A STUDY ON THE EFFECTIVENESS OF EMPLOYEE TRAINING PROGRAMME ORGANISED BY KERALA STATE PRODUCTIVITY COUNCIL KALAMASSERY.

Project Report

Submitted by

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Under the guidance of

MS. DIVYA TOMY KATTIKARAN

In partial fulfillment of the requirement for the Degree of

BACHELOR OF COMMERCE

ST. TERESA'S COLLEGE ESTD 1925

ST. TERESA'S COLLEGE (AUTONOMOUS), ERNAKULAM

COLLEGE WITH POTENTIAL FOR EXCELLENCE

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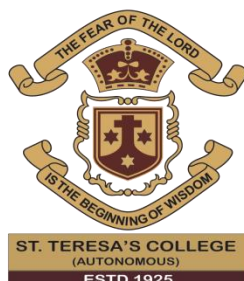
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March-2024

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CERTIFICATE

This is to certify that the project titled **" A STUDY ON THE EFFECTIVENESS OF EMPLOYEE TRAINING PROGRAMME ORGANISED BY KERALA STATE PRODUCTIVITY COUNCIL KALAMASSERY "** submitted to Mahatma Gandhi University in partial fulfillment of the requirement for the award of Degree of Bachelor in Commerce is a record of the original work done by Ms. Divya B, Ms. Devi S Kumar and Ms. Saniya James, under my supervision and guidance during the academic year 2021-24.

Project Guide
Ms. Divya Tomy Kattikaran   **Smt. Jini Justin D'Costa**

Assistant Professor   **(Head of the Department)**

Department of Commerce (SF)   **Department of Commerce (SF)**

Viva Voce Examination held on….   **External Examiner(s)**

DECLARATION

We Divya B, Devi S Kumar and Saniya James, final year B.Com students, Department of Commerce (SF), St. Teresa's College (Autonomous) do hereby declare that the project report entitled A STUDY ON THE EFFECTIVENESS OF EMPLOYEE TRAINING PROGRAMME ORGANISED BY KERALA STATE PRODUCTIVITY COUNCIL KALAMASSERY submitted to Mahatma Gandhi University is a bonafide record of the work done under the supervision and guidance of MS. Divya Tomy Kattikaran, Assistant Professor of Department of Commerce (SF), St. Teresa's College (Autonomous) and this work has not previously formed the basis for the award of any academic qualification, fellowship, or other similar title of any other university or board.

Divya B

Devi S Kumar

PLACE: ERNAKULAM
DATE: **Saniya James**

ACKNOWLEDGEMENT

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CHAPTER – I

INTRODUCTION

1. INTRODUCTION

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organisation's employees. It comprises the functions and principles that are applied to retaining, training, developing, and compensating the employees in the organisation. It is also applicable to non-business organisations such as education, healthcare, etc. An organisation's most significant asset is its human capital. Without labour, nothing gets done, not even with the help of equipment, supplies, or cash. For any organisation to operate efficiently, its workforce must be trained to do their tasks.

In the ever-changing business environment of today, companies are always looking for ways to improve their competitive advantage. The effectiveness of an organization's personnel training programmes is a critical factor in its success. One of the main strategies for encouraging development, creativity, and flexibility in a company is employee training. For companies looking to maximise their return on investment and make the most use of their resources, it is critical to comprehend the effectiveness of these training efforts.

Training is the process of assisting a person for enchanting his efficiency and effectiveness at work by improving and updating his professional knowledge by developing skills relevant to his work and cultivating appropriate behaviour and attitude towards work and people. Training can be created to help an individual get better at their current job or to get them ready for bigger responsibilities. The goal of employee training is to enhance an employee's current skill set or knowledge base in order to better prepare him for a promotion to a more senior role with more responsibility. The development of the individual must be integrated with that of the organisation. The organisation's sustainability and its ability to change with current circumstances are the main concerns. Employee growth and development has to be seen in the context of this change.

The purpose of this research is to investigate employee training programmes, with a particular emphasis on assessing their effectiveness in modern organisational environments. We hope to provide light on the several aspects of programme success, from planning, execution and evaluation, by undertaking an extensive study.

