

# Perception of Employees on the Training Programs

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**ABSTRACT**---The purpose of this paper is to examine the effectiveness of the training program through the employees' productivity and quality of output. After identifying the training needs appropriate training methods are to be designed and executed. Empirical Research Design was used in this paper. Out of the total population, 100 respondents were identified to gather data using structured questionnaire method. It is found that, the appropriate training program will increase the self-confidence of the employees and the entire sample consists of only male members. It is identified that, the methods of training used, the content of the training program and the duration of the program were sufficient and upto the satisfaction of the employees. The sample respondents of the study consists of employees irrespective of their age, length of service and their annual income belonged to a particular Home Appliances production point in the southern region. The organisations should identify the training needs of the employees which are based on their productivity. The appropriate training method should be identified and executed subject to evaluation.

**Key Words:** Employee Training, Effectiveness of the Training Program, Productivity, Level of Satisfaction.

"Training is the act of increasing the knowledge and skills of an employee doing a particular job". - B. Flippo

## INTRODUCTION

Training plays a very important role in the development of human resources. Training involves the development of skills that are necessary to perform a specific activity. Development means all round improvement in the job performance, personality growth, advancement and progress in the personality traits that make an employee a better man and a better citizen.

The focus of the training has shifted from 'Training for Survival' to 'Training for Success'. Training has to serve as a vehicle for change. The training system has to develop the employees to march towards greater heights. This is possible only when the organization evaluate the effectiveness of the existing training programs on par with the performance of employees and make suitable changes in the training policy to identify and bridge the performance gaps in the employees.

The effectiveness of the training program should be reflected on the employees' performance in turn, on the quality of output. The employee undergoing training should demonstrate the additional skills and competence at his

workplace to enable the organization to achieve its goals and to frame and practice relevant HR policies and processes.

## MEANING OF TRAINING

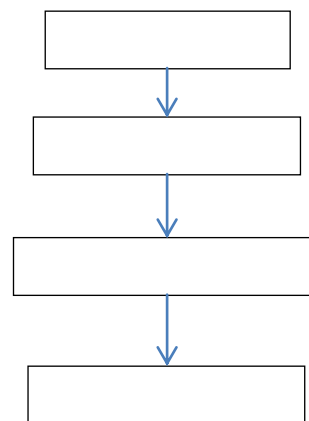
Training is a learning process that involves the acquisition of knowledge, enhancement of skills or changing of attitudes and behaviors to improve the level of performance of an individual. Training is the process of acquiring of Knowledge, Skills, and Abilities (KSA) through development process. It helps in bridging the gap between job requirements and employee's job specifications.

## IDENTIFICATION OF TRAINING NEEDS

All the concerns should offer training to its employees based on their experience, skills set and qualifications. Following are some of the reasons for providing training to the employees.

- i. To help the employees enrich their knowledge with the latest technology and updating with the market conditions;
- ii. To cope with the modern inventions, diversifications and technological up gradation, training is made compulsory to the employees;
- iii. To maintain good human relations with the human resources in the organisations, training is being offered;
- iv. To match the changing job descriptions with the employees qualifications and capabilities, it is made mandatory;
- v. Training is also provided when the existing employee promoted to the higher designation, in order to make him/ her equip with the new position.

## PROCESS OF TRAINING



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### IMPORTANCE OF TRAINING

To meet the changing environment, training is absolutely necessary for all the employees, to improve their qualifications, skills set and cadre. Value of human resource management to a large extent depends on human resources development and training. Trained employees would be a valuable asset to an organisation. Efficiency, development of the organization and productivity of the employees to a greater extent depend on training. Training enhances 4C's viz. Competence, Commitment, Creativity, and Contribution for the organisation

### BENEFITS OF TRAINING

The training programme benefits both the individual and the organisation.

#### To the individual

- Helps in better decision making
  - Enhances effective problem solving
  - Aids self confidence
  - Increases job satisfaction and recognition
  - Improves the skills and attitudes
  - Increase the level of motivation of employees
  - Improvement in efficiencies results in financial gain
- Increase in capacity to adopt new technologies and methods

#### To the organisation

- Aids in organizational development
- Improved profitability
- Improves morale of the workers
- Easy policy implementation
- Builds cohesiveness in groups
- Less turn over

### TRAINING METHODS

The training methods can be classified into two types.

