

Project Dissertation

Effectiveness Of Training &

Its Impact On Employees Performance

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Certificate from the Institute

This is to certify that the Project Report titled **Effectiveness of Training & Its Impact on Employees Performance** is a bonafide work carried out by Pooja Jaglan of MBA 2014-16 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

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Declaration

I, Pooja Jaglan, student of MBA 2014-16 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42, declare that the dissertation on **Effective of Training & its Impact on Employees performance of Auto-manufacturing Sector** submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This dissertation report is not being submitted to any other institute/university for award of any other Degree, Diploma and Fellowship.

Pooja Jaglan

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Foremost, I am grateful to God for seeing me through my years of University education .I dedicate this work to God Almighty .I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organization. I would like to extend my sincere thanks to all of them.

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Executive Summary

Purpose : Project aim is to find the effectiveness of the training program and impact of training on employees performance. Organisation invests a lot in Training of the employees , But the return is not always profitable or positive . So it is necessary to evaluate the training program and it also helps to measure the employees performance.

This research helps to enhance our knowledge about what are the methods used in evaluation of different training programs and its impact on employees in Auto-manufacturing sector and if training is less effective then how to increase the effectiveness of training program in order to achieve organisational goals. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance .

Design/methodology: Descriptive style investigation to find out effectiveness of Training & Development system. The present research study is descriptive by nature and therefore, data are collected from both primary and secondary sources .Simple Random Sampling is used to select the respondents . Secondary data were collected through comprehensive literature review and internet. Other secondary sources included previous studies, journals, reports, magazines, newspapers and books. The primary data were collected from field visits of various units carrying out training and development programme and semi-structured interview and observation. The present study is empirical therefore it relies on observation, interviews and survey.

Findings: It is concluded that it is necessary to measure the effectiveness of training program .It helps to find the impact of training on employees performance and return on investment from training .Training helps to increase employees morale and productivity and make them more committed towards organisation.

Practical Implications: Special focus is on casual workers and employees from low level management and middle level management.

Keywords: Training effectiveness, Methods of training , Impact on employees performance

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CHAPTER-1

INTRODUCTION

There is no doubt that Organisations are striving for success and sustainability .And to do so Organisations have to obtain and utilize their human resources effectively. Human resources now consider as the asset for the firm and their success and failure mainly based on their performance (Abdul Hameed.2011). It is thought that winning organizations generally spend more in training in contrast with others because training aids workforce to acquire the information of their employment in a finer way and Individuals gain knowledge from their viable experience than their academic information.

To achieve organisational goals and success managers must focus on core functions of human resource management .And in this study we discuss one of the core function of human resource management that is training , effective of training and its impact on employees performance .

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance.

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely effect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not.

Introduction To Auto-mobile sector

The Indian auto industry is one of the largest in the world. The industry accounts for 7.1 per cent of the country's Gross Domestic Product (GDP). As of FY 2014-15, around 31 per cent of small cars sold globally are manufactured in India.

The Two Wheelers segment with 81 per cent market share is the leader of the Indian Automobile market owing to a growing middle class and a young population. Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector. The overall Passenger Vehicle (PV) segment has 13 per cent market share.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In April-January 2016, exports of Commercial Vehicles registered a growth of 18.36 per cent over April-January 2015. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler (2W) and Four Wheeler (4W) market in the world by 2020.

Market Size

The auto industry produced a total 19.84 million vehicles in April-January 2016, including passenger vehicles, commercial vehicles, three wheelers and two wheelers, as against 19.64 million in April-January 2015.

Domestic sales of Passenger Vehicles grew by 8.13 per cent in April-January 2016 over the same period last year. Within the Passenger Vehicles, Passenger Cars rose by 10.18 per cent, during April-January 2016 over April-January 2015.

The domestic sales of Commercial Vehicles increased by 9.43 per cent in April-January 2016 over the same period last year. Sales of Medium & Heavy Commercial Vehicles (M&HCVs) increased at 30.19 per cent.

Background To Study

Pitfield (1982) is of the opinion that the objectives of training are to: provide the skills, knowledge and aptitudes necessary to undertake required job efficiently develop the workers so that if he has the potentials, he may progress, increase efficiency by reducing spoilt work, misuse of machines and lessening physical risks. Chris Obisi (1996) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. Also Akinpeju (1999) postulated that the process of training and development is a continuous one. The need to

perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006).

To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Meyer and Allen, 1991).

In order to prepare their workers to do their job as desired, organizations provides training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment. When employees recognizes their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job. Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely effect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties .Employee training refers to programs that provide workers with information, new skills, or professional development opportunities.

The companies aimed at gaining the competitive advantage realized the importance of training in improving the employees performance. Past researches provides the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other

researches mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993).

Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capabilities and competencies required to perform a particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates. Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006).

According to Farooq. M, & Aslam. M. K (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010).

Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at s particular job and to void on the job errors and mistakes (Robert, 2006).

Rationale To Study

Project aim is to find the effectiveness of the training program and impact of training on employees performance. Organisation invests a lot in Training of the employees , But the return is not always profitable or positive . So it is necessary to evaluate the training program and it also helps to measure the employees performance .The game of economic competition has new rules. Firms should be fast and responsive. This requires responding to customers' needs for quality, variety, customization, convenience and timeliness. Meeting these new standards requires a workforce that is technically trained in all respects. It requires people who are capable of analyzing and solving job related problems, working cooperatively in teams and 'changing hats' and shifting from job to job as well. Training has increased in importance in today's

environment where jobs are complex and change. To survive and flourish in the present day corporate-jungle, companies should invest time and money in upgrading the knowledge and skills of their employees constantly. For, any company that stops injecting itself with intelligence is going to die. The purpose of this research is to make understand the basic principles, areas, and methods of training currently in use in the corporate circles.

Training is considered to have a massive impact on organizational efficiency. It is also noticed that more expense in training has led to more productivity . Therefore it is necessary to measure the training effectiveness and its impact on employees performance. So that it helps employees and Organisation both.

Benefit from Organisation point of view:

- Organisation get a fair idea about its return on investment and training results.
- Organisation comes to know where it lagging behind after the training or where training need improvement.

Benefit from employee point of view:

- Get better idea of their performance.
- Provide them feedback that helps employees to improve their area of work.
- Helps in their career development .

This research helps to enhance our knowledge about what are the methods used in evaluation of different training programs and its impact on employees . And if training is less effective then how to increase the effectiveness of training program in order to achieve organisational goals.

Scope Of The Study

The scope is limited to find the impact of training on employees performance belongs to workers of casual Grade , Low Management and Middle management employees and Training evaluation in Auto-manufacturing sector.

Objectives

- To know the effectiveness of the training programme conducted by the company.
- To know that how can we enhance the effectiveness of training program.
- To know the impact of training program on employees performance
- To know whether training programme is conducted successfully or not.
- To improve Organizational Climate and increase the morale of employees.
- To know about the work culture of the organization.

CHAPTER – 2

LITERATURE REVIEW

Training

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance.

Training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004).

Training develops self efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006). Training refers to a planned intervention aimed at enhancing the elements of individual job performance” (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unble to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at frim will not dd to productivity (Kanelopoulos and Akrivos, 2006).

The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

The Importance of Training

Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Anonymous, 1998).

The general benefits received from employee training are: increased job satisfaction and morale , increased motivation , increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

Employee performance

According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence de-motivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel

themselves competent to perform their jobs, which is achieved through better training programs.

Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard-Barton, (1992), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996).

Carr Wendy F. (2002) says that training is very necessary for every organisation .Traditional evaluation is done for training program but now it is done for both evaluation of training program and as well as what employee learn from training transfer their knowledge to their performance.