1.2 STATEMENT OF THE PROBLEM

Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It utilises a systematic and organised procedure by which employees learn technical knowledge and skills. Employee training programs help improve the knowledge and skills of employees to match the various changes in the industry. These improvements will positively affect the productivity of workers, which can increase the profits and efficiency of an organisation.

The study primarily focuses to examine the effectiveness of employee training programmes given to the working class people and to know how beneficial it was to them. Our major focus on this report is to study the effect of the training programmes in the productivity of the employees.

1.3 SIGNIFICANCE OF THE STUDY

Practical employee training is essential for any organisation where staff is the central resource of the enterprise. The training programmes are crucial elements as it affects employee retention, morale, and productivity. Any organisation's growth is contingent upon its workforce. So, Training and development are very important for organisational productivity. The purpose of this study is to understand the effectiveness and impact of training programmes organised by Kerala State Productivity Council , provided to the respective individual employees of their clients.

1.4 OBJECTIVES OF THE STUDY

- To analyse the effectiveness of the training programmes provided to the employees.
- To determine how the training programmes will affect the employee productivity.

- To know the employee's perception towards the training programmes conducted.

- To research how the company provides employee development training to the employees of their clients.

1.5 RESEARCH METHODOLOGY

1.5.1 Research design   -   Descriptive Research.

1.5.2 Data collection -

1. Primary Data
2. Secondary Data

Sources of Primary Data :

- Questionnaire : A questionnaire was served to all the employees who have been received the Employee Training Sessions provided by the Kerala State Productivity Council Kalamassery.
- Company Data and Reports.

Population   -   The population was limited to the participants who have undergone the training programme conducted by the Kerala State Productivity Council Kalamassery.

Sample size   -   64 participants

Tools of Analysis   -   We used bar charts, pie charts, tables and graphs for the purpose of analysis.

Sources of Secondary Data : Websites/ blogs, Journals and brochures

1.6 SCOPE OF THE STUDY

The study was completed to cover the various areas of providing training programmes by the company. We have successfully analysed the objectives, needs, importance and methods of training and development programmes. We also conducted research to study about the effectiveness of training programmes organised by the Kerala State Productivity Council Kalamassery. The areas of this study also included the employee productivity which has been achieved by receiving the training and development sessions.

1.7 LIMITATIONS OF THE STUDY

- The information collected is mainly primary data and the accuracy is subject to the responses received.
- The company reports being received was not sufficient as there existed certain restrictions in receiving these documents.
- The study is limited to time constraints.
- As certain company data was confidential, there existed some limitations in accessing such data.

1.8 CHAPTERISATION

This study contains five chapters. They are briefly mentioned below :

CHAPTER 1 - INTRODUCTION

This chapter gives a brief introduction about the topic of our research. It deals with the statement of the problem, objectives, significance, research methodology, scope and limitations of our study.

CHAPTER 2 - REVIEW OF LITERATURE

The literature relating to the topic of our study is provided in this chapter. It includes an examination of the study's secondary data.

CHAPTER 3 - THEORETICAL FRAMEWORK

This chapter deals with the theoretical understanding of the topic of our study. It includes meaning, characteristics, importance, objectives, benefits and factors influencing training and development. It also includes the Company Profile that we used for our research.

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

This chapter deals with the analysis and interpretation relating to the topic under the study. It contains the detailed analysis of the primary data collected from the participants of the training programme. It is shown by using tables, graphs and charts.

CHAPTER 5 - FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter provides the findings, suggestions and conclusions related to the topic. It has been completed with the help of the primary data collected from the participants of the training programme.

CHAPTER – II

REVIEW OF LITERATURE

Kumaran Kanapathipillai, S. M. Ferdous Azam (2020)

The title of the study is **'The Impact of Employee Training Programs on Job Performance and Job Satisfaction in The Telecommunication Companies in Malaysia'.**The purpose of this study is to ascertain if training affects job performance and job satisfaction, two factors that are essential to the survival and expansion of a telecommunications organization. Therefore, the survey process is employed to create a comprehensive profile in order to meet the research's purpose. Data is collected from 316 out of 500 formal, standardised questionnaires that were distributed to staff members of three significant Malaysian telecommunications businesses. According to the analysis, there is a high correlation between job performance and job satisfaction and training that is statistically significant.

