) the reactions of the employees to the training programs; (ii) the level of employee’s learning; and (iii) the employee’s behavior of change, (iv) result of employees.

Key words: Training and development, Kirkpatrick’s four levels Model. Employee, effectiveness.

1. Introduction:

Employee training and development is becoming an increasingly important function of human resource management. It is used by organizations to facilitate employees learning of job related competencies and to gain a competitive advantage in the rapidly changing business domain. In every sector the accomplishment of any organization is extremely relay on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore, to sustain this valuable human resource, organizations

required to be conscious about the job satisfaction and retention of employees. Some of the organizations think that employees are looking for only financial profits from their works. This statement neglects high significance that most of the employees placed their selves on the inherent benefits of their professions. Consequently, it is not just employee job satisfaction and retention but it has undesirable effects on the organizations. Every organization should. Have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market. Successful business management of manufacture largely depends on the quality of human resource that supports companies (2001). Securing and training high-quality personnel are therefore key factors for the growth of SMEs, which often have limited opportunities to utilize managerial resources. These needs for training were clearly recognized in Japan for the first time in 1960s when the country was entering a period of high economic growth (OECD, 2002). the balance of evidence indicates that formal training and development cuts failure rates by half- all other things being equal” (SFEDI, 1999) and failure rates could fall from one in three in the first three years to one in ten where training was undertaken” (Story, 1994)

Government initiative of manufacturing sector:

➤ Make in India:

The main objective of Make in India initiative is to encourage and facilitate foreign investment into the country. This initiative offers businesses investors to invest and manufacture in 25 industries or sectors in the country. Make in India has been so far the front runner of all the initiatives giving the world an opportunity to use Indian resource to their best abilities. Make in India initiative has built a reputation of a better investment opportunity in India.

➤ **Digital India:**

Though the objective of Digital India initiative is to digitize government activities, it also helps in improving the digital literacy. By this, even SMEs and MSMEs have started creating their digital presence and promoting their offerings in the internet. This, to a foreign buyer would create the confidence about the existence of the business and their offerings. Also by such presence, a business could build a reputation there by improving their value of their offerings.

➤ **Skill India:**

Skill India initiative aims to train over 500 million people in different skills and generate a talent pool that could be unmatched in any part of the world. Skill India concentrates on areas where formal certification is lacking especially in the un-organized sector. The outcome of skill India is to train people such that they get employment not only in India, but also meet the demand of the world. This to a foreign investor gives the confidence of availability of right workforce to execute the necessary businesses or manufacturing capabilities than just availability of resources. Hence Skill India initiative becomes very important for an investor to invest into the country.

➤ **Startup India:**

Startup India initiative aims to promote entrepreneurship in India. The aim of this initiative is to provide new dimension to entrepreneurship by helping to setup a network of startups in the country. By this opportunities of employment would increase not only for people in India, but also an opportunity for migrants (foreigner) who wish to come to India and work live here. Due to this initiative, India shall see a lot of migrants coming to India in search of greener pastures.

➤ **Execute India:**

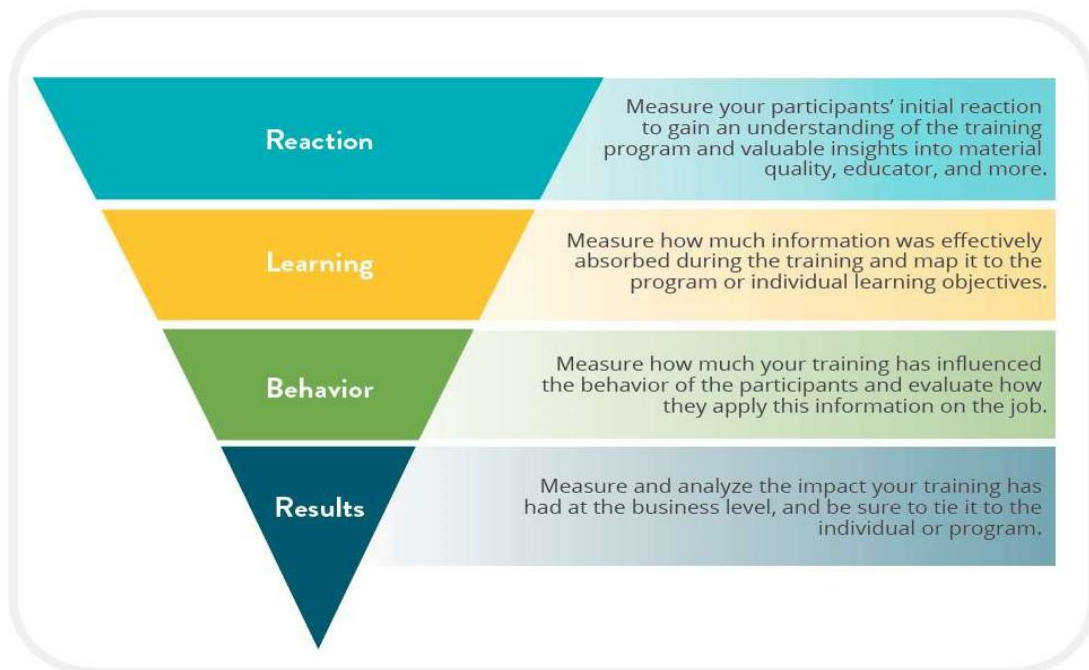
Though not a directly associated initiative, the plan on setting up on multiple IITs and IIMs in India has raised opportunities in developing specialized skill in technical and management. This gives opportunities for an investor to find not only the generic skill to execute their business, but also specialized skill to manage them. This helps to