#### On the job methods

- Job rotation
- Coaching
- Job instruction
- Committee assignments

#### Off the job methods

- Vestibule training
- Role playing
- Lecture methods, Conference

### REVIEW OF LITERATURE

1. **Wei – Tao Tai (2006)** has done a study on “Effects of Training framing, general self-efficacy and training motivation on trainees’ training effectiveness’. The main objective of this study is to analyse the effects of training on self – efficacy and training motivation. The data was collected from 126 respondents using structured questionnaires. It was confirmed from the study that self-efficacy and training motivation influences their reactions, learning and motivation.
2. **Noe and Schmitt (1986)**, conducted an analysis on “The influence of trainee attitudes on training effectiveness:

Test of a Model”. The aim of this study was to test a model that influences the trainee career and job attitudes. It was found that, job involvement and career planning were the pre-requisites of any training program.

### NEED FOR THE STUDY

The organization which provides training to its employees has to evaluate the effectiveness of training program to improve the efficiency of its employees in terms of quality and productivity. The current study measures the employees’ opinion towards the effectiveness of the training programs offered by the organization.

This study would enable the organization to improve training programs methods and the alternatives to increase the effectiveness of training. The study is conducted in one of the famous Home Appliances production points in a southern region.

### OBJECTIVES OF THE STUDY

The Primary objective of this study is to ‘Evaluate the effectiveness of training programs provided in the Home Appliances production point’. The other objectives are,

- To identify the employees perception on the training methods.
- To analyze trainees feedback on the training programs.

### SCOPE OF THE STUDY

This study focuses on the improvement needed in the training programs offered to the employees. The study attempts to find the usefulness of the training programs towards the career growth and skills of the employees. This study takes an effort to analyze the perception of employees with the training methods offered.

### RESEARCH METHODOLOGY

Type of research involved in this study is empirical in nature. It includes surveys and fact-findings enquire of different kinds. Convenient Sampling Design was used in the study. To elicit the required data from the population, 100 respondents were drawn. Both primary and secondary data were used. Surveys and Structured Questionnaires were used to collect the primary data and library resources were used to collect the secondary data required for the study. Likert’s five point scale, Percentage Analysis and Chi-square analysis were used to analyse the collected data.

### LIMITATIONS OF THE STUDY

- The study has been conducted only among the permanent category of employees, and hence the findings cannot be generalized to all the employees.
- The information provided by the respondents is spontaneous and in some cases the respondent might have given inappropriate answers, in order to maintain the company’s image.



- The level of accuracy can be affected because of the illiterate employees who are unable to understand the questions properly.

Study Profile

**TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

| Sl. No. | Demographic Characteristics         | Number | Per cent |
|---------|-------------------------------------|--------|----------|
| 1       | <b>GENDER</b>                       |        |          |
|         | Male                                | 100    | 100.00   |
|         | Female                              | 0      | 0.00     |
|         | TOTAL                               | 100    | 100.00   |
| 2       | <b>AGE GROUP</b>                    |        |          |
|         | 21-25 Years                         | 13     | 13.00    |
|         | 26 - 30 Years                       | 65     | 65.00    |
|         | 31- 35 Years                        | 21     | 21.00    |
|         | 35 Years & Above                    | 1      | 1.00     |
|         | TOTAL                               | 100    | 100.00   |
| 3       | <b>LENGTH OF SERVICE (in Years)</b> |        |          |
|         | Upto 5                              | 16     | 16.00    |
|         | 6 - 10                              | 28     | 28.00    |
|         | 11 – 15                             | 18     | 18.00    |
|         | 16 – 20                             | 17     | 17.00    |
|         | Above 20                            | 21     | 21.00    |
|         | TOTAL                               | 100    | 100.00   |
| 4       | <b>ANNUAL INCOME</b>                |        |          |
|         | UptoRs. 60,000                      | 29     | 29.00    |
|         | Rs. 60,001 - 96,000                 | 31     | 31.00    |
|         | Rs. 96,001 – 1,20,000               | 24     | 24.00    |
|         | Above Rs. 1,20,000                  | 16     | 16.00    |
|         | TOTAL                               | 100    | 100.00   |

Source: Primary Data

- It is understood from this table that,
- It is clear that, the entire population in the production point is only male members;
  - 65 per cent of the respondents were in the age group of 26 – 30 years, 21 percent were in the age group of 31 – 35, 13 per cent were in 21 – 25 slabs and only one per cent of the respondents were in the age group of 35 and above slab. It is clear that, production point is filled with young blood , there arises the need for training and development;
  - It is revealed that, 28 per cent respondents length service is 6 – 10 years, 21 percent of the respondents length of service was more than 20 years, 18 per cent were in the slab of 11 – 15 years of service, 17 percent of the respondents were in the slab of 16 – 20 years of service and only 16 per cent of the respondents were in the slab of upto 5 years of service.
  - It is evident from the table that, 31 per cent of respondents were in the slab of Rs. 60,001 – 96,000 p.a. as their annual income, 29 per cent of them were getting only uptoRs. 60,000 as their annual income; 24 per cent of them were in the slab of Rs. 96,001 – 1,

20,000 and only 16 per cent of the respondents income was above Rs. 1,20,000.