Kaledi D. Mehale, Cookie M. Govender, Calvin M. Mabaso (2021)

The study titled **'Maximizing training evaluation for employee performance improvement'** aimed to determine whether post-training training evaluations in the financial industry of South Africa quantify the increase in employee performance.The majority of companies fund training and development initiatives in the hope that staff members will apply what they have learned to enhance output. Recent empirical research on training evaluation tools used in the financial sector of South Africa is scarce, particularly when it comes to tools that show improvements in employee performance following training.

Sangita Saha, Saibal Kumar Saha, Jaya Rani Pandey, Ajeya Jha (2022)

Employee Motivation for Training and Development: A Study of a Pharmaceutical Company in Sikkim. The purpose of this study is to determine what criteria encourage employees to participate in a training and development program. Responses were gathered and examined using a sample size of 172 workers from a renowned pharmaceutical firm in Sikkim, India. Research indicates that employees are highly motivated to participate in training and development programs when they are interested in keeping up with the latest technological advancements, have greater opportunities to explore career options, the company is committed to training, and receive encouragement from their peers.

Mohammed Hassen Yiman (2022)

Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia. To improve the standard of employees, training is a continuous procedure. This study's primary goal is to evaluate and look at how training affects workers' performance in a technology-focused academic setting. Data from a cross-sectional survey of administrative staff members at Bahir Dar University in Ethiopia who underwent training in 2019 were gathered for this study, which employed a quantitative methodology and was selected by simple random selection. For the study, 316 questionnaires were issued and gathered. The findings indicate that employee performance is significantly improved by training design, training needs assessment, training delivery style, and training evaluation.

Faiez Ahmed Elneel, Abdullah Fahad Almulhim (2023)

Socio-Economic Factors and Women's Empowerment:The Mediation Role of Training/Skill Development. This study looks at the relationship between socioeconomic conditions and women's empowerment as well as the mediating function that training and skill development play in this relationship for Saudi women. According to the study's findings, women's empowerment is not significantly impacted directly by socioeconomic variables. Based on this study, the involvement of women is crucial to the advancement of society as a whole. According to the survey, women make a significant contribution to the household economy, as evidenced by the fact that their income is on par with that of male workers.

Shahriar Shabik (2024)

The study named '**Determine the impact of Training and Development Programs on Employee Performance: An Empirical study on Bangladesh Banking Employee**' showed the positive trends regarding the degree of participation that bank workers had in different training initiatives, indicating that the industry recognizes the need for ongoing skill development. In order to fully realise the potential of these programs for staff development and organisational performance, the study recommends ongoing improvements, strategic alignment with organisational objectives, and the establishment of a positive learning culture inside financial institutions. The knowledge gained from this study will be helpful in directing future efforts to maximise Training and Development Programs in the banking industry, which will help Bangladesh's labour force become more competent, driven, and productive.

Swati Suravi (2023)

This article titled **'Training and development in the hybrid workplace'** uses the ADDIE and Kirkpatrick training models to outline a novel approach to training and development in the context of the hybrid workplace and to highlight developments in corporate training and development practices. The paper presents new approaches to training and development in the context of the hybrid work model applying the ADDIE Model and the Kirkpatrick Model. These new approaches are both necessitated and also made possible due to the technological advancements of modern times.

Umana, Victoria S., Esitime S., Odohoedi, Johnson O. (2024)

'Training and Development and Employee Retention in Commercial Banks in Akwa Ibom State, Nigeria'. This study concentrated on employee retention and training in Nigeria's Akwa Ibom State's commercial banks. The study's main goal was to find out how training and development affects workers' retention in particular banks. Adopting a survey study approach, copies of the questionnaire were administered to case bank personnel who worked as respondents. The analysis's findings showed that staff retention in Akwa Ibom State's commercial banks is significantly impacted by training and development. It was determined that employee retention at commercial banks in Akwa Ibom State can be significantly impacted by training and development. To encourage staff retention, it was suggested that commercial banks in the state provide employee training and development top priority.

