

## A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN ASHOK LEYLAND LIMITED

*A. Vijayalakshmi & K. Kumar*

*Research Scholar, National College, Trichy, Tamil Nadu, India*

*Associate Professor & Research Advisor, National College, Trichy, Tamil Nadu, India*

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### **ABSTRACT**

*Evaluation is an essential feature of all programmes for the training of employees. The concept of evaluation is most commonly interpreted in determining the effectiveness of a programme in relation to its objectives. Management invests in training programmes of employees only with the expectation to see some tangible benefits derived there from. This paper is a means by which employees express their feedback regarding the effectiveness of training in a Ashok Leyland Limited. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management.*

**KEYWORDS:** *Training Need Analysis, Performance, Skill, Ability, Satisfaction*

### **INTRODUCTION**

Training enables the employees to get acquainted with jobs and increase their aptitude, skills, and knowledge. It helps the newly recruited employees to be productive in the minimum amount of time. Even for the job experienced workers, it is necessary to refresh and enable them to keep up with new methods, techniques, new machines and equipment for doing the work. Delivering a training program is not enough. The cycle does not end here. Measuring the effectiveness of training program gives a realistic idea of how effective the training program really has been. Of the many models available Kirkpatrick's is a widely accepted model. He defines Evaluation as, "Measuring changes in behavior that occur as a result of training programs." Therefore, the present study helps to ascertain the effectiveness of training and development in the Ashok Leyland Limited.,

### **REVIEW OF LITERATURE**

**Bartel (1994)** presents one of the first attempts to estimate the effects of private training on productivity. She finds that the provision of training programs and productivity of workers in terms of sales after training positively correlated with firms' sales per employee.

**Paul & Anantharaman (2003)**, shows that training can have positive and significant effects on firm's performance in specific sectors (steel and software industries).

**Christopher & Smith (2005)** state that training is supposed to do the following:

- Develop employees' skills, abilities and performance and thus improve product quality, and quantity (whether the product is goods or services) on individuals, group and organization levels. Maintain a high performance as possible, as economically as possible, when people move to new jobs through recruitment, transfer or promotion.
- Help fill present and future workforce needs and creates a more flexible workforce through such programs as multi-skilling and management development.
- Maintain a high performance as possible, as economically as possible, when people move to new jobs through recruitment, transfer or promotion.

## **OBJECTIVES OF THE STUDY**

### **Primary Objectives**

- To study the effectiveness of training program in Ashok Leyland Limited.
- To study the trainee's self-assessment of the training program
- To study the level of understanding and impact of the training
- To study the barriers involved in training and to suggest and recommend measures to make the training function more effective.

## **SIGNIFICANCE OF THE STUDY**

The study enables to

- Measure the overall success of the training program
- Elicit the employee's opinion regarding the training program
- Know the facilities available and methods used in the organization
- Know the merits and demerits of training
- Investigate the impact of training on employees
- Determine the needs and preference of the members
- Assess the need for improvement in training skills determine whether the training matches workplace needs.

## **SCOPE OF THE STUDY**

- The study is conducted in Ashok Leyland Limited., to evaluate the effectiveness of training program and
- To provide suggestions for improvisation if needed.

## **RESEARCH METHODOLOGY**

- This study has adopted Random Sampling method for the study. Primary data are collected through questionnaires. A questionnaire consists of a list of questions which are relevant in getting the facts. It comprises two parts. The first part deals with questions relating to the personal details of the respondents. The second part pertains to the topic of relevance.

- Secondary data collected through company published Magazines, Handouts, and company websites.

**SAMPLING DESIGN**

For the Study, 90 respondents out of 300 have been selected at random using convenient sampling.

**Tools Used**

The data collected were analyzed and interpreted with the help of statistical tables, diagrams, correlation and chi-square test.

**LIMITATIONS OF THE STUDY**

- Random and convenient sampling had been adopted. It therefore, inherits its defects.
- Due to time constraints, the study was limited to 90 respondents.
- Lack of time prevented in-depth study.