**TABLE 2: OPINION OF THE RESPONDENTS ABOUT TRAINING METHODS**

| Sl. No. | Opinion   | Number | Per cent |
|---------|-----------|--------|----------|
| 1       | Excellent | 44     | 44       |
| 2       | Good      | 54     | 54       |
| 3       | Average   | 2      | 2        |
| 4       | Poor      | 0      | 0        |
|         | Total     | 100    | 100      |

Source: Primary Data

It is interpreted that, 54 per cent respondents were opined that the training methods adopted was good, 44 per cent of the respondents were expressed as ‘Excellent’, 2 per cent of respondents said that, it was average and no person expressed that the training program was poor.

**TABLE 3: OPINION ON TRAINING PROGRAM**

| Sl. No. | OPINION FACTORS | About Training Methods | About the Training Duration | Usefulness of the Equipment used | Satisfaction Level |
|---------|-----------------|------------------------|-----------------------------|----------------------------------|--------------------|
| 1       | Excellent       | 44                     | 38                          | 26                               | 21                 |
| 2       | Good            | 54                     | 54                          | 62                               | 24                 |
| 3       | Average         | 2                      | 8                           | 12                               | 54                 |
| 4       | Poor            | 0                      | 0                           | 0                                | 1                  |
|         | Total           | 100                    | 100                         | 100                              | 100                |

Source: Primary Data

- About Training Methods  
It is observed that, 54 per cent respondents expressed that, the methods used in the training was good; 44 per cent were expressed as ‘excellent’ and only 2 per cent were expressed as ‘Average’ and none of them have expressed as poor;
- About the Duration of the Program  
It is understood that, 54 per cent respondents said that the duration used to given is a Good method and 38 per cent of the respondent as Excellent, and 8 per cent of them expressed as average and no one has expressed that the duration allotted was poor in nature.
- About Usefulness of the equipments used:  
It is expressed from the table that, 62 per cent of the respondents were said as good and 26 per cent as ‘Excellent’, 12 per cent as average and none of them has expressed as poor.
- Satisfaction Level  
54 per cent of the respondents’ satisfaction level was Average, 24 per cent expressed as Good, 21 per cent of the respondents’ level of satisfaction was Excellent and only the one per cent of the respondents expressed as Poor.



**TABLE 4: CONTENT OF TRAINING PROGRAM**

| Sl. No. | Opinion          | Number | Per cent |
|---------|------------------|--------|----------|
| 1       | Sufficient       | 95     | 95       |
| 2       | Not - Sufficient | 5      | 5        |
|         | Total            | 100    | 100      |

Source: Primary Data

It is observed that, 95 per cent respondents pointed out that, the content of the training program was sufficient and only 5 per cent of them expressed as not sufficient.

**TABLE 5: PURPOSE OF TRAINING PROGRAM**

| Sl. No. | Opinion                        | Number | Per cent |
|---------|--------------------------------|--------|----------|
| 1       | Self – development             | 30     | 30       |
| 2       | Suit changing industrial needs | 12     | 12       |
| 3       | Increased job performance      | 44     | 44       |
| 4       | Promotion                      | 14     | 14       |
|         | Total                          | 100    | 100      |

Source: Primary Data

It is interpreted from the table that, 44 per cent respondents opined that, it was intended to increase the job performance of employees in terms of productivity and quality. 30 per cent said that, it was for self – development of the employees, 14 per cent of the respondents expressed that, it was for their career promotion and only 12 per cent of them opined that, it was for the purpose of ‘Suit the changing industrial needs’.