Motlokoe P. Mampuru, Bakae A. Mokoena, Anthony K. Isabirye (2024)

The study titled **'Training and Development Impact on Job Satisfaction, Loyalty and Retention among Academics'** looked at how academic staff members at a certain university of technology felt about their jobs, their loyalty, and their retention when it came to training and development. The study looked into how academics' work happiness, loyalty, and retention are affected by training and development. The study looked into how academics' work happiness, loyalty, and retention are affected by training and development. The results of the study showed that there are strong positive predictive correlations between academic staff retention, loyalty, and work satisfaction with training and development programs.

Dewi Rama Niati1, Zulkifli Musannip Efendi Siregar, Yudi Prayoga (2021)

The study titled **'The Effect of Training on Work Performance and CareerDevelopment: The Role of Motivation as Intervening Variable'** seeks to ascertain the impact of training on job performance and career advancement using mediating work motivation. 135 workers from PT. Asam Jawa in the South Labuhanbatu Regency participated in this survey as respondents. This study is employing a questionnaire to collect data. The findings demonstrated that motivation and training may enhance work performance. Enhancing job performance, motivation, and training may help people advance their careers in the workplace. Enhancing the training program, employee motivation, and job performance is advised.

Kuruppu, C.L., Kavirathne, C.S. & Karunarathna, N.(2021)

The objective of the study '**The Impact of Training on Employee Performance in a SelectedApparel Sector Organization in Sri Lanka**' was to investigate how training affected operational level workers' performance at a particular Sri Lankan clothing company. It is demonstrated by the examination of 60 replies from a sample of machine operators chosen at random that there is a substantial, positive, and strong correlation between performance and training with a correlation value of 0.817.

Awoniyi, Christiana I, Kazeem, Toyin C, Akilo, Ayoriinde M, Awoniyi, S.O.M (2021)

The study titled **'Training and development on employee productivity of selected beverage companies in Southwest, Nigeria'** examines the relationship between training and development and employee productivity of selected beverage companies in Southwest Nigeria. Data was collected randomly with a well-structured questionnaire. The study concluded that training and development boost the productivity of employees and the organisation. It was recommended that beverage companies see training as part of organisational strategy and ensure it is well planned. Beverage companies should embrace on-the-job and off-the job training techniques.

Pedro S. Martins (2021)

'Employee training and firm performance: Evidence from ESF grant applications' is a paper in which the research used a quasi-experimental methodology to quantify the impact of staff training on business performance. It uses data from substantial longitudinal datasets that compare successful and failed candidates, FIG, and a sizable training grants

program funded by the European Social Fund to infer variations in training hours and costs between enterprises.

Md. Mobarak Karim, Musfiq M. Choudhury, Wasib Bin Latif (2019)

The purpose of the study named '**The Impact Of Training and Development on Employees Performance: An Analysis of Quantitative Data'** is to determine how employee performance is affected by training and development. The study discovered that workers are aware of training opportunities, that training serves as a source of motivation for workers, and that training and development lead to improved performance. The study recommended that, in order to improve performance, employers should require training programs for all staff members and that these programs be actively followed and developed. After considering many factors such as customer satisfaction, market dynamics, opposition, and net promoter score, the study concluded that ongoing training and development is necessary.

Sumaiya Shafiq, Sahibzada Muhammad Hamza (2017)

The study topic 'The Effect of Training and Development on Employee Performance in Private Company, Malaysia ' was about looking into how employee performance is affected by training and development. The formative literature served as the foundation for the questionnaire. The outcome demonstrates that, with the exception of job enrichment, which is said to have a substantial impact on the dependent variable, all independent variables have little bearing on employee performance. It is advised that future researchers concentrate on additional company sectors and investigate employee performance in relation to training and development.

Raza, Imran (2015)

The purpose of this study titled 'Impact of training and development on employee performance' was to determine the impact of training and development programs on employee performance. Training and development are clearly important, especially for less experienced and unskilled individuals, according to the research. The company's training techniques and resources were highly successful as they improved employees' work performance and helped them develop new skills and increase their productivity. In order to boost training efficacy, the organization is also developing further program enhancements.

