

# Training Program In Manufacturing Companies: A Study on Employees Perception

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**Abstract-** Training constitutes an ongoing process in any organization. A new employee will need training for the purpose of developing the necessary skills for performing his job perfectly. The effectiveness of training program is analyzed from the perspective of the trainees. The purpose of training program is to create awareness and impart knowledge to employees to perform a particular task and to maintain/improve quality and to change work culture in the organization. The objectives of the study are to analyze the level of expectation and satisfaction regarding the training program of the employees, and the gap between the same. The study also aims to analyze the relationship between demographic profile, work profile and the gap in perception regarding training program. The study assumes the nature of descriptive research. The study takes into consideration of 50 employees. The sampling technique used is purposive sampling. A specially designed questionnaire is used for data collection. Questionnaire deals with demographic profile, work profile and the level of expectation and satisfaction, expectations Vs satisfaction: gap analysis, demographic profile, work profile Vs gap in perception. The statistical tools used are percentage analysis, mean score, paired sample t test and chi square test. Finding reveals that the most important factor in training is dealing relevant subject, coverage of topics, change in attitude, training enable to enhance earning. There is a significant gap between expectation and satisfaction regarding dealing relevant subject, effective communication and training period, Training enhances team participation at work Change in attitude, decision making ability and perception regarding training enables to enhance earning.

## I. INTRODUCTION

Training is a vital part of organizational learning opportunities in today's workplace. Organizations seek to empower their employees, leadership development and social competence is crucial to help teams and individuals move forward toward accomplishing the organization's goals. The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that

whether candidates are able to implement their learning in their respective workplaces, or to the regular work routines.

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.

Training is a process of increasing the knowledge and skills for doing a particular job. It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behaviour and performance of a person. It is a never ending or continuous process.

Against this background, the present study is undertaken to identify the employee perception regarding the training program in manufacturing companies.

## II. THEORETICAL BACKGROUND OF THE STUDY

The process of training evaluation has been defined as an attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information. Evaluation leads to controlling and correcting the training programs. Hamblin suggested five levels at which evaluation of training can take place, viz., reactions, learning, job behavior, organization and ultimate value.

1. Reactions: Training programs is evaluated on the basis of trainee reactions to the usefulness of coverage of the matter, depth of the course content, method of presentation, teaching methods etc.
2. Learning: Training programs, trainer ability and trainee ability are evaluated on the basis of quantity of content learned and time in which it is learned and learner ability to use or apply, the content he/she learned.

3. **Job Behavior:** This evaluation includes the manner and extent to which the trainee has applied his learning to his job.
4. **Organization:** This evaluation measures the use of training, learning and change in the job behavior of the department/organization in the form of increased productivity, quality, morale, sales turnover and the like.
5. **Ultimate Value:** It is the measurement of ultimate result of the contributions of the training programs to the Company goals like survival, growth, profitability etc., and to the individuals goals like development of personality and social goals like maximizing social benefit.

### Bases of Evaluation

Training programs can be evaluated on the basis of Production factor, General observation, Human Resource factor, Performance, Tests, Cost value relationship etc.

#### Production Factors:

Productivity covering both quantity and quality are good indicators of the values of training. In most business situations these rates have to be obtained before and after training.

#### General Observation:

The immediate superior is in a best position to judge of the skill level of his subordinates. If the Supervisor is treated as the part of professional management of the organization and is properly selected and trained, then his observations of his workers who has undergone on the job training and appraisal can be accurate and objective.

#### Human Resource Factors:

Training program can be evaluated on the basis of.

- i) Decrease in employee turnover
- ii) Decrease in Absenteeism
- iii) Decrease in number and severity of accidents
- iv) Betterment of employee morale
- v) Decrease in grievance and disciplinary cases
- vi) Reduction in time to earn piece rates.
- vii) Decrease in number of dismissals.

#### Performance Test:

The specific course of training can be evaluated in terms of written and performance tests. The test can only

indicate what the trainee has learnt in the training. But to rely on this alone is only theoretical. The best test is whether or not what has been learnt in training is successfully transferred and applied to the job. Performance appraisal of the job before and after training may be supplemented to the test.

#### Cost Value Relationship:

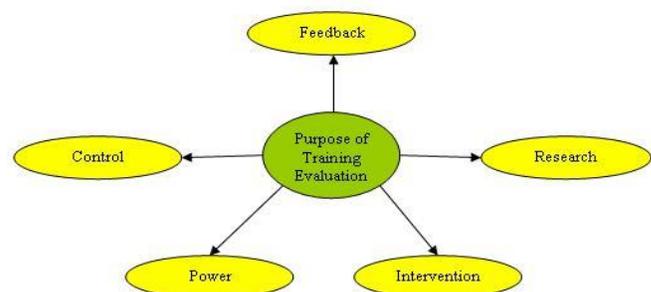
Cost of various techniques of training and their value in the form of reduced learning time, improved learning and higher performance can be taken into account.. The cost of training include trainer's cost, employee cost undergoing training, training infra structure cost., opportunity cost of trainers and trainees etc. The resultant value of training includes increased value of Human resources of both the trainee and trainer and their contribution to raise production, reduce wastage, breakage, minimization of time requirement etc.