**TABLE 6: AGREEABILITY STATEMENTS ON TRAINING PROGRAM**

| Sl. No. | Opinion           | Usefulness | Difficulty in Application | Helps in Improvement | Enhances Knowledge | Reduction of Errors |
|---------|-------------------|------------|---------------------------|----------------------|--------------------|---------------------|
| 1       | Strongly agree    | 37         | 37                        | 44                   | 50                 | 39                  |
| 2       | Agree             | 54         | 54                        | 41                   | 25                 | 47                  |
| 3       | Neutral           | 7          | 7                         | 15                   | 22                 | 13                  |
| 4       | Disagree          | 1          | 1                         | 0                    | 3                  | 1                   |
| 5       | Strongly disagree | 1          | 1                         | 0                    | 0                  | 0                   |
|         | Total             | 100        | 100                       | 100                  | 100                | 100                 |

Source: Primary Data

- i. It is understood that, 54 per cent were agreed that the training program was useful to them, 37 per cent of the respondents were strongly agreed with that statement on usefulness on training program, 7 per cent were neutral in their opinion and 1 per cent of them were neither disagree nor strongly disagree with usefulness of the training program;

- ii. 54 per cent of the respondents agreed that, there is a practical difficulty in the application part and 37 per cent of them strongly agree with that. 7 per cent were neutral in their opinion and 1 per cent of them were neither disagree nor strongly disagree with usefulness of the training program;
- iii. 44 per cent of the employees strongly agreed that, the training helps in improvement, 41 percent agree with that and 15 per cent of them were neutral in their opinion.
- iv. 50 per cent respondents strongly agreed that the training is intended to enhance the knowledge of the employees. 25 agree with that and 22 per cent were neutral in their opinion.
- v. 47 per cent respondents were agreed that, the program is for the rectification of errors; 39 per cent strongly agree with that, 13 per cent were neutral in that.

**TABLE 7: IMPACT OF TRAINING PROGRAM**

| Sl. No. | Opinion         | Application of New Skills | Helpful to current position | Usefulness |
|---------|-----------------|---------------------------|-----------------------------|------------|
| 1       | Great extent    | 36                        | 45                          | 56         |
| 2       | Feasible extent | 57                        | 37                          | 27         |
| 3       | Some extent     | 5                         | 15                          | 13         |
| 4       | Least extent    | 2                         | 3                           | 4          |
|         | Total           | 100                       | 100                         | 100        |

Source: Primary Data

- i. It is clear from the table that, 57 per cent of the employees opined that, application of new skills is possible to the feasible extent
- ii. 45 per cent of them opined that, the program was really helpful to their current positions;
- iii. 56 per cent of the respondents’ opinion to a great extent that the training program was much useful for the betterment in their career.

**TABLE 8: OUTCOME OF TRAINING PROGRAM**

| Sl. No. | Factors                           | Number | Per cent |
|---------|-----------------------------------|--------|----------|
| 1       | Improvement in the present method | 40     | 40       |
| 2       | Improvement among work groups     | 35     | 35       |
| 3       | Increases Motivation              | 22     | 22       |
| 4       | Leads to Stress                   | 3      | 3        |
|         | Total                             | 100    | 100      |

Source: Primary Data

It is evident from the table that, 40 per cent of the respondents opined that, the outcome of the training program is to have improvements in the present system, 35 pointed out that, it was for improvements among work groups, 22 per cent have the opinion that the training program increases motivation and remaining are opined that, it may sometimes leads to stress.



**TABLE 9: AGE GROUP AND OPINION ON TRAINING PROGRAM**

| Sl. No. | Age Group      | Training programme |           |          |          | Total      |
|---------|----------------|--------------------|-----------|----------|----------|------------|
|         |                | Excellent          | Good      | Average  | Poor     |            |
| 1       | 21-25 years    | 5                  | 8         | 0        | 0        | 13         |
| 2       | 26-30 years    | 26                 | 38        | 1        | 0        | 65         |
| 3       | 31-35 years    | 12                 | 8         | 1        | 0        | 21         |
| 4       | Above 35 years | 1                  | 0         | 0        | 0        | 1          |
|         | <b>Total</b>   | <b>44</b>          | <b>54</b> | <b>2</b> | <b>0</b> | <b>100</b> |

Source: Primary Data

Ho: There is no relationship between the age and training program.

$$\text{Chi-square} = \chi^2 = (O - E)^2/E$$

| Degrees of freedom | Calculated value | Table value | Level of significance | Result   |
|--------------------|------------------|-------------|-----------------------|----------|
| 9                  | 4.91             | 16.92       | 5%                    | Accepted |

The calculated value of chi-square is 4.91 which are less than the table value of 16.92 and the hypothesis is accepted. Therefore, there is no significant relationship between age and training program.

