

A STUDY ON EVALUATING THE EFFECTIVENESS OF TRAINING & DEVELOPMENT USING KIRKPATRICK'S MODEL AT ASHOK LEYLAND

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Abstract : This study has been undertaken to evaluate the effectiveness of training and development at Ashok Leyland, Hosur. For which a popular model called Kirkpatrick model is adopted. The questionnaire for this research has been framed using the same model. The model has four levels which can be used to determine the effectiveness on the training programme. The first level of the model is **Reaction** of trainees towards the training session, the second level is **Learning**, Third level is **Behavior** towards the programme, **Results** obtained due to the session is the final level.

Analysis was done using three statistical tools which are Chi-square test, Correlation and Anova test.

Keywords: Kirkpatrick's model, effectiveness, Training and development, Productivity.

1. INTRODUCTION

According to Taylor M H, "It is a continuous effort to improve the quality of work done, training would equip individual with the required skills and knowledge to complete a job"

Since, this study is undertaken at Ashok Leyland which is a major player in automobile industry which makes use of developing technology, it is essential for its management to keep their employees updated with technology which can be possible only through regular and effective training.

Training is a technique to deliver a steady improvement in the nature of occupation performed by an individual or group, it would give them required learning, aptitudes, ability, capacities and frame of mind to finish their task. Skills obtained today may end up old tomorrow because of innovation which is progressing at quicker pace, subsequently making preparing and retraining basic. Hence, training has become very essential to remain updated.

This study is carried out with the intention to evaluate the effectiveness of the training offered to employees by the organization. The scope of the study is to evaluate if the training provided is useful and relevant for the concerned employees.

OBJECTIVES OF TRAINING:

The major objectives of the training may be enumerated as follows:

- To train the representatives in the organization's way of life and morals.
- To get ready both recently selected and right now utilized workers to meet the present just as the future necessity of the activity.
- To train the workers so as to improve their aptitudes in order to build quality and quantity of yield.
- To counteract workers getting to be outdated due to updating innovation.
- To plan workers for top dimension duties.
- To increment the capability and adequacy of workers by refreshing them on most recent ideas and strategies.
- To encourage progression wanting to develop a second line of equipped workers.
- To diminish supervision time.
- To guarantee efficient yield with better quality.
- To create interpersonal relations.
- To develop individuals and to boost their morale

2. THEORITICAL BACKGROUND OF THE STUDY:

KIRKPATRICK'S MODEL:



Level 4: RESULTS	The degree to which targeted program outcomes occur and contribute to the organization's highest-level result.
Level 3: BEHAVIOR	The degree to which participants apply what they learned during training when they are back on the job.
Level 2: LEARNING	The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training.
Level 1: REACTION	The degree to which participants find the training favorable, engaging and relevant to their jobs.

3. REVIEW OF LITERATURE

- According to the paper of Hamblin (1974) defines training as 'any process which on purpose attempts to improve a individual's skill on a job as opposite to education which is mainly regarded with individual development and not related directly to the job.
- The paper of Chih et al., (2008) opined that training program depends on the following factors for its success (i) learning program's perceived value (ii) Trainer's attitude(iii) response for learning conditions.
- The article of Giangreco (2009), states the major determinant of satisfaction on training are expected training result and helpfulness of training.
- According to Obisi (2001), training is a technique through which the aptitudes, capacity and information of a worker is improved and more prominent than previously. He contends that training should occur when the need ,destinations for such preparing have been recognized.
- Noe et al., (2006) refers training as a intended effort facilitates the learning of job-related information, skill and knowledge by employee."
- According to H. John Bernardin " Training is any process to improve an individual execution on a present held activity or other identified with it"

4. NEED FOR THE STUDY:

1. It is important to know that the training provided to employees are useful to them and also beneficial for the investment made for training
2. A persons performance is basically depends on the skills, attitudes, motivation and top management's commitment etc. Thus it is important to make staffs of the organization competent.
3. Hence it is important to keep employees updated and knowledgeable which is possible through training and development. But it is also equally important to make the training sessions effective and useful.

5. SCOPE OF TRAINING:

The organizations find themselves forced to arrange some training activities because a lot of new entrants be short of basic skills. Training of a company's personnel results in an increase of efficiency and productivity and also reduces wastage. It is a firm's prudence and cost effective method to retain human resources for new jobs than deploying them and hiring new workers. As training enhances the competency and skill of the employees, it will result in increased self-esteem and morale in them. If training is well planned, it can benefit a organization to a larger extent.