#### Purposes of Training Evaluation:

The five main purposes of training evaluation are:

**Feedback:** It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

**Research:** It helps in ascertaining the relationship between acquired knowledge, transfer of knowledge at the work place, and training.



**Control:** It helps in controlling the training program because if the training is not effective, then it can be dealt with accordingly.

**Power games:** At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

**Intervention:** It helps in determining that whether the actual outcomes are aligned with the expected outcomes.

### III. STATEMENT OF THE PROBLEM

In an organization, human asset or the employees are the centre of all resources, which converts the various resources into the productive resource. Adequate and proper training and development of employees/executives promotes better employer-employee relationship, lesser wastages and accidents, loyalty and devotion towards the organization. It helps the organization in achieving its objectives efficiently and effectively. As it is a labour intensive industry, the need for training and development is high in engineering industry. However the effectiveness of training program depends on the employees perception regarding the same. This has motivated the researcher to undertake a study on “Evaluation of training program” in manufacturing companies.

### OBJECTIVES OF THE STUDY

- To identify the level of expectation and satisfaction regarding the training program offered.
- To identify gap between expectation and satisfaction.
- To analyze the relationship between demographics profile, work profile and gap in the perception regarding training program.

### SCOPE OF THE STUDY

This study depends on pre training expectation with post training experience. During the study period only one training program was conducted. Hence the scope of the study is limited to be one day training program conducted for employees.

### IV. RESEARCH METHODOLOGY

#### Type of Study:

The study assumes the nature of descriptive research. The main goal of this type of research is to describe the data and characteristics about what is being studied. The study is descriptive as it attempts to describe the expectation and satisfaction of the training program.

#### Sample Design:

The sampling method used in this study is purposive sampling. The total population present in the organization is 500 employees. The study involves understanding perception employees before and after training program. During the period of study only one training program was conducted involving 50 employees. Hence 50 employees have taken the sample for the study.

#### Method of Data Collection:

The study depends on Primary data. Questionnaire is used for the collection of data. The questionnaire is divided into three parts. The first part consists of Demographic profile, the second part consists of work profile and third part consists of expectation and satisfaction of employees.

#### Tools for Analysis:

The data that is collected is analyzed using the Statistical package SPSS 16. The tools that are used are Percentage analysis, Chi-square test, Mean score and Paired t test.

### LIMITATION OF THE STUDY

- The study is limited to one day training program involving 50 employees.
- The perception of the employees may not reflect the facts due to fear and apprehension.

### V. DATA ANALYSIS AND INTERPRETATION

**Table 1: Demographic factors**

Demographic factors	Particulars	No of respondents	Percentage
Gender	Male	36	72
	Female	14	28
	Total	50	100
Age	Below 25	13	32
	25 – 35	21	36
	36 – 45	16	26
	above 45	3	6
	Total	50	100
Education qualification	SSLC	9	18
	HSC	16	32
	Diploma	11	22
	Undergraduate	8	16
	Other	6	12
Total	50	100	
Respondents based on income	<5000	16	32
	5001 -10000	22	44
	10001 – 15000	7	14
	15001 – 20000	5	10
Total	50	100	

72.0% of the respondents are male. 36.0% of the respondents belong to the age group 25-35 yrs, 32.0% of the respondents belong to the age group below 25 yrs, 26.0% of the respondents belong to the age group 36 - 45 yrs, 6.0% of the respondents belong to the age group above 45 yrs.32% of the respondents are HSC, 22% of the respondents are diploma, 18% of the respondents are SSLC and 16% of the respondents are Undergraduate and 12% of the respondents are other qualification.44% of the respondents belong to the income group of Rs.5001 – Rs.10000, 32% of the respondents belong

to the income group of < 5000, 14 % of the respondents belong to the income group of Rs.10001 – 15000 and 10% of the respondents belong to the income group of 15001 – 20000

**Distribution of respondents based on total years of experiences**

Total years of experience	No of respondents	Percentage
1 – 5	16	32.0
6 – 10	29	58.0
Above 10	5	10.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

The table above shows that majority 58% of the respondents have an experience of 6 – 10 yrs, 32% of the respondents have an experience of 1 - 5 yrs, and 10% of the respondents have an experience of above 10 yrs.

**Distribution of respondents based on years of experiences in CPC**

Years of experiences in CPC	No of respondents	Percentage
1 – 3	20	40.0
4 – 6	22	44.0
7 – 10	8	16.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

The table above shows that majority 44% of the respondents have an experience of 4-6 yrs, 40% of the respondents have an experience of 1-3 yrs, 16% of the respondents have an experience of 7-10 yrs.