**TABLE 10: AGE GROUP AND OPINION ON IMPROVING EFFICIENCY**

| Sl. No. | Age Group      | Improve efficiency |           |           |          |                   | Total      |
|---------|----------------|--------------------|-----------|-----------|----------|-------------------|------------|
|         |                | Strongly agree     | Agree     | Neutral   | Disagree | Strongly disagree |            |
| 1       | 21-25 years    | 5                  | 6         | 2         | 0        | 0                 | 13         |
| 2       | 26-30 years    | 26                 | 27        | 12        | 0        | 0                 | 65         |
| 3       | 31-35 years    | 13                 | 7         | 1         | 0        | 0                 | 21         |
| 4       | Above 35 years | 0                  | 1         | 0         | 0        | 0                 | 1          |
|         | <b>Total</b>   | <b>44</b>          | <b>41</b> | <b>15</b> | <b>0</b> | <b>0</b>          | <b>100</b> |

Source: Primary Data

Ho: There is no significant relationship between the age and improve efficiency.

$$\text{Chi-square} = \chi^2 = (O - E)^2/E$$

| Degrees of freedom | Calculated value | Table value | Level of significance | Result   |
|--------------------|------------------|-------------|-----------------------|----------|
| 12                 | 5.67             | 21.02       | 5%                    | Accepted |

The calculated value of chi-square is 5.67 which is less than the table value of 21.02. Hence the hypothesis is accepted. Therefore there is no significant relationship between the respondents' age and the intention to improve efficiency.

**FINDINGS OF THE STUDY**

- From the table it is found that (100%) are male only because this particular industry requires much muscle work
- It is found from the table that majority of the respondents (65%) are in the group of 26 - 30 years who require training.
- Majority of the respondents (28%) length of service is 6 – 10 years, so there exists the need for training program;
- Majority of the respondents (31%) are in the income slab of Rs. 60,001 – 96,000, where there is a need for promotions in career in turn results into financial upliftment;
- Majority of the respondents (54%) are inferred that the training program method is good.
- From the table it is found that majority of the respondents (54%) are satisfied with duration of the training program.

- It is found that majority (62%) respondents are well good in using equipments by the trainers in the training class.
- It is found that 95% respondents are satisfied with the content of the program.
- Majority of the respondents (53%) prefer on the job training in the work place.
- The training program is to increase the job performance at the work place is the opinion of 44 per cent respondents ;
- Majority of the respondents (54%) agree that, the training program is useful for the employees;
- Most of the respondents (54%) agree that, there is a difficulty in the application of training program;



- It is found that, improvement in the job performance can be possible through proper training, is strongly agreed by 44% respondents;
- Majority of the respondents (50%) strongly agree that, the training program helps in enhancing the knowledge of the respondents;
- 47 % of the respondents agree that the training program helps in the rectification of errors;
- It is found that 56% of the respondents to a great extent helps in adopting new skills in work after attending the training program.
- Majority (45%) of the respondents accepted that the training programs are helpful in great extent for the both current and future job.
- Inferred that (56%) of the respondents are felt training program is useful in their work life.
- Majority of the respondents (40%) opined that, the outcome of the training program is useful for the improvement in the present method of working;
- It is found that (62%) of the respondents are satisfied in the procedure of training program.
- Majority (56%) of the respondents said that presence training program contain new concept compare to the last training program.
- There is no significant relationship between the age group of the respondents and their opinion on the training programs
- There is no significant relationship between the age group of the respondents and their opinion on the Efficiency improvement in the training programs.

### SUGGESTIONS

- The importance of training program should be conveyed to the workers.
- On the job training and off the job training have to be provided and given equal importance.
- After the training program, training feedback should be collected from the employees to know and measure the effectiveness of training program.
- Employees should be given a chance to attend other sponsored training program for improving them self and to gain more knowledge.
- Training will help the employees to update their knowledge and also will help them to handle the latest technology effectively, so the training should focus on the current technology, also.

### CONCLUSION

In this paper, the study is made on the “effectiveness of training program” and the various issues related aspects are considered effectively and dealt with suitable solution to overcome the bottlenecks. The factors such as promotion, provision of incentives etc. may be increased to raise the productivity of the organisation. The employees are much concerned with the existing training program and major attention should be given in the identified areas to improve the level of satisfaction of workers in a better manner. Hence the training provided is effective in this organization according to the mindset of the employees.

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