Shivakumar B. N. ,Navaneethakumar v “ Evaluating the training effectiveness among managers in manufacturing sector with reference to Krishnagiri district “. In this study the training effectiveness evaluation is done under 4 phases such as Training need analysis , pre training preparation required by managers , the trainer and trainee involvement during training and the post training program experience of the managers. Likert 5 point scaling technique was used for opinion collection of 500 managers with the help of convenience sampling method and structured questionnaire was used for collecting the primary data. Percentage test and chi square test was used for training need analysis and preparation required by managers and gender bias for selecting managers for training respectively .Results of the analysis stated that training need analysis is an important process for identifying training for managers , pre training preparations are essential for increasing the participation level , there is no gender bias incurred selecting the managers for training and it is purely done on requirement bases .

Training and Development

According to V.S.P. Rao “ training is a planned program – designed to improve performance and to bring about measurable changes in knowledge , skill , attitude and social behaviour of the employee “. It is a learning process that involves the acquisition of knowledge , sharpening of skills , concepts , rules or changing of attitudes and behaviour to enhance the performance of the employees .Training makes employees more valuable , more competitive and capable to cope up with new environment . After training the efficiency of employees increases and they become asset for an organisation .

Development is an educational process as it tries to enhance one’s ability to understand and interpret knowledge in a useful way. It is a systematic , planned and continuous process of learning process by which managers develop their conceptual and analytical ability to manage.

Training and development need = standard performance – actual performance

Difference between Education , Training and Development is :-

- **Education** means giving inputs to employees at conceptual level *to improve their understanding and learning.*
 - **Training** means to provide inputs to employees in order *to improve their skills , which are required to perform their respective jobs and thus to meet the customer requirements .*
 - **Development** means giving inputs to employees *to enhance their existing skills and knowledge .*
-
- **AIM :** Aim is to develop the knowledge, skill and attitude necessary for effective performance of the work.

Need Of Training

- Need of Training :- “ What are the reasons of Training ?”, “why we conduct training & what is its need ?”
Organisation need training for its employees to-

- Increases knowledge and skills for doing a particular job; it bridges the gap between job needs and employee skills, knowledge and behaviours
- Focuses attention on the current job; it is job specific and addresses particular performance deficits or problems
- Concentrates on individual employees; changing what employees know, how they work, their attitudes toward their work or their interactions with their co-workers or supervisors
- Fewer Accidents
- Less supervision
- Increase productivity

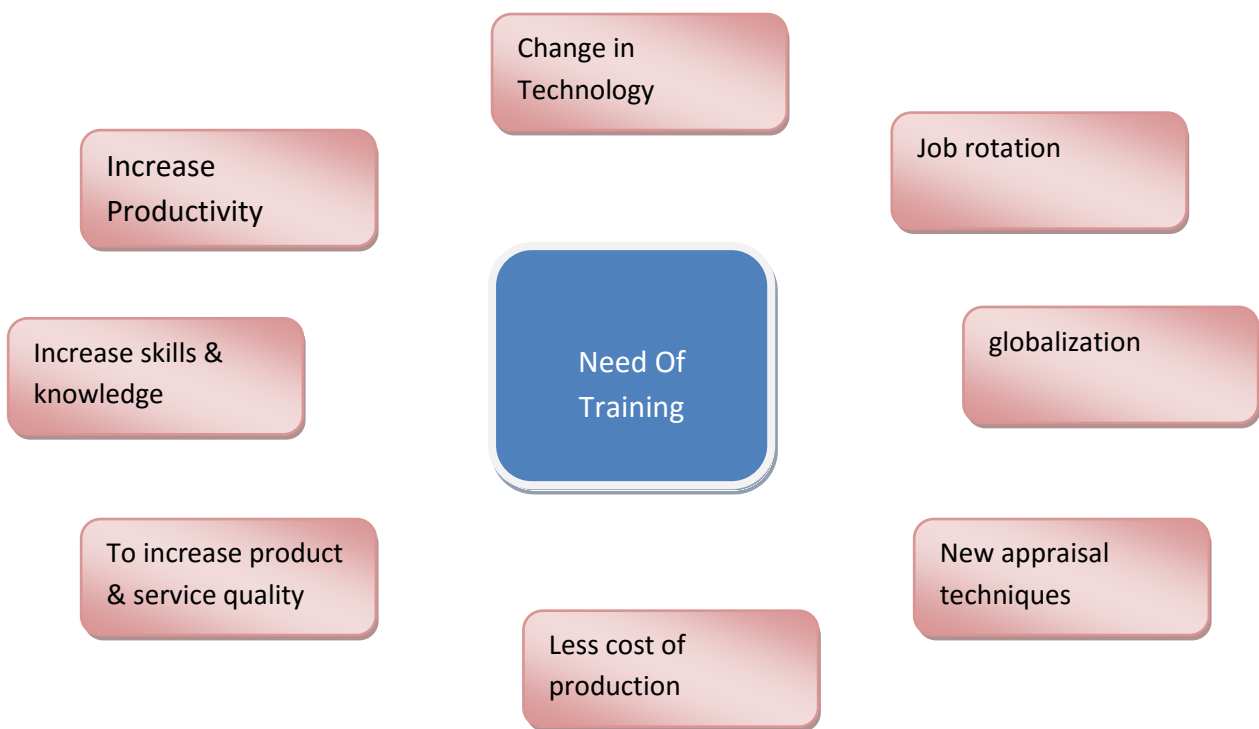


Fig. 1 Need of Training

Importance

Training offers innumerable benefits to both employees and employers. It makes the employee more productive and more useful to an organization. The importance of training can be studied under the following heads:

Benefits to the business:

- ✓ Trained workers can work more efficiently. They use machines, tools, and materials in a proper way. Wastage is thus eliminated to a large extent.
- ✓ There will be fewer accidents. Training improves the knowledge of employees regarding the use of machines and equipment. Hence, trained workers need not be put under close supervision, as they know how to handle operations properly.
- ✓ Trained workers can show superior performance. They can turn out better performance. They can turn out better quality goods by putting the materials, tools and equipment to good use.
- ✓ Training makes employees more loyal to an organization. They will be less inclined to leave the unit where there are growth opportunities

Benefits to the employees:

- ✓ Training makes an employee more useful to a firm. Hence, he will find employment more easily.
- ✓ Training makes employees more efficient and effective. By combining materials, tools and equipment in a right way, they can produce more with minimum effort.
- ✓ Training enables employees to secure promotions easily. They can realise their career goals comfortably.
- ✓ Training helps an employee to move from one organization to another easily. He can be more mobile and pursue career goals actively.
- ✓ Employees can avoid mistakes, accidents on the job. They can handle jobs with confidence. They will be more satisfied on their jobs. Their morale would be high.
- ✓ Thus, training can contribute to higher production, fewer mistakes, greater job satisfaction and lower labour turnover. Also, it can enable employees to cope with organizational, social and technological change. Effective training is an invaluable investment in the human resources of an organization.

Methods of Training :

No.	ON JOB TRAINING	OFF JOB TRAINING	OTHERS
1	Orientation Training	Role Playing	Computer Based Training
2	Job Instruction Training	Shop Floor Training	Internet Based Training
3	Apprentice	Case Study	Video & Action Learning
4	Internship & Assistantship	Lecture	Management Games
5	Job Rotation	Conference	Outside Seminars
6	Coaching	Group Discussion	

Table 1. Methods of Training Used in Auto Mobile Manufacturing Sector

INDUCTION TRAINING –Induction Training is for new recruit to make them know about organization. In Induction training employee know about policies, their duties, values and aims of business, layout of premises and employee can meet their colleagues.

- ON THE JOB TRAINING-When the training given to the employee while remaining in workplace The main methods of one-the-job training include:
 - Demonstration / instruction : senior / Trainer shows the trainee how to do the job
 - Coaching : is a teaching or training process in which an individual gets support while learning to achieve a specific personal or professional result or goal. The individual getting coached may be referred to as the client, the mentee or coachee, or they may be in an intern or apprenticeship relationship with the person coaching them.