Alexandros G. Sahinidis, John Bouris (2008)

Employee perceived training effectiveness relationship to employee attitudes. This study aims to explore the link between work satisfaction, motivation, and commitment

and perceived efficacy of staff training. Following their completion of a training program, 134 workers and lower managers from five sizable Greek firms were included in the research. The inquiries gathered data on the sentiments of the staff members toward their employers and the training they had received. The study's findings validate the presented hypotheses by showing a strong relationship between employees' commitment, work satisfaction, and motivation and how effective they believe their training was. Furthermore, there were strong connections discovered between the last three factors.

Debra L. Truitt (2011)

The study titled '**The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency'** explores the connections between views about perceived work ability and training experiences. The author finds a direct correlation between performance and pleasant training experiences and attitudes in a sample of 237 full-time salaried/exempt and hourly/nonexempt employees from one academic institution and three businesses in the states of Maryland, Delaware, and Arizona.The study found that 86.8% of participants with updated training had the most favourable attitudes toward training . Also, it was found that 80% of individuals with unfavourable attitudes about training also had unfavourable opinions about their proficiency.

Muhammad Khan (2012)

The Impact of Training and Motivation on Performance of Employees. The purpose of this research is to examine how employee performance is affected by training. Training, incentive, technology, management style, and workplace conditions are just a few of the variables that affect how well employees perform overall.The study shows how employee performance is positively impacted by incentive and training. This study concludes by the fact that companies with effective staff training programs can improve worker

performance. Any firm looking to improve employee performance should prioritise training since it inspires workers to reach greater performance standards.

Steven w. Schmidt (2007)

The relationship between satisfaction with workplace training and overall job satisfaction. This study examines the association between customer contact representatives' overall job happiness and their level of satisfaction with workplace training offered by their employers. Overall job happiness and job training satisfaction were found to be significantly correlated. The relationship between job training satisfaction and various job training components, such as training time, training methodologies, and content, was found to be significant. Additionally, trainees reported higher levels of satisfaction with their training when their preferred methodology was used. Based on these results, recommendations were given for HRD scholars and practitioners, as well as conclusions.

Stephen Choo, Christine Bowly (2007)

The name of the topic is 'Using training and development to affect job satisfaction within franchising'.An analysis of the literature on franchising has shown that there is a lack of research studies regarding employee training in franchise systems. Also, franchise training has typically been the focus of this field's research as part of the whole package.   By examining the impact of training and development on an employee's work satisfaction at one of Australia's fastest-growing franchises, this study aims to fill the research gap in this field. The findings show that the effectiveness and efficiency depend on evaluation of the course design, learning experience, and training quality. Additionally, it has been discovered that job duties, corporate values, and the work environment all affect employee satisfaction.

CHAPTER – III

THEORETICAL FRAMEWORK

3.1 EMPLOYEE TRAINING PROGRAMME

A strategy plan designed to improve employees' abilities and knowledge for their current positions or future career advancement is known as an employee training programme. It's a component of a larger learning and development plan with the goals of improving performance, encouraging a positive workplace culture, and facilitating career advancement.

3.2 OBJECTIVES OF TRAINING PROGRAMME

1. To equip workers to handle the complex and varied demands of their positions and the company.
2. To impart knowledge and abilities to recent hires and support them in carrying out their responsibilities effectively.
3. To coach employees for more complex and higher level jobs.
4. To teach staff members innovative, creative methods for carrying out their jobs.
5. It assists the organisation with its primary objective by bringing individual effectiveness.
6. It ensures that an organisation is ethically and socially responsible to the needs and challenges of the society.

3.3 CHARACTERISTICS OF EFFECTIVE TRAINING PROGRAMME

- **Determine which people require training in what areas.**

- Assessing which individual and in what area needs training should be your first step. To determine and analyse what training is necessary, you might do a needs assessment. Identifying who needs to be trained and on what skills can make your training program decidedly successful.

- **Deciding on and conveying the training's objectives**

The next step is to decide what the goals of employee training are. The good news is that the outcomes of deciding on and conveying the training's objectives.Also, ensure to

communicate the purpose, objectives, and result of the training program to your trainees clearly to motivate them to learn.