**DATA ANALYSIS AND INTERPRETATION**

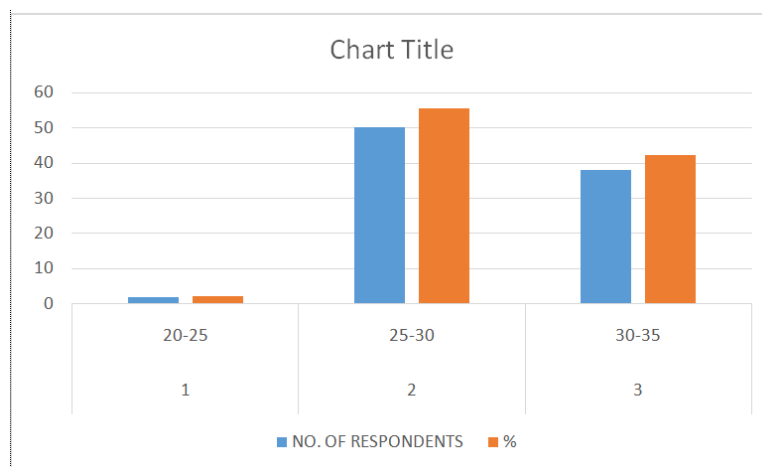
To know the changes that have taken place in the workplace, employee attitude and the organization’s productivity after training, a response has been obtained from 90 employees out of 300 employees in Ashok Leyland Limited, through Questionnaire and on the basis of the data collected, analysis and interpretations have been made as follows.

**Table 1: Age Wise Classification**

SL. NO.	AGE	No. of Respondents	%
1	20-25	2	2.2
2	25-30	50	55.55
3	30-35	38	42.22

**Source:** Primary Data

Table 1 presents the age wise classification of respondents ranging from 20 to 35years. 2.2% of respondents are in the age group of 20-25, 55.55% are in the age group of 25-30 and 42.22% are in the age group of 30-35.



**Figure 1**

**Table 2: Sex Wise Classification**

Sl. No.	Gender	No. of Respondents	%
1	Male	86	95.56
2	Female	4	4.44

Source: Primary Data

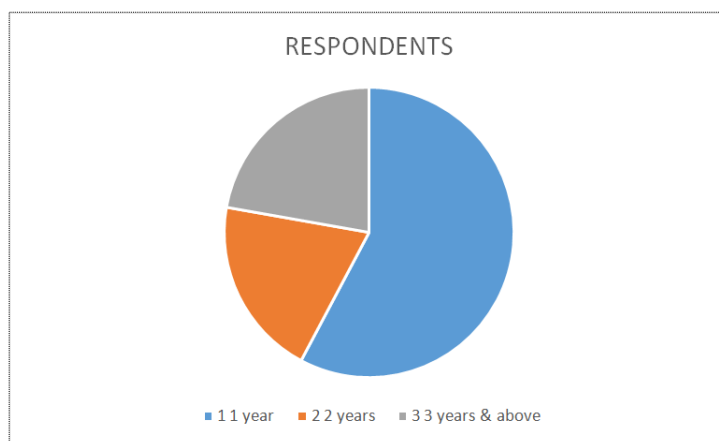
Table 2 indicates the sex wise classification of respondents, the majority being males.

**Table 3: Experience Wise Distribution**

Sl. No.	Experience	Respondents	%
1	1 year	52	57.78
2	2 years	18	20.00
3	3 years & above	20	22.22

Source: Primary Data

Table 3 reveals the experience wise distribution of respondents and the majority are one year experienced

**Figure 2****Table 4: Reason for Attending the Training Program**

Sl. No.	Reasons for Attending Training	No. of Respondents	%
1	To update knowledge	12	13.33
2	To improve skill	19	21.11
3	For promotion	29	32.22
4	To faster teamwork & participation	10	11.11
5	For personal devt.	20	22.22

Source: Primary Data

Table 4 presents the purpose of attending the training programme by the respondents. More than 32% attended the training programme for promotion.

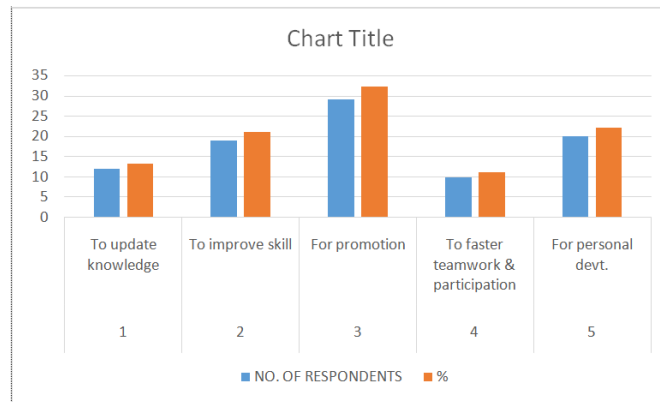


Figure 3

Table 5: The Session, Timing and Venue of the Training Program

Sl. No.	Opinion	Respondents	%
1	Highly satisfactory	28	31.11
2	Satisfactory	32	35.56
3	Neutral	10	11.11
4	Dissatisfactory	12	13.33
5	Highly dissatisfactory	8	8.89

Source: Primary Data

Table 5 represents the opinion of the respondents on the session, timing, and venue of the training programme. 31.11% and 35.56% of the respondents were highly satisfied and satisfied respectively and 11.11% were neutral to the timing and venue of the training program while the remaining 13.33% and 8.89% were dissatisfied and highly dissatisfied respectively.