- Job rotation : This is a kind of training involves the movement of trainee from one job to another. The purpose of job rotation is to provide trainees with a larger organizational perspective and a greater understanding of different functional areas as well as a better sense of their own career objectives and interests.
- Projects : employees join a project team - which gives them exposure to other parts of the business and allow them to take part in new activities. Most successful project teams are "multi-disciplinary"

- OFF THE JOB TRAINING

- Classroom Lectures: In classroom lectures the instructor organizes the material and gives it to group of trainees in the form of talk one of the advantage of this method is cost per trainee is low. Its Disadvantages are low interest of employees; it is One-way communication and no authentic feedback mechanism.
- Audio-Visual: It can be done using Films, Televisions, Video, and Presentations etc. Its Advantages are wide range of realistic examples, quality control possible. Its Disadvantages are one-way communication, no feedback mechanism and no flexibility for different audience.
- Simulation: Creating a real life situation for decision-making and understanding the actual job conditions give it. Ensures active participation of all trainees. Can be very effective but needs good communication.
- Vestibule Training: - Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. While expensive, Vestibule training allows employees to get a full feel for doing task without real world pressures. Additionally, it minimizes the problem of transferring learning to the job.
- Case Studies: It is a written description of an actual situation in the past in same organization or somewhere else and trainees are supposed to analyze and give their conclusions in writing. This is another excellent method to

ensure full and whole hearted participation of employees and generates good interest among them. Case is later discussed by instructor with all the pros and cons of each option. It is an ideal method to promote decision-making abilities within the constraints of limited data.

- Role Playing: Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals. The role players have to quickly respond to the situation that is ever changing and to react to it as they would in the real one. It is a method of human interaction which involves realistic behaviour in an imaginary or hypothetical situation. Role playing primarily involves employee-employer relationships, hiring, firing, discussing a grievance problem, conducting a post appraisal interview, disciplining a subordinate, or a salesman making presentation to a customer.

- Programmed Instructions: This involves two essential elements: (a) a step-by-step-series of bits of knowledge, each building upon what has gone before, and (b) a mechanism for presenting the series and checking on the trainee's knowledge. Questions are asked in proper sequence and indication given promptly whether the answers are correct. This programme may be carried out with a book, a manual or a teaching machine. It is primarily used for teaching factual knowledge such as Mathematics, Physics, etc.

- Management Games: With computerized management games trainees divide into five- or six-person groups, each of which competes with the others in a simulated marketplace. Each group typically must decide, for example.

- 1.How much to spend on advertising?
- 2.How much to produce?
- 3.How much inventory to maintain?
- 4.How many of which product to produce?

They help trainees develop their problem-solving skills, as well as to focus attention on planning rather than just putting out fires. The groups also

usually elect their own officers and organize themselves. This can develop leadership skills and foster cooperation and teamwork.

Training Type :-

Like Other sectors ,Auto-Manufacturing sector divide the training practices in two areas – Technical Training and Behavioural Training .

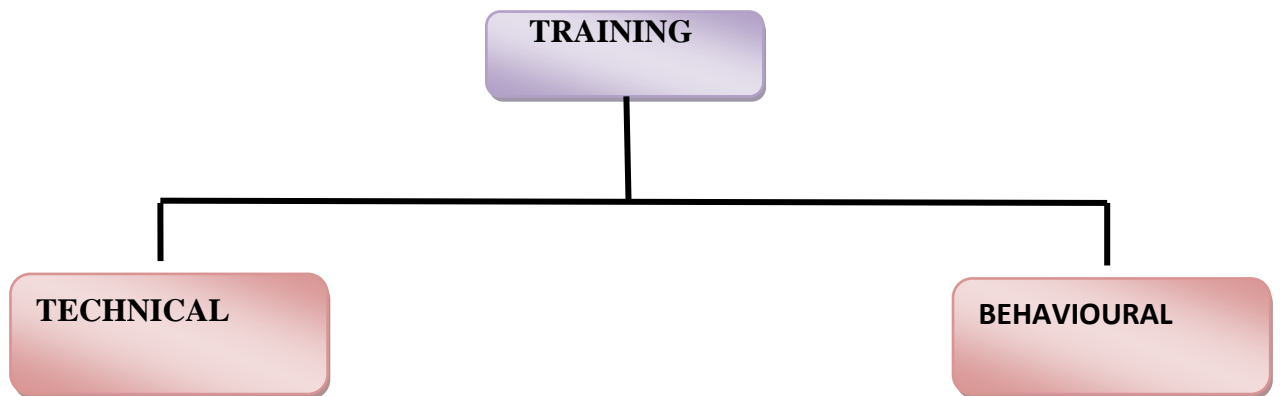


Fig. 2 Training Types

1. Technical Training – It includes training related to job performance .

There are various Technical Trainings conducts in Auto-Manufacturing sector and this research we introduce some of them . These are :-

ERP	Excel	EHS	TPM	SIX SIGMA	7 QC TOOLS
BOM	Advance Excel	Problem solving Techniques	LEAD AUDITOR QMS	COST NG AND	SOLID EDGE
SOLID EDGE	Indirect Tax	TS 16949 & ISO 14001	SPC	MANUFACTURING SYSTEM	PPAP

DFMEA	Service tax	ISO 14001	EMS+OHSAS	APQP	SPC
PFMEA	DFMEA	PROBLEM SOLIVING TECH.	ASPECT IMPACT,HIRA	GD&T KNOWLEDG E ACC. TO ZF STANDARD	HYDRAULIC SYSTEM
TOOLING	PROJECT MANAGEMEN T	CNC PROGRAMMI NG	VMC PROGRAMMIN G	OHSAS AWARNESS	VAVE
PRODUCT ABNORMALIT Y	REJECTION ANALYSIS	HEAT TREATMENT	ISO 14001	COMPUTER SKILLS	PSYCHOMETRIC TESTING
FACTORY ACT 1948	LEGAL & COMPLIANCE	COMPETANC Y MAPPING	VMC Programing	TRAINING & DEVLOPMEN T	RECRUITMENT
REWARD & BENEFITS	ID ACT	EXCISE & SALES TAX	COST SAVING AND LEAN	ANALOG PLC & ENCODER	FANUC SYSTEM TRAINING
MATERIAL HANDLING	LOGISTICS	MS OFFICE	FIFO	ADVANCE ON CNC & PLC	PLC & HMI
MOULDING SECTION	BASIC MECHANICAL	BASIC ELECTRICAL	BELT & DRIVES	KANBAN PLANNING IMPROVEME NT	SUPPLY CHAIN SYNCRONIZATI ON

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Table 2. Technical Training topics

2. Behavioural Training :- It includes :-

Motivation	Leadership Skills	Communication Mgt.	Presentation Skills	Time Mgt.	Management
Administration	Written Communication	Conflict Mgt.	E-Mail Communication	5 S	Team Building
Negotiation Skills	Personality Development	Customer Relationship Mgt.	Interpersonal Skills	Safety Mgt.	Emotional Development
Stress Mgt.	Supervisory Skills				

Table 3. Behavioural Training topics

Various Levels in Auto Manufacturing Industry

Like every sector automobile manufacturing sector have various levels of jobs. Here the need to mention these levels is that Organisations use different evaluation methods to measure the performance and promotion . Generally methods for causal level and other grades of management varies. The various job levels in the organisation are:



Fig. 3 Job Levels in Organisation

- 1) Casual Level (Operators , DET's):- Workers who work on wages are lies under this category. Most of them are contractual workers or operators .But to run a organisation training is necessary for all workers and employees.

- 2) LM (lower Management) Grade:- Employees who cover 2 years in organisation and are capable to work are lies in this category and who are technically qualified enough for a job . position in an organisation .Most of them are diploma holders.