- **Relevant content**

The program's effectiveness will be determined by the materials you use in the training. As a result, be sure the material you utilise is relevant to the trainees' work experiences. Additionally, it ought to improve their performance on upcoming tasks. The outcome will not be up to par if the content is not designed with real-world application in mind.

- **Live demonstration**

It goes without saying that graphical content makes concepts easier for humans to understand. Therefore, it's a great idea to actively show the trainees the particular skills and processes. They will see examples of desired behaviour and outcomes through live demonstrations.

- **Training should be immediately relevant**

In order to retain and reinforce what has been learned, the trainees will have to put things into practice in a short time frame. In case there are no opportunities to put the training to practise, allot specialised tasks so that your employees can execute the acquired knowledge in a real-world context. It will ensure that they don't forget what they have learned.

- **Provide Consistent feedback during training**

Providing feedback to your employees at every point in training is crucial as it will motivate them to perform better. Thus, make sure to provide feedback both during practice and after completion of the exercises.

- **Training should be adaptable**

 Training won't be useful unless your employees are able to grasp everything and adapt to the changes. Therefore, training approach should be flexible and have room for change

and growth. If you find that the methods and tools you are implementing aren't yielding the desired results, make sure to change them to improve outcomes.

- **Align it with company values**

This is another crucial factor that you should keep in mind. Training program should align with the company values. Consider how the program fits into the company culture. If it does not relate to both long- and short-term goals, you should reassess your content. Also, consider whether it will have an evident positive impact on the company, its function, and its bottom line.

- **Personalised and engaging training**

Engaging your employees and investing in their training is a great way to lower the potential risks of losing revenue. Their engaging on-the-job learning programmes can assist your staff in learning while also putting what they've learned into practice right away.

3.4 IMPORTANCE OF TRAINING PROGRAMME

- **Enhanced Skills:**

Employees who receive training can either acquire new skills or improve their current ones. It guarantees that the people in your organization remain current and flexible in response to societal and professional shifts.

- **Enhanced independence**

Employees with more training feel more competent and self-assured, which increases their autonomy in the workplace.

- **Safer Work Environment:**

A safer work environment is achieved through providing employees with appropriate training, which teaches them about risk mitigation, emergency procedures, and best practices.

- **Workplace Contentment:**

Workers who obtain excellent training typically have higher job satisfaction levels overall. They value the money spent on their personal development.

- **Productivity Boost:**

Trained employees are more efficient and effective, positively impacting overall company productivity.

- **Reduced Turnover:**

Organisations that invest in employee development experience lower turnover rates. When employees feel valued and equipped, they're more likely to stay with the company.

3.5 BENEFITS OF TRAINING PROGRAMME

1. Enhanced output and effectiveness

Employees who receive training have better job-related skills and knowledge, as well as increased self-assurance. They will perform better as a result, working more productively and efficiently.

2. Consistency in the work procedures

Employee training contributes to the standardisation of work procedures among staff members. Because they have received similar training, employees will apply and adhere to similar procedures.

3. Reduced wastage

Employee training will teach them how to use the company's supplies, machinery, and tools in an efficient, safe, and cost-effective manner. There will be less accidents and equipment damage, which will reduce waste.

4. Reduced supervision

Though training employees should not totally eliminate the need for supervision, it can significantly reduce the need for excessive supervision in the workplace.

5. Advancing internal candidates

An organization does not need to go out on the job market to hire new professionals from outside sources when they need professionals with new or specialized skills. They have the ability to look inward and identify potential employees who, once trained in this new set of skills required by the organization, can be promoted.

6. Improved organisational structure

A well-structured training program facilitates employees' learning in a methodical and consistent manner when it is implemented by the company. Also, it keeps workers from picking up new skills through trial and error.

7. Increased spirits

Workers in companies with training programs will feel like they work in a positive, encouraging environment where they are valued, which will raise their spirits and give them more self-assurance when performing their jobs.

8. Enhanced understanding of objectives and policies

Employees will always benefit from a well-designed training program that introduces them to the ethics, values, policies, visions, and missions of their company.