- Most of the abilities can be trained and learnt where only few aptitudes are viewed as natural.
- Skills obtained today may end up old tomorrow because of innovation which is progressing at quicker pace, subsequently making preparing and retraining basic.
- Because of Globalization decent variety in ways of life, frames of mind of individuals, working condition and so forth are convincing representatives to get prepared in various abilities like unknown dialects, arrangement procedures, communication skills and so on.

6. OBJECTIVES OF THE STUDY:

1. To recognize the need and importance of training to improve productivity.
2. To Assess the training using the 4 components of Krikpatrick's model
3. To assess the satisfaction of employees with regarding to the effectiveness of Training and development
4. To analyze the responses and suggest measures for increasing the efficiency of training.

7. METHODOLOGY

The study is descriptive in character which was conducted at Ashok leyland Company limited with a population of 175 executives. Using simple random sampling which was framed in a structured form the sample size was 100 executives that cover major parts of all departments. The primary data was collected through questionnaire and secondary data was obtained both internally and externally through company annual reports, blogs, literature reviews and so on. The statistical tests used for the research data analysis are

- Chi-square test
- Correlation
- Anova test

8. ANALYSIS AND RESULTS:**CHI-SQUARE TEST- AGE*TRAINING IS RELEVANT TO JOB**

AGE	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL
20 - 30	4	4	0	2	0	10
31-40	0	6	8	0	0	14
41-50	8	10	24	6	4	52
50 Above	6	8	6	2	2	24
Total	18	28	38	10	6	100

	Value	Df	Asymptotic Significance (2-Sided)
PEARSON CHI-SQUARE	20.973 ^a	12	.051
LIKELIHOOD RATIO	28.951	12	.004
LINEAR-BY-LINEAR ASSOCIATION	.672	1	.412
N OF VALID CASES	100		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .60.

❖ There is no significant association between Employee's age and relevancy of training to employee's job role

CHI-SQUARE: QUALIFICATION * OVERALL SATISFACTION ON TRAINING SESSION

QUALIFICATION	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
UG	2	4	6	2	4	18
PG	12	12	4	2	0	30
DIPLOMA	6	8	10	2	2	28
OTHERS	12	6	4	0	0	22
SSLC	0	0	2	0	0	2
Total	32	30	26	6	6	100

	Value	Df	Asymptotic Significance (2-Sided)
PEARSON CHI-SQUARE	31.675 ^a	16	.011
LIKELIHOOD RATIO	32.961	16	.007
LINEAR-BY-LINEAR ASSOCIATION	6.056	1	.014
N OF VALID CASES	100		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .12.

❖ There is no significant association between Qualification and Overall Satisfaction On Training Session

CORRELATION BETWEEN AGE AND TRAINING HELPED IN ENHANCING SKILL

CORRELATION		AGE	ENHANCE SKILL
AGE	Pearson Correlation	1	.195
	Sig. (2-tailed)		.052
	N	100	100
ENHANCE SKILL	Pearson Correlation	.195	1
	Sig. (2-tailed)	.052	
	N	100	100

- There is no significant relationship between age and Training helped in enhancing skill.

CORRELATION BETWEEN INCOME AND OVERALL SATISFACTION ON TRAINING SESSION:

		INCOME	OVERALL SATISFACTION
INCOME	Pearson Correlation	1	.110
	Sig. (2-tailed)		.278
	N	100	100
SATISFIED	Pearson Correlation	.110	1
	Sig. (2-tailed)	.278	
	N	100	100

- There is no significant relationship between Income and overall satisfaction on training session

ONE WAY ANOVA - QUALIFICATION*LEARNING IS APPLIED AT WORK

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.899	3	.300	.250	.861
Within Groups	115.101	96	1.199		
Total	116.000	99			

- ❖ There is no significant difference among qualification and application of learning at work

ONE WAY ANOVA- AGE*METHOD OF DELIVERY

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.783	4	2.196	3.058	.020
Within Groups	68.217	95	.718		
Total	77.000	99			

- ❖ There is no significant difference among age and method of delivery

SUGGESTIONS:

- ❖ Training can be given in a way that the increased efficiency sustains over long time and which will be helpful in long run to both employee and organization
- ❖ Regular training sessions can be scheduled to keep pace with upgrading technology.
- ❖ Participations and interactions can be still encouraged.
- ❖ Training can be planned in a way that it is most relevant to employee's job role
- ❖ Duration of training sessions shall be looked into in a way it does not lead to production loss.

CONCLUSION:

Training helps to enhance the skills and capability of employees to carry on a particular task. Training process improves the performance of employees. Training is continuous and never ending in nature. The above study will help to support to develop the effectiveness on training & development at Ashok Leyland and also to develop the productivity as well as status of the employee in the company.

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