- 3) JM (Junior Management) Grade
 - a. JM1 - Junior Engineer / Executive
 - b. JM2 - Engineer / Executive
 - c. JM3 - Section Engineer/ Executive
 - d. JM4 - Senior Engineer/ Executive
 - e. JM5 - Assistant Manager

- 4) SM (Senior Management) Grade

CHAPTER –3

METHODOLOGY

This chapter presents a description of the methodology that is employed in the study. It spells out the techniques and methods of data collection, processing, analysis, and the area in which the study is carried out. The chapter also highlights the limitations and problems encountered while collecting data. The analysis of paper use primary **data as well as secondary data**.

Descriptive style investigation to find out effectiveness of Training & Development system. The present research study is descriptive by nature and therefore, data are collected from both primary and secondary sources .Simple Random Sampling is used to select the respondents . Secondary data were collected through comprehensive literature review and internet. Other secondary sources included previous studies, journals, reports, magazines, newspapers and books. The primary data were collected from field visits of various units carrying out training and development programme and semi-structured interview and observation. The present study is empirical therefore it relies on observation, interviews and survey.

Primary Data

The development of questionnaire was very crucial as it is an instrument on which the whole research study is based. While gathering the data, semi-structured open ended interviews were conducted Primary data is data collected directly from first-hand experience. The primary source of data employed in this study is the unstructured and semi-structured interviews with HR's and other employees. A ten minutes interview with each employee was undertaken to find out their perception about training activities carried out in their companies. The interviews were conducted considering convenient time for the participants. To make the response easier and simple multiple choice questions were framed. Initially opinion survey questionnaire was prepared so as to prepare a base for main questionnaire.

Opinion Survey

Research Question: Based on a survey of literature we formulated the research question that can be succinctly stated as-

1. What are Training and Development objectives .
2. what are methods of evaluation of the training programmes?
3. Is training consider as important part in organizational activities?
4. What kind of training methods Organisation prefer to train its employees?
5. Does training enable employee more productive ?
6. What is your method to select the candidate for training and general training needs ?
7. Does the training course include the special challenges faced by managers and employees ?
8. Does training method focus on behavioural training ?
9. Does training helps to decrease the error rate ?
10. How can we enhance the training effectiveness ?
11. If one more factor is added to Kirck Patrick Model that is “INPUT” , Do you believe that it will work ?

For secondary data, various research papers and book by **Donald L. Kirck Patrick** was sought.

This study is limited to automobile manufacturing sector in India and applied to all either Indian based company or MNC's. For Primary data employees was selected from complete supply chain of automobile manufacturing sector companies like Maruti , Honda etc (car manufacturer) ,Sona Group , Somic ZF (auto- mobile components manufacturer like steering wheels etc.). they were interviewed on the following questions and the analysis follows in the next chapter.

CHAPTER – 4

DATA ANALYSIS , INTERPRETATION AND FINDINGS

In this part the techniques related to training were presented used by organisation which I got from my research .There are several methods for training need identification and evaluation And this research carries only those which are better than others after deep study and refinement .This research focus on methods used by various auto-manufacturing organisations like Maruti , Honda ,Somic Zf , Sona kayo etc. and present them after refining and try to make them better than earlier . It will be helpful to companies operates in auto-manufacturing sector. I also added one factor in Kirck Patrick model i.e. Input . Now it becomes -> INPUT -> Reaction -> LEARNING -> BEHAVIOUR -> RESULT

Training Types Use in Auto Mobile Industry

This research presented the company which manufacture the automobile components . It will show what methods they are using and what they can use. And refined their methods . Above it is mentioned that in auto mobile manufacturing sector there are generally 4 grades or levels according to job. And their training varies somehow.

1) For the fresher at casual grade :

Training Process for operators on special process

Special Processes: -

1. Projection Welding
2. MIG Welding
3. Induction Hardening
4. Phosphating
5. Heat Treatment
6. Shot Blasting
7. Shot Peening
8. MPI/ Crack Check






Skill Level As Per Skill Matrix	
	Have basic knowledge of subject item.
	Can implement the subject item with instruction / guidance.
	Can implement the subject item independently.
	Can implement and teach to others on subject item.

Table 4. Skill matrix

Content and Rank For First Level	
	Have basic knowledge of subject item.

This content can vary from organization to organization . I presented the content of auto mobile components manufacturing company. And some things definitely different from one organizations to another even if they belongs to same type. After Joining of new operator in any department of any grades (DET /ITI / Helper) his training shall Cover Theoretical knowledge on below topics:-

S. No.	Content	Training Duration	Trainer
1	General Introduction of Company	1 st Day of Joining	HR
2	Parts and Customer details		HR
3	Safety and Stop, Call & Wait Rule		HR
4	5S – Seiri, Seiton, Seiso, Seiketsu and Shitsuke		HR
5	Basic of TPM		HR
6	JH Check Sheet		HR
7	Basic Of OHSAS		HR
8	Policies of company – Environmental, Quality		HR
9	Quality Check Sheet	2 nd & 3 rd Day	Q. A.

10	Introduction of Measuring Instrument knowledge in SZCPL – Micrometer, Vernier Caliper & Other Gauges	of Joining	Q. A.
----	--	------------	-------

Clarification	First Three days he will get knowledge on above topics and then he has to pass TEST on above topics. If he got passed only then he will sent for Next or Second Level.
----------------------	--

Content For Second Level



Can implement the subject item with instruction / guidance.

After Qualifying test for first level; trainee will get second level of Theoretical and Practical training as per given below topics:-

S. No.	Content	Training Duration	Trainer
1	RWI Knowledge of Operation/ Module	4 th to 20 th Day	PRODUCTION
2	Part Loading and Loading		PRODUCTION
3	Product/ Process knowledge		PRODUCTION
4	Filling JH Check Sheet		PRODUCTION
5	Understanding Machine wise Process Sheet		PRODUCTION
6	Rule of Stop, Call and Wait		PRODUCTION
7	Use of Measuring Instruments – Micrometer, Vernier Caliper & Other Gauges		Q. A.
8	Product Abnormality and Defect Knowledge (Filling of TAG, ABC type rejections)		Q. A.

Clarification	During Second level of training; trainee will get practical training. He will work on the machine in presence of trained operator/ trainer/
----------------------	---

	team leader or Section Head. After 20 days training trainee need to qualify a test for this level. If he qualifies test only then he can run the machine.
--	---

Content For Third Level



Can implement the subject item independently.

After qualifying of Second level

It shall Cover below topics:-

1. Setting Machine Offset Setting
2. Changing Tools of Machine
3. Changing Machine Zig & Fixture
4. Implementation of JH Check Sheet
5. Minor Trouble Shooting Handling
6. Defect Knowledge and Prevention

Content For Fourth Level



Can implement and teach to others on subject item.

It shall Cover below topics:-

1. Who has passed above three level
2. Having Complete Knowledge of Particular Module
3. Having good communication & Presentation Skill
4. Can handle problem alone

After covering the 4 levels and after completing 2 years in company employee comes on role or at LM level

- 2) **For the fresher at JM and above** :- Induction Training is conducted for the new comers at JM grade or above for a fix interval of time.
- 3) **For the employees of the company** :- For the employees of the company , we have complete training process :-