9. Enhanced client appreciation

Employees of an organization who receive regular training enhance their abilities on the job and function more competently and professionally. This improved level of service will be felt by the customers, and it will raise their perception of the company.

10. Better workplace environment

Employees will be able to perform better in the workplace with regular training. This creates an environment in the company where each worker is encouraged to feel appreciated and welcomed.

11. Improved and updated technology

Employee exposure to new advanced technology techniques can boost productivity and efficiency within the organization, especially with the way technology is changing at an accelerating rate across all industries.

3.6 Factors influencing Training and Development:

- **Top management support :**

One of the most important influential factors that affect job training is management support of training initiatives. It is critical that managers foster a climate conducive to learning, support the training initiatives, and encourage professional development.

- **Commitment from specialists and generalists :**

An effective trainer creates a safe and engaging learning environment, actively keeps learners involved, and can adjust appropriately when necessary.

- **Technological advances :**

Technology facilitates the creation of personalized learning paths, tailoring training programs to individual needs.

- **Learner Ability and Motivation :**

To effectively transfer knowledge to the workplace, learners must have the ability and motivation to succeed. Learners need to have ample opportunities to use the training, and they need to perceive the benefit and validity of the training.

- **Learning principles**

To be effective, learning objectives must specify a behaviour or performance that a learner should be able to complete at the end of training, a measurable criterion, and any conditions of performance.

3.7 COMPANY PROFILE

Established in 1959, the Kerala State Productivity Council is an autonomous tripartite organisation with representation from State Government, Industrial Management and Employees unions. The Council is recognized by the National Productivity Council, New Delhi and Asian Productivity Organization, Tokyo.

Headquartered in Kalamassery, Kochi, the industrial hub of Kerala, KSPC helps organisations to improve productivity and quality not only by facilitating effective solutions, but by teaming up with organisations to achieve the objectives.

Apart from providing training, consultancy and undertaking productivity research and implementing productivity promotion plans and programmes, KSPC remains the state's driving force in integrating social and ecological initiatives like reducing carbon footprint and energy efficiency to the larger objectives of productivity improvement programmes. A significant step, especially in a world which is facing growing pollution levels and scarcity of water and energy resources.

Ever dedicated to enhance productivity and quality, KSPC continues its unrelenting efforts in helping organisations achieve better operational results, year after year. Whether it be in improving profitability, reducing carbon footprint, energy saving, enhanced HR efficiency, social responsibility drives or environment protection measures.

Taking our commitment beyond mere suggestions or detailed analysis and project reports, we prefer to work side by side with our clients to achieve the objectives. Our efforts have helped organisations achieve formidable improvement in productivity and cost savings.

That is not all. Organisations which sought our services have achieved up to 30% improvement in their productivity. Our efforts towards creating a healthy, green environment could bring about a potential reduction in CO_2 emissions to the tune of over 25,000 tonnes/year.

Taking this commitment further, we have instituted awards and recognitions to inspire organizations to continuously achieve productivity growth. The annual MKK Nair Memorial Productivity Awards for large, medium and small industries, for instance.

Always committed to the growth of our economy, KSPC consistently lives its promise - "Productivity Promotes Prosperity".

MISSION

We stand committed for the development, dissemination and application of knowledge and experience in enhancing organizational productivity and through which, to strengthen the performance and competitiveness of the national economy and to improve the working conditions and quality of working life.

To achieve this, we help organizations make distinctive and lasting improvement in performance through the use of world-class techniques, systems and education.