**THE LEVEL OF EXPECTATION AND SATISFACTION OF EMPOLYEES**

**Level of Expectation: Reactions**

Reactions	Very Much Important		Important		Not Able To Decide		Less Important		Not Important		Mean Score	Rank
	No	%	No	%	No	%	No	%	No	%		
Dealing relevant subject	22	44.0	24	48.0	2	4.0	1	2.0	1	2.0	1.70	1
Presentation of the content in an interesting manner	12	24.0	24	48.0	7	14.0	5	10.0	2	4.0	2.22	6
Effective communication	16	32.0	11	22.0	14	28.0	8	16.0	1	2.0	2.23	7
Preparation by instructor	14	28.0	18	36.0	11	22.0	7	14.0	-	-	2.22	6
Quality of teaching aids	18	36.0	15	30.0	10	20.0	3	6.0	4	8.0	2.20	5
Traming methodology	17	34.0	21	42.0	6	12.0	5	10.0	1	2.0	2.04	3
Facilities for the training	25	50.0	16	32.0	4	8.0	4	8.0	1	2.0	1.80	2
Traming period	19	38.0	17	34.0	6	12.0	7	14.0	1	2.0	2.08	4
Trainers are open, honest and fair to all	24	48.0	7	14.0	7	14.0	5	10.0	7	14.0	2.28	8

From the above table it can be seen the employees feels that dealing relevant subject is most important factor are followed by facilities for the training, training methodology, training period, quality of teaching aids, preparation by instructor, presentation the content in an interesting manner, effective communication

**Expectation Vs Satisfaction: Reactions**

Reactions	Mean	T Value	Significance value	Result
Dealing relevant subject	0.420	3.059	0.004	Reject
Presentation of the content in an interesting manner	0.500	2.631	0.011	Accept
Effective communication	0.740	4.390	0.000	Reject
Preparation by mstructor	0.480	2.498	0.016	Accept
Quality of teaching aids	0.500	2.631	0.011	Accept
Traming methodology	0.220	1.488	0.154	Accept
Facilities for the traming	0.200	1.043	0.302	Accept
Traming period	0.660	3.348	0.002	Reject
Trainers are open, honest and fair to all	0.520	2.007	0.050	Accept

It can be inferred the above table that, there is a significant gap between level of expectation and satisfaction regarding dealing relevant subject, effective communication and training period. There is no significant gap between level of expectation and satisfaction regarding preparation by instructor, quality of teaching aids, training methodology and trainers are open, honest and fair to all.

**Demographic Profile and Working Profile Vs Training Enable To Enhances Earning**

The hypothesis framed for analyzing the relationship between demographic profile, work profile and gap in perception regarding training enable to enhance earning is given below.

H1: There is no significant relationship between demographic profile, work profile and gap in perception regarding training enable to enhance earning.

**Demographic Profile and Working Profile Vs Training Enable To Enhances Earning**

Demographic Profile	CHI-Square Value	P Value	Result
Gender	1.524	0.822	Accept
Age	14.923	0.246	Accept
Education	23.571	0.099	Accept
Income	7.731	0.806	Accept
Department	1.198	0.754	Accept
Total years of experience	4.697	0.360	Accept
Working in spc	5.108	0.825	Accept
Traming attended	10.213	0.333	Accept

It can be inferred that from the ‘P’ value that, no significant relationship exists between the demographic

variables, working variables and gap in perception regarding training enable to enhances earning.

## VI. FINDINGS

- Majority (72%) of the respondents are male.
- Majority (36%) of the respondents belong to the age group 25-35 years.
- Majority (32%) of the respondents are hsc.
- Majority (44%) of the respondents belong to the pay group of Rs.5001 – Rs.10000.
- Majority (36%) of the respondents belong to the melting department.
- Majority (58%) of the respondents have an experience of 6 – 10 yrs.
- Majority (44%) of the respondents have an experience of 4-6 yrs.
- Majority (60%) of the respondents have attended training program 5 – 8 yrs.
- Reactions: Employee feel that the most important factor is dealing relevant subject followed by facilities for training, training methodology, training period, quality of teaching aids, preparation by instructor, presentation the content in an interesting manner, effective communication.
- Learning: Employee feel that the most important factor is coverage of training topics followed by rehearsal and test checking of new skills by the trainer.
- Behaviour: Employee feel that the most important factor is change in attitude followed by training enhance team participation at work.
- Outcome: Employee feel that the most important factor is training enable to enhance earning followed by training enable target achievement at job, productivity improvement, reward for training performance, interpersonal communication is made easier, training will increase decision making ability.

## VII. RECOMMENDATION

- The analyses of various factors contributing towards effectiveness of training program reveals that the following variables are important Dealing relevant subject, Coverage of topics, change in attitude, enhanced earnings. The future training program can give more importance to the above mentioned factors.
- There is a gap between expectation and satisfaction regarding the variables viz., Dealing relevant subject, effective communication, training period, enhancing team participation at work, change in attitude, decision making ability and enhanced earnings. In case of future training program effects may be taken to bridge the gap between

expectation and satisfaction regarding the variables mentioned.

## VIII. CONCLUSION

The conclusion of the study is that, there is no significant relationship between the demographic profile, work profile and gap in perception regarding dealing relevant subject, effective communication, training period, team participation, change in attitude, decision making ability, training enable to enhances earning.

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