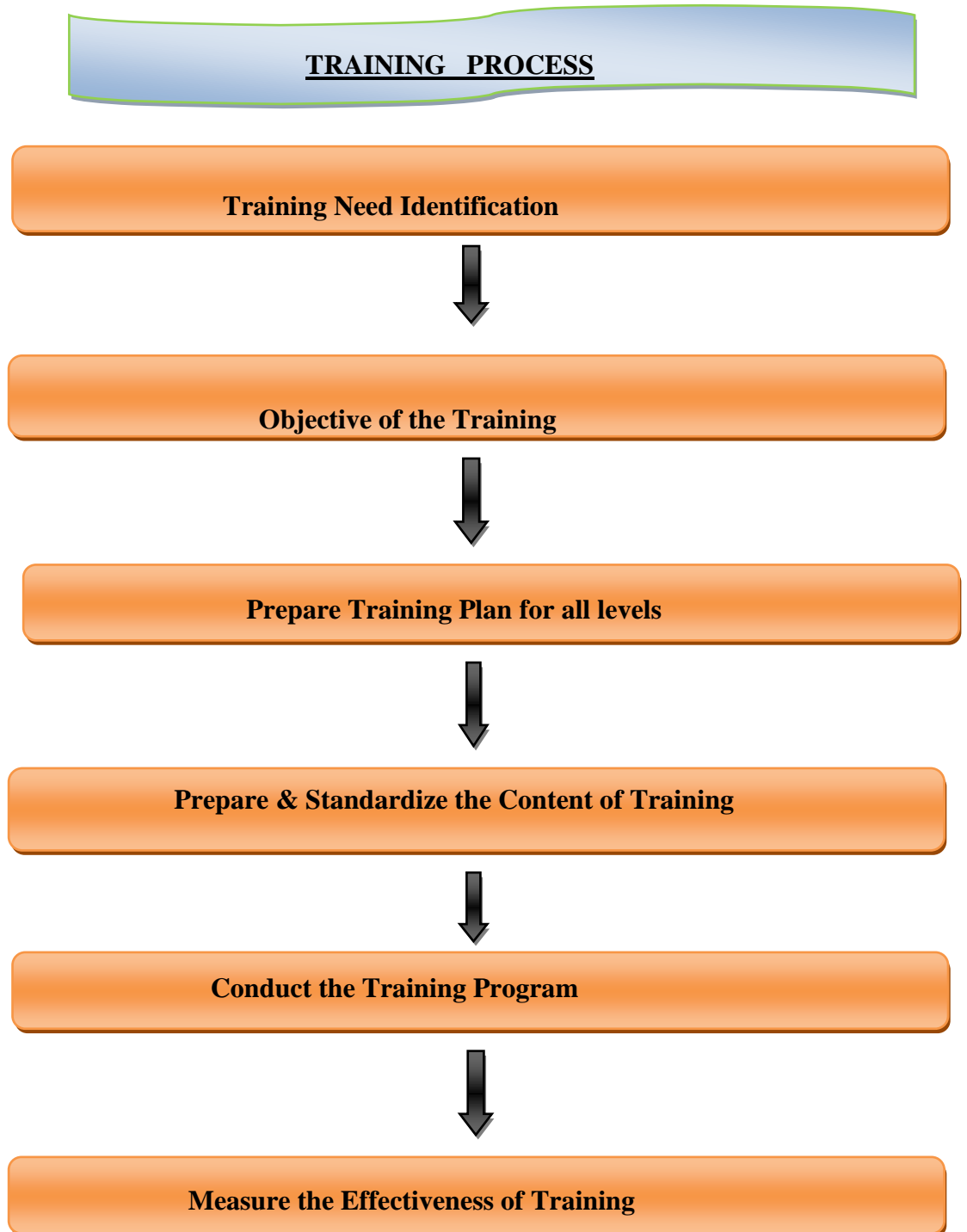


Fig. 4. Training Process

1. **Training Need Identification** :- Before conducting the Training or making any plan for the training , we must identify:

- 1) the needs of the Training .
- 2) In which area , employee need Training
- 3) **Bases for Training Identification** :
 - Technical Change
 - Job Rotation
 - To improve Quality & services
 - To reduce error and Cost etc.

➤ *HOD's of the Department or Supervisors helps us to identify the training needs*

➤ We can get all above information with the help of :


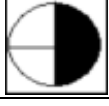
- 1) Skill Matrix
- 2) TNI Form

Methods	Trainees
Skill Matrix	Casual Operators/LM Grade
TNI Form	JM1 Or Above Grade

Table 5. Technical Training topics

1) **Skill Matrix** :- We use skill Matrix to identify the needs of the training of casual & LM grade .

- ✓ Skill Matrix is filled by the Supervisors or HOD's
- ✓ Working of Skill Matrix :- In skill Matrix we have 3 Entities – Required , Actual and Training need Identified.

Required	
Actual	
Training need (if there is a gap between required & actual then – training need is there Else not	There is a gap training need is identified in related area

❖ [Skill Matrix](#)

❖ [Training need identification via Skill Matrix](#)

2) **TNI Form** : - Training need identification form is used

to identify the training needs of JM grade and SM grade employee.

- ✓ TNI form is filled by the HOD 's of related Department .
- ✓ IN TNI Form , HOD mention the areas of Training and also mention the future training needs if there.
- ✓ [TNI FORM Fig. 5](#)

2. **Objective of the Training** :- We must be sure that what is the objective of training .

✓ **Objective of training in Somic ZF**

- To impart basic knowledge and skills to new entrants.
- To assist the employees to function more effectively in their present position.
- To exposing employees to the latest concepts, information and techniques and developing in them the skills required in their fields.
- To build up a second line of competent officers and prepare them as a part of their career progression.

✓ *Objective of Training varies department wise . Therefore ,HOD of the Departments or sometimes supervisors set the objective of the training .*

3. **Design/Plan the Training** :- IN planning , we plan :-

- who are the trainers and when they are available
- [Annual Calendar](#) :- contain the training schedule of all months . IN which month the training will be conducted and who will be the trainers.Fig. 6 (Appendix)
- [Monthly Calendar](#) :- Contains the monthly schedule of training . On which date P Training will be conducted and who will be the trainers and trainees. See figure 7(Appendix).

While designing the training Program , it is important to identify the trainees(Targeted group for training) ,and identify the Trainers (Trainers can be internal and external)an identifying trainer is very critical task , then to identify type of training and then assign date and choose methods for measure the effectiveness of the training .

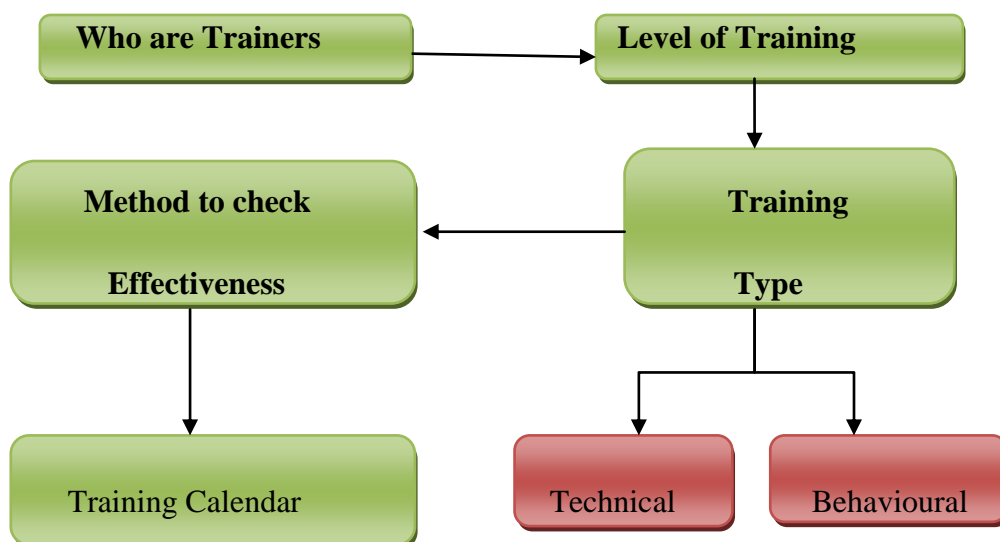


Fig. 8 Designing of training program

4. **Prepare contents & Facility for the Training** :- Prepare the contents of the training

Identify the group , whom training will be given.

- ✓ Topics to be covered in the training
- ✓ Facility:-
 - Selection of Internal or External Faculty
 - Budgeting as per Training requirement
 - Information or Invitation to all trainees
 - Ensuring other arrangements as per training requirement like stationary, projector etc.

5. **Conduct the Training Program** :-

- Decide the location and Trainer and Organising training and other facilities.
- Scheduling the Training Programs
- Conduct the Training
- Take attendance for the record & maintenance –

[Attendance sheet](#) Fig.8 (Appendix)

6. **Measure the effectiveness of Training** :- After Completion of training , it is necessary to measure the effectiveness of training.