eliminate the cultural and managerial differences between the management and the labour workforce and hence get issues resolved faster.

➤ **Incredible India:**

Though an initiative of the previous government, the “Athithi Devo Bhava” initiative is promoted as part of Incredible India. The objective of this initiative is to train and provide orientation to all stake holders who interact with visitors. By doing so, it creates comfort to travelers and guests to be welcomed and treated well while on their visit and that increases the influx of tourism dollars to the country. With every country fighting for their share of tourists, a reputed country would command a better decision making for a traveler to visit and enjoy the country.

THE KIRKPATRICK MODEL



A brief overview of the Kirkpatrick Model

Before we go any further, let's delve into the fundamentals of the Kirkpatrick Model. As mentioned, it's one of the most common ways learning and development (L&D) professionals and others measure the effectiveness of learning solutions. The model is composed of four levels, which get progressively more important.

Those four levels are:

1. **Reaction:** How employees react to the training they receive. A common way to measure this is a survey after a training what did the participant think of the training they received. Did they find it useful?
2. **Learning:** Here's what the employee actually learned from the training. Common ways to measure this are post-tests or hands-on assignments that demonstrate the person learned a new skill.
3. **Behavior:** Next is to discover if participants actually used those new skills in their day-to-day jobs, i.e. incorporated it into their behavior. Common ways to measure this are in-field inspections or evaluations from participants' managers.
4. **Results:** Finally, what did this changed behavior result in? For example, if you had a management training, have your managers improved? Have employee surveys shown an improvement in manager effectiveness, thereby reducing retention?

2. Literature Review:

1. **Md. Mobarak Karim et al., (2019)** They are explained about Training and Development is an important aspect of human resource management. It's an important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. The purpose of this study is to analyze the impact of training and development on employee performance.
2. **Waqar Younas, et al., (2018)** They explain about There is a relationship between training, development and employee performance. From all the study we have reached at a decision that training and development have positive impact on employee performance. Our all hypothesis has resulted as correct. We have proved that training lead to better employee performance.
3. **Sumaiya Shafiq, Sahibzada Muhammad Hamza (2017)** They explained about Training and development will give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of

unskilled employees, skilled employees will give a better performance to the employees. The conclusion that we can make towards the explanation below is, training and development will give benefits for employees.

4. **Ramya (2016)** He explained about Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.
5. **Kanu Raheja (2015)** He explained about Training and Development is an important function of Human Resource management. It aims to improve employees' skills by making them learn new techniques of doing work. It helps, updating their knowledge of doing work which results in increasing their efficiency and hence, results in increasing productivity of an organization.

3. Methodology:

The study was collected sample size of 80 employees of different food and beverage organizations in Bangalore. The data is collected through a questionnaire consisting of different sections and questions. All questions are close ended questions with the use of a five point Likert scale. The questionnaire was designed by relying on similar research questions that were reviewed and modified and new questions to measure required and specific variables. All questionnaires were distributed and collected from online.