Table 6: Knowledge Gain for Job Requirements and Job Responsibilities

Sl. No.	Opinion	Respondents	%
1	Strongly agree	30	33.33
2	Agree	28	31.11
3	Neutral	16	17.78
4	Disagree	8	8.89
5	Strongly disagree	8	8.89

Source: Primary Data

Table 6 shows the knowledge gained from training for job requirements and responsibilities. 33.33% and 31.11% of the respondents strongly agree and agree that they gained adequate knowledge required for the job and job responsibilities respectively and 17.78% of the respondents are neutral while 8.89% of the respondents each disagree and strongly disagree to the opinion regarding the knowledge gained.

Table 7: The Do's and Don'ts, Rules and Regulations as Clearly Explained in the Training Program

Sl. No.	Opinion	No. of Respondents	%
1	Strongly agree	34	37.77
2	Agree	36	40.00
3	Neutral	12	13.33
4	Disagree	5	5.56
5	Strongly disagree	3	3.33

Source: Primary Data

Table 7 shows the opinion of the respondents regarding the do's and don'ts, rules, and regulations of the training programmes. It is clear that 37.77% of the respondents strongly agree and 40% agree with that do's and don'ts, rules and regulations were clearly explained, while 13.33% were neutral and the remaining disagree and strongly disagree with do's and don'ts.

**Table 8: The Sufficiency of the Duration of the Training Program**

Sl. No.	Opinion	No. of Respondents	%
1	YES	81	90
2	NO	9	10

Source: Primary Data

Table 8 presents the opinion of the respondents on the adequacy of the duration of the training programme. 90% of the respondents agree that the duration of the training program was sufficient and only 10% disagree with this opinion.

**Table 9: Evaluation of Training Program**

Sl. No.	Opinion	Respondents	%
1	Highly worthy	30	33.33
2	Worthy	40	44.44
3	Neutral	10	11.11
4	Unworthy	6	6.67
5	Highly unworthy	4	4.44

Source: Primary Data

Table 9 shows the opinion of the respondents on the evaluation of the training program me. 33.33% & 44.44% of the respondents consider this training program as highly worthy and worthy respectively. 10% are neutral and the rest consider the training program as unworthy.

## FINDINGS AND SUGGESTIONS

### Findings

- Almost all the employees have a positive opinion towards the satisfaction level of present training methods which is followed by the company.
- Almost all the employees are very clear about the training programs and its objectives, well before attending training.
- For most of the employees, training and development program content has met their needs only to some extent.
- Most of the employees have attended training and development programs for promotion.
- 90% of the respondents agree that the duration of the training program was sufficient.

### SUGGESTIONS

To make training more effective, the following suggestions are made.

- Evaluation of training effectiveness should not be treated only as a corrective measure for the existing training programs offered by the organization, but also as a pro-active measure for making future training programs effective.

- It is also a process that a firm must place resources to it if it is to uphold workable and talented employees.
- An additional training program should be given on the aspects of the subjects, upon which training has already been given so that it will help the executives to implement their assigned projects in an effective manner.
- A detailed need-based analysis should be conducted and personnel should be given training accordingly.
- The organization must ensure that proper training is imparted before each promotion. Eminent trainers from the corporate world have to be brought in order to enhance the quality of training.
- After the training programs, booklets of the same in detail should be given for future reference.
- It is necessary to ensure that trainers who are called for sessions are experts and have sound knowledge on the subject.
- As the trainee acquires new knowledge, skills, and attitude and applies them to work situations, they should be appraised and significantly rewarded for their efforts.
- Though the objectives of the training programs have been achieved to a great extent, depending on the nature and complexity of subjects, enough time needs to be allotted so that the employees benefit maximum out of it.
- Steps must be taken to seek the opinion of trainees' expectations before the training program and collecting their views regarding the expectations after the training.

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