Points in Planning Training Evaluation

- Why Evaluate?
 - To monitor the quality of training
 - Provide feedback
 - To appraise the overall effectiveness of the investment in training
 - To assist the development of new methods of training
 - To aid the individual evaluate his or her own learning experience
- John Dopyera and Louise Pitone identified eight decision points in planning training evaluation. They are:

1. Should an evaluation be done? Who should evaluate?
2. What is the purpose of evaluation? There are mainly two purposes of doing evaluation. They are justification evaluation and determination evaluation. Justification evaluations are undertaken as reactions to mandates. Other purposes that will make evaluation efforts more fruitful. These purposes include training needs assessment, programme improvements and impact evaluation.
3. What will be measured? The focus of the evaluation will be on training and delivery, programme content, materials, impact of training on individuals through learning, behaviour or performance change. Learning can be measured through pre-test and post-test. Evaluate the effects of training after the trainee returns to the work place using changes in between or the work results as indicators.
4. How comprehensive will the evaluation be? The scope or the duration and comprehensiveness of the evaluation is influenced by available support, communication and evaluation purpose.
5. Who has the authority and responsibility? Who has the authority and responsibility at different stages of evaluation will be determined by the factors like personnel, credibility of internal staff, communication, objectivity of internal staff to do an evaluation regardless of results.
6. What are the sources of data? The most common sources of evaluation data are reactions, opinions and/ or test results of the participants, managers, supervisors, production records, quality control, financial records, personnel records, safety records, etc.
7. How will the data be collected and compiled? Data can be collected before training for needs analysis or pre-testing purpose, during training programme to make improvements along the way

and after training for evaluation. Next step is selection of treatment or control groups and determination of nature of samples. Data can be compiled either manually or by computers.

8. How will the data be analysed and reported? First reporting issue is concerned with audiences like participants or trainees, training staff, managers, customers etc. Second and third issues are concerned with analysis and results and accuracy, policies and format respectively.

✓ Importance of evaluation of training

- To identify the program strength and weakness.
- To assess the content , organisation and administration of the program.
- To identify which Trainee benefited from the most of least from the program.
- To gather data.
- To determine the financial benefits and cost of the program.
- To compare the cost and the benefit
- In nut shell , ROI from Training.

➤ There should be the proper method to measure the effectiveness of the training program .

➤ We choose the **Kirck Patrick Model** to measure the effectiveness of Training session. Kirkpatrick's 4 level of evaluation for Training Programs. The model was defined in 1959 by **Donald L. Kirkpatrick** in a series of articles that appeared in the US Training and Development Journal. Kirkpatrick redefined the evaluation model with his 1998 book "Evaluating Training Programs: The Four Levels:

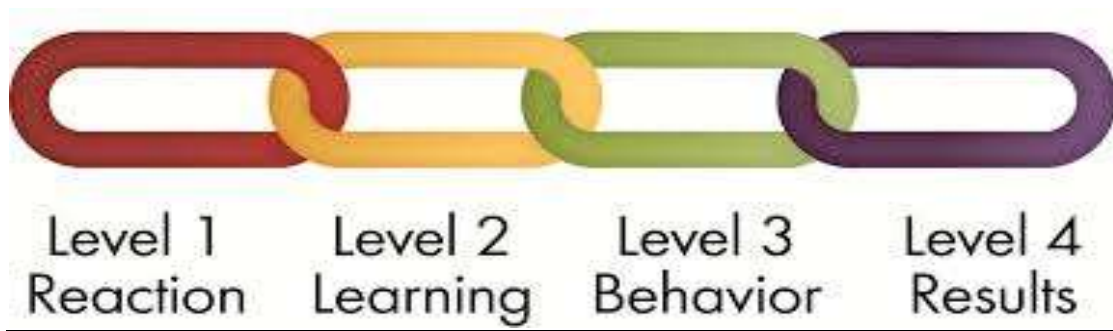


Fig. 9 Kirck Patrik Model

1) **INPUT**:- It tells us about the effort of the organisation and managers for the training. You simply can say that the integration of whole training process that I mentioned above. It is important part of training and if managers add it in training evaluation process ,managers get better idea about the whole process without study the whole steps. It include like :-

- How much organization going to spend on training ?
- How much organization gives value to particular type of training and management effort in that?
- Trainers quality etc.

After knowing all this managers can better compare it with the end result . It helps to measure what difference training create and how it impacts the employees performance.

2) **Reaction**:- Measures participant’s reactions to the training program, including:

- Reactions to the overall program (outcomes) e.g.
 - * “To what extent did you find the program useful?”
- Reactions to specific components of the program (processes) e.g.,

* What aspects of Training Program did you MOST APPRECIATE and found USEFUL?

- *To catch the reaction of the candidates for the training we use the Reaction/ Feedback Sheets.*
- [Feedback Sheet](#)
- Before Improvement , feedback form was more of subjective , employees did not want fill the whole form , they felt it like a burden .Earlier Feedback sheet Fig.10 (Appendix)
- After Improvement feedback form is more of objective type. See fig.11 (Appendix)

3) Learning Evaluation :- Learning evaluation Method is used to check the learning of the employees (what they learnt from training).

To check the learning we can use various methods:

- Written Test
 - Pre-Test and Post- Test
 - Performance Test
 - Assignments
 - Projects
- Learning evaluation vary for Technical and Behavioural training(fig 12 & 13)

4) Behaviour Evaluation :- To measures the transfer of knowledge, skills & attitudes from the training.

- Methods to evaluate Behaviour :-
 - ✓ Generally HOD Feedback
 - ✓ Supervisor Feedback (Fig.13)

5) Result :- Measures “return-on-investment”, or the extent to which the program has produced results.

- Increased employee retention.
- Increased production.
- Higher morale.
- Reduced waste.

- Increased sales.
- Higher quality ratings.
- Increased customer satisfaction.