4. Objective of the study:

- Training and development helps to optimizing the utilization of human resources.
- Training and development helps to increasing the productivity of the employees.
- Training and development helps to creating a better manufacturing image.
- Kirkpatrick model helps employees to inculcating the sense of team work, behavior change, and inter-team collaborations.

5. Scope of Manufacturing Sector:

The present study is confined to Training and development programs adopted by food and beverage industry Bangalore. The study aimed to find out effectiveness of training and development programs on the employees at food and beverage industry the present study is confined to Training and development programs adopted by food and beverage industry Bangalore. The study aimed to find out effectiveness of training and development programs on the employees at food and beverage industry in Bangalore.

To the examination and analysis of training and development as a tool for enhancing employees' productivity and organisation with food and beverage industry.

6. Data analysis and interpretation:

1. Learner reaction to training

S.No	Particular	Highly Non-Satisfactory	Non-Satisfactory	Moderately Satisfactory	Satisfactory	Highly Satisfactory
1	Influence of training productivity	10	10	40	30	10
2	Impact on job efficiency	10	10	10	30	40
3	Improvement in job skill	10	10	10	40	30
4	Problem solving skill	10	40	10	20	30
5	Optimum utilization of resources	20	10	20	30	20

Based on the above analysis we interpret employees are not highly satisfactory with content used for training, Methods adopted for training employees are highly satisfactory, Employees are satisfactory with group size, technology helps to employees in training highly satisfaction.

2. Evaluation learning effectiveness

S.No	Particular	Highly Non-Satisfactory	Non-Satisfactory	Moderately Satisfactory	Satisfactory	Highly Satisfactory
1	Contentment used for training	30	20	20	20	10
2	Method adopted for training	10	20	20	20	30
3	Group size	10	10	20	40	20
4	Relevant training content	10	10	20	30	30
5	Technology integration in training	10	10	20	30	40

Based on the above analysis here interpret Employees are moderately satisfactory about influence of training productivity, employees are Highly Satisfactory impact on job efficiency,

satisfactory about job skill, employees are Highly Non-Satisfactory Problem solving skill, optimum utilization of training. Employees are satisfactory.

3. Implication on learner behavior

S.No	Particular	Highly Non-Satisfactory	Non-Satisfactory	Moderately Satisfactory	Satisfactory	Highly Satisfactory
1	Improved communication skill of the learners	10	10	10	30	40
2	Built self confidence	20	10	10	20	40
3	Decision Making skill improved	10	20	20	30	20

Analysis of the above table employees are improved communication skill highly satisfactory and built the self-confidence highly satisfactory level, employees are satisfactory about decision making skill.

4. Learner outcome Result.

S.No	Particular	Highly Non-Satisfactory	Non-Satisfactory	Moderately Satisfactory	Satisfactory	Highly Satisfactory
1	Productivity skill	20	10	10	40	20
2	Creating social connection	10	10	20	20	40
3	Better performance	10	20	10	30	40
4	Increase experience level	10	20	10	40	30

Based on the above table interpret employees productivity skill only satisfactory level, employees are highly satisfactory about social connection, training is helps to increase experience satisfactory level.

7. Finding of the study:

1. Based on the above analysis Learners reaction to training. Training session should provide related contentment to employees are highly Non-Satisfactory.
2. Based on analysis found the employees are satisfaction about technology using in training.
3. Based on the analysis evaluation learning effectiveness employees are moderate about problem solving in training session.
4. Based on the research work learner outcome result employees are satisfaction about productive skill. And its creates the social network connection. Better performance n increase experience employees are satisfaction.

8. Suggestions of the study:

In this study we furthermore identify particular instructions for future research. First, we propose that the benefits of training might have a positive effect like as individual employee benefits, which later affect organizational results. However, research is required to recognize the features that enable a smooth transfer of employee development benefits on different level. A Kirk Patrick model is helps to develop employee's performance in effectively. Organizations are realizing the benefits of employee training and development programs as they are receiving pressure from the competitor market. Research is required concerning the factors that can raise the awareness of the benefits of training and development at frequent stages of investigation.

9. Conclusion:

There is a relationship between training, development and employee performance. From all the study we have reached at a decision that training and development have positive impact on employee performance. And our data analysis has resulted as correct. We have proved that training lead to better employee performance. Development lead to better employee performance and training and development both affect employee performance in a positive sense Organizations spending a lot of money on training and development have gained a reasonable employee output.

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