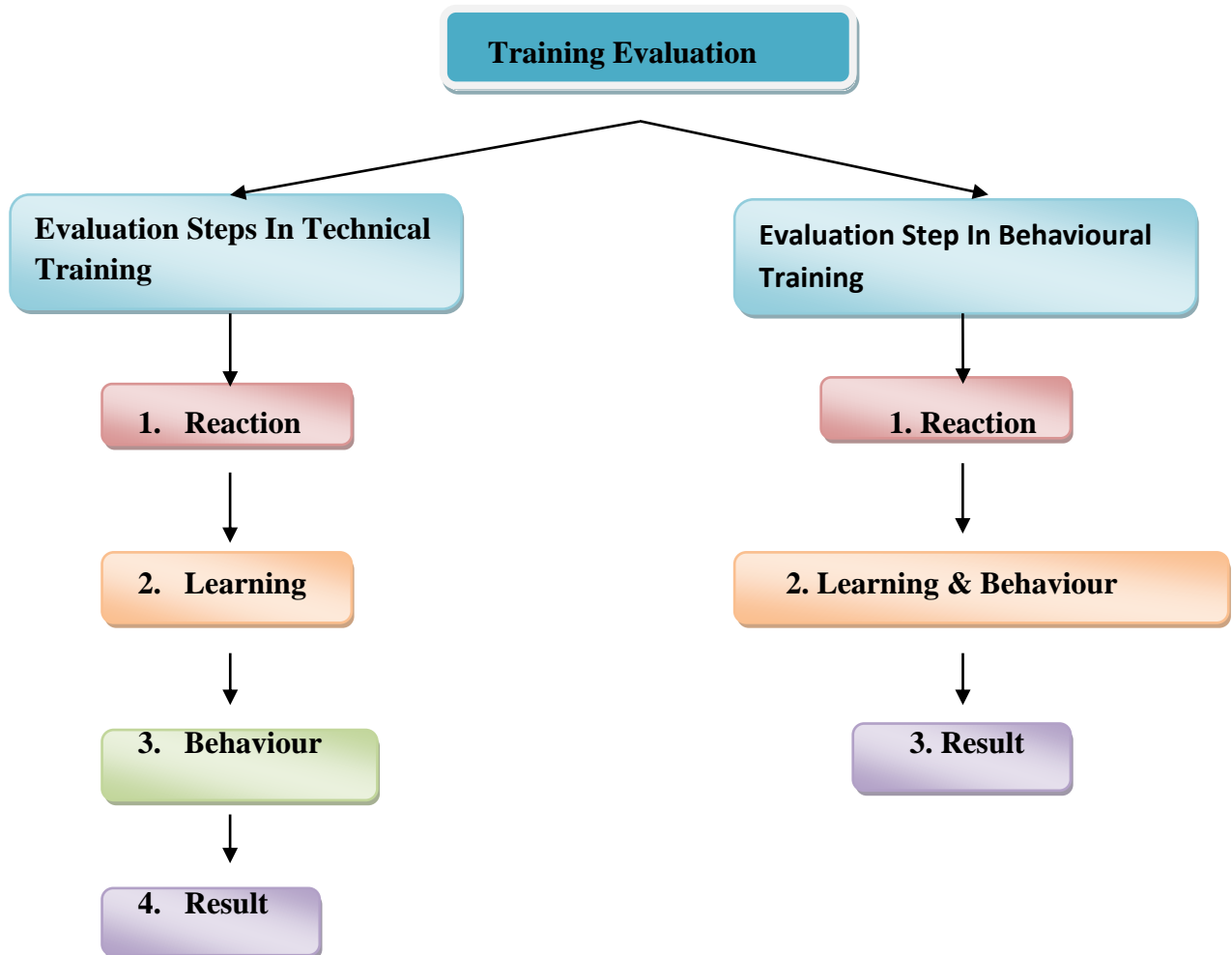


Fig. 12. Evaluation steps in technical and Behavioural training

7. **Maintain the Training Records** : - It is necessary to maintain the training records.

- To maintain the records we have record sheet , which capture all the data .

❖ **Record Sheet**

NAME	DEPARTMENT	Grade	TRAINING IDENTIFIED	Method	BEHAVIOURAL/TECHNICAL	TRAINER	DATE OF TRAINING	TR
Arvind Naudiyal	Store	JM	SUPERVISORY DEVELOPMENT	Additional	BEHAVIOURAL	MR. VIKAS VATS	06-08-2015	Ful



Fig. 14 Integration – Record Sheet

Benefits of Training Evaluation are

1. Evaluation involves the assessment of the effectiveness of the training programs.
2. Training evaluation ensures that training programs comply with the competency gaps and that the deliverables are not compromised upon.
3. Evaluation ensures that the training programs are effective in improving the work quality, employee behaviour, attitude and development of new skills within the employee within a certain budget.
4. Evaluation also acts as a feedback to the trainer or the facilitator and the entire training process. Since evaluation accesses individuals at the level of their work, it gets easier to understand the loopholes of the training and the changes required in the training methodology.
5. Environment of office should be stress free so that trainee learns enthusiastically.
6. Time management training should be given to trainee so that he/she completes their work in time and they do not feel training as responsibility.

7. Group discussion should be encouraged in training process.
8. Active participation of trainee in training session should encourage.
9. Chance to speak should be given to every trainee so that shyness and hesitation of trainee should removed and they do not hesitated while asking anything from trainer
10. Trainer should teach slowly so that trainee grasps the knowledge quickly.
11. Trainer should not teach too much in a day that trainee feel boredom and they are not interested to learn anything.
12. Trainer should give time to practice, question should be asked in training session so that trainee practice more and more.
13. Trainer should praise, encourage trainee so that trainee enthusiast and learn rapidly.
14. Trainer should not regard the entire trainee as same, some trainee learn fast some learn slowly so trainer should keep this point in mind.
15. Management games, Role playing, Case studies also are included in training this makes training interesting, trainee do not feel boredom and he/she learn quickly.

Findings

Findings On the basis of responses obtained from the questionnaire all companies:-

1. Consider training need identification as primary task before designing training programme.
2. Use performance appraisal as basis for training need identification.

3. Agree to well defined mechanism for evaluation of training programme.
4. Have well defined evaluation objectives.
5. Make follow up for outcome after training programmes
6. Preserve evaluation data for future use.
7. Have trained their staff for evaluation methods.
8. Consider evaluation of training as an integral part.
9. Follow Kirkpatrick model of evaluation because it is easy to use.
10. Have suggested that Kirkpatrick model of evaluation is the best model because it is easy to use.
11. Evaluate their training programmes once in year.
12. Have similar objective of training evaluation and that is ->To determine the extent of knowledge, skills and changes in the attitude because of training

SUMMARY

After studying and analyzing various training programmes for the employees of Auto-mobile Manufacturing sector, a brief summary is illustrated below.

- This sector has good team of employees under going training and development programmes .
- Most of them are Diploma Holders at casual level and low level mgt. and executive level and manager level are graduates and post graduates and all are technically skilled .
- This sector equipped with very good HRD training team.
- The impact of the training on the employees of performance is reasonably good and the reason of that is the employee's positive attitude .

- Different methods and techniques are employed to train the employees like off the job methods and on the methods
- Percentage of female workers is very less as compare to male workers .Most of the female workers employed at executive level and upper management .
- Different objectives were framed basing in the T & D programmes and by considering the vision and values of the company .
- Earlier only feedback form was there to check reaction of training and test was taken to check learning of the employees from the training , but this was not so much related with the Return on Investment of the company and give fair idea of INPUTS in effectiveness process. There was no proper way to find out the effectiveness of the training . Now this research represented the integration of all the factors from different companies . This research contain methods used by different companies in one form with more refinement , which can applicable to all companies in this sector.
 - After this research companies can design and use the single form to evaluate the learning , behaviour and ROI of Training .
- Majority of the employees who have under gone the T & D programmes felt that the programmes were fully useful to them.
- In this research we focused on training effectiveness via using paperless method means whole process will be on your computer . But we faced several problems in this and yes it is difficult to implement in manufacturing sector. It can implement only at upper management level , But most of the workers and employees busy in doing shop floor work or supervision and many of them not interested to fill the form online .All time they are not too much free to fill the form online and may be some of them don't have Android or windows phone. If it possible them it saves lot of paper and saves time too .
- Also different methods like on-the job and off-the job

Table 5

<u>On-the job</u>	<u>off-the job</u>
<ul style="list-style-type: none"> •Job rotation •coaching •job instruction •through training step by step 	<ul style="list-style-type: none"> •vestibule training •role playing •lecture methods •conference •programmed instructions

Thus very planned and systematic steps are framed to trained the employees to develop their skills and a healthy relationship is being maintained between the superiors and sub ordinates .

Conclusion

It is to be concluded that training is an investment for a every organization. To cope with this changing environment training is necessary. Evaluation of training is necessary because from evaluation we come to know training session effective or not, is there is any change in the performance of employee or not. If it is not effective then we should use various techniques like games, role-playing, case studies to make it effective.

LIMITATIONS

1. Internal trainers are not willing to give training as training was not effect their performance .They feel it like a burden and make excuse to avoid it or postpone it.
2. Sometimes training is not conducted according to the schedule
3. More of contractual workers are there .when contract period is completed , then many of them become unemployed.
4. Not much free environment for female employees as it is in IT sector .
5. Mostly companies provide training only focusing on organisations goal not on individuals goal.

Problems

- This research focused on training effectiveness via using less paper waste method means whole process will be on your computer . But it faced several problems in implementation of paperless method . It is difficult to implement in manufacturing sector. It can implement only at upper management level , But most of the workers and employees busy in doing shop floor work or supervision and many of them not interested to fill the form online .All time they are not too much free to fill the form online and may be some of them don't have Android or windows phone. If it possible them it saves lot of paper and saves time too .

Suggestions

1. Major suggestion from my side is that, Company can use innovative techniques to measure the effectiveness of training like format of forms will be in EXCEL , but this will possible only when all employee support this and will give time to fill the form online .
2. Internal trainers and trainees training (no. Of training given by internal trainers and no. Of training program attended by trainees) must connected

with their performance and make it mandatory , so that they willingly provide or attend the training.

3. Training should be held according to the calendar prepared.
4. Mentors should give appropriate time to the interns so that they can learn more during their internship or training time.
5. Training needs should be identified more by Head of Department so that more training programs will be conducted.
6. Management should conduct training program through which individual as well as organisation goals will fulfil.

CHAPTER -5

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APPENDIX

Skill Level As Per Skill Matrix

	Have basic knowledge of subject item.
	Can implement the subject item with instruction / guidance.
	Can implement the subject item independently.
	Can implement and teach to others on subject item.

Skill Matrix

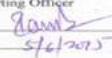

SOMIC ZF		TRAINING NEED IDENTIFICATION FORMAT	
(To be identified by the Reporting Officer/Department Head/Divisional Head)			
Employee's Name: PRADEEP AGGARWAL		Employee Code: 805	
Grade: SM3		Location: GURGAON	
Dept: PPC			
1. Trainings Need to perform Current Job Role .			
Sno.	Technical Training Topics	Justification	Criticality(1, 2, 3)
1	Six Sigma / Lean management.		1
2	Transportation management.		2
3	Customer relationship management.		2
4	Domestic Tax / Excise regulations.		1
Sno.	Behaviour Training Topics	Justification	Criticality(1, 2, 3)
1	Powerful communication		1
2	Stress tolerance / management		1
3	Planning & Organizing.		2
2. Trainings Need to perform Future Job Role .			
Sno.	Technical Training Topics	Justification	Criticality(1, 2, 3)
1	Supply chain management		
2	International regulations.		
3			
Sno.	Behaviour Training Topics	Justification	Criticality(1, 2, 3)
1	Leadership development		
2	Relationship management		
3			
Name of the Reporting Officer		Employee's Signature	
Signature: 		Signature: 	
Date: 5/6/2015		Date: 04/06/15	
Explanation:			
CRITICALITY:			
1. High Criticality, required at the earliest for performing on the job.			
2. Medium Criticality would help in better performance, not immediate.			
3. Good to know.			
Functional/Technical Training: These are the training inputs essential for effectively performing the roles and responsibilities of a Job as per KRA. These may also be inputs for learning new skills required for new responsibilities.			
Behavioral Training: These are the training inputs required for the enhancement of soft-skills and continuously achieve Personal Development.			
e.g.: Communication skills, Interpersonal Skills, Presentation Skills, etc			
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Fig. 5 TNI form

TRAINING ATTENDANCE FORM				S2CL	
NAME OF THE TRAINING PROGRAMME				SUPERVISORY DEVELOPMENT	
TRAINING FACILITY				TRAINING DATE	
STAFF NO.	NAME OF PARTICIPANT	GRADE	DEPTT	SIGNATURE	
	Chetan Prakash	NA	HR	[Signature]	
	Vijendra Kumar	Prod	Prod	[Signature]	
	Rajesh Kumar	Prod	Prod	[Signature]	
	Vijendra Kumar	Prod	Prod	[Signature]	
	Adarsh Kumar	Prod	Prod	[Signature]	
	Sunny Gokhale	Prod	Prod	[Signature]	
	Lalit Kumar	Prod	Prod	[Signature]	
	RAS KUMAR	Prod	Prod	[Signature]	
	Pradeep	Prod	Prod	[Signature]	
	Hemant Kumar	Prod	Prod	[Signature]	
	RAMESH	Prod	Prod	[Signature]	
	Soumit Singh	Prod	Prod	[Signature]	
	Dhanraj Kumar	Prod	Prod	[Signature]	
	P. K. Bhatnagar	Prod	Prod	[Signature]	
	Govind Kumar	Prod	Prod	[Signature]	

Fig. 8 Attendance sheet

TRAINING FEEDBACK FORM		
NAME	DATE	STAFF NO.
Vijendra Kumar	08-06-15	403
DEPTT	GRADE	DEPTT
Prod	Prod	Prod
NAME OF THE PROGRAMME		
Supervisory Development		
NAME OF THE TRAINER		
Vijendra Kumar		
VENUE		
South Park C Gangan		
USEFULNESS OF THE PROGRAMME TO THE ORGANIZATION OF THE EMPLOYEE		
<p>① This is a very good & motivational training.</p>		
EVALUATION OF THE TRAINING FACULTY/INSTITUTE BY THE EMPLOYEE		
<p>(A) Subject Knowledge: AVERAGE [] GOOD [] VERY GOOD [x]</p> <p>(B) Communication: AVERAGE [] GOOD [] VERY GOOD [x]</p> <p>(C) Presentation Skills: AVERAGE [] GOOD [] VERY GOOD [x]</p>		
SUGGESTION FOR IMPROVEMENT OF TRAINER		
<p>① This is a very good & motivational training.</p>		

FEEDBACK SHEET				
Participant name		Trainer		
Rajesh Kumar		Chetan Prakash		
Topic		Department		
Training & Development		HR		
Venue		Date		
T-6 Cell, South of		17 June 2015		
Duration		Time		
6 hours		11:30 to 5:30		
Contact is relevant to the topic or not				
Yes				
RATE INSTRUCTOR		Excellent (10)	Very Good (8)	Average (7)
Subject Knowledge		✓		
Ability to communicate/Deliver Message		✓		
Ability to create interest in topic		✓		
Query Solving Capability		✓		
Approach to Deliver Message			✓	
Rate Facilities				
Time And Duration			✓	
Comfort And Environment		✓		
Training Tools (Audio, Video, Role Play)		✓		
Training Content			✓	0
Increase my competence and increase positive attitude		✓		
Helps to improve my performance		✓		
Helps in Self Development		✓		
Total		20	15	0
List out the key lessons from the session that you apply at your work				
How to increase the Training Attendance by using kind and enthusiastic training content.				
Any Comment or Suggestion				
This should be more. The type of training should be given at regular intervals.				
Signature				
[Signature]				
REACTION EVALUATION (BY HR)				
Mark Obtained	10.5	Percentage	97.5	
Maximum	120	Eligible at	>= 70	
[Signature]				

Fig. 10 Feedback Form before refinement

Fig. 12 Evaluation form

❖ Evaluation Form for Behavioural Training


 SOMIC ZF Components Pvt. Ltd. Evaluation Form for Behavioural Training			
Name of Trainee:		Training Evaluation Date:	
Employee Code:		Department:	
Training Topic:		Training Date:	
Learning & Behaviour Evaluation			
Interview/ HOD Feedback	Excellent (10)	Very Good (8)	No Change (5)
Q1. Participant is benefited from training and training enhance his knowledge ?			
Q2. After Training ,Participant is able to guide and help others in related area .			
Q3. After training, Participant knows very well , where and how to use his learning ?			
Q4. After training , Participant is more concern about the things & maintain discipline & follow rules and regulations related to work?			
Q5. Participant starts using the things in his worklife what is learnt from the training ?			
TOTAL SCORE (50)			
Learning & Behaviour Evaluation Result - Filled by HR			
If Total Score is greater than 20 , then Behaviour Evaluation is Successful		Marks Obtained	Result
Return on Investment			
Plz Mention below; After traing, what he achieved:		Max. Marks	Marks obtained
1.) For Himself:		10	
2.) For Department:		10	
3.) For Company:		10	
Total		30	
Eligibility criteria for successful training (ROI) :Total marks obtained should be greater than 20			
Final Output /Result of training (Plz Tick ✓): Successful		Unsuccessful	
Remarks:-			
Signature Of Employee		Signature of HOD	

Fig. 13 Evaluation form for Behavioural Training