OBJECTIVES

KSPC is aiming to promote the cause of productivity in industry, agriculture, service, infrastructure and other sectors of the economy. It aims to help in achieving sustained all round development in Kerala, leading to enhancement of quality of life of people in general. The concept of productivity as perceived by KSPC encompasses not only a more efficient use of resources, but of quality, environmental protection and integrated economic and social development. KSPC aims at promoting these as a part of its objectives and activities.
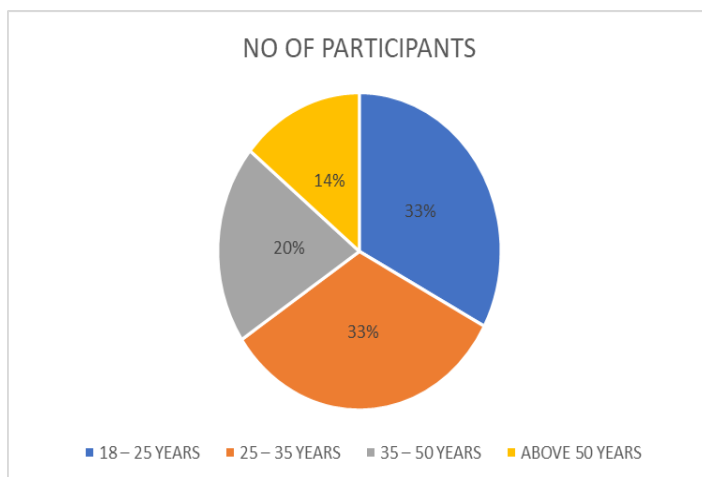
CHAPTER – IV

DATA ANALYSIS AND INTERPRETATION

4.1 AGE GROUP OF PARTICIPANTS

TABLE :4.1 Showing the age group of participants.

AGE GROUP	NO OF PARTICIPANTS
18 – 25 YEARS	21
25 – 35 YEARS	21
35 – 50 YEARS	13
ABOVE 50 YEARS	9

## FIGURE :4.1 Showing the age group of participants.

Interpretation: From the above diagram, it can be interpreted that both the age groups 18-25 years and 25-35 years consist of 33% of the participants. 20% of the participants belong to the age group 35-50 years. The participants above the age of 50 comprise only up to 14%.

4.2. GENDER OF PARTICIPANTS

TABLE :4.2 Showing the gender of participants

Option	Frequency
Male	33
Female	31
Prefer not to say	0

## FIGURE:4.2 Showing the gender of participants
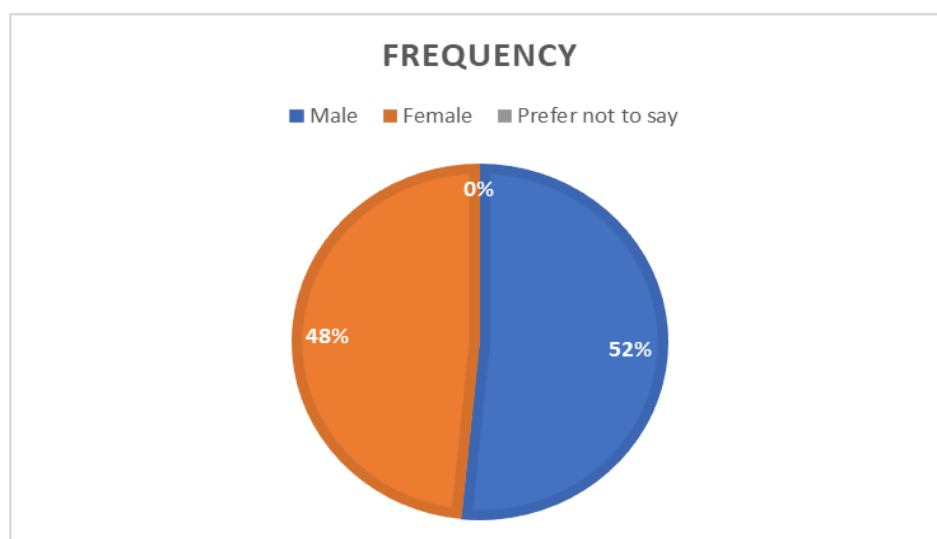
Interpretation :

From the above diagram, it can be inferred that 52% of participants are male and the rest 48% are female participants who have undergone the training programme organised by the Kerala State Productivity Council Kalamassery.

4.3.THE RATING GIVEN BY THE PARTICIPANTS FOR THE ENTIRE PROGRAMME.

TABLE:4.3 Showing rating for the entire training programme

Rate	Frequency
1	1
2	2
3	2
4	25
5	36

## FIGURE:4.3 Showing rating for the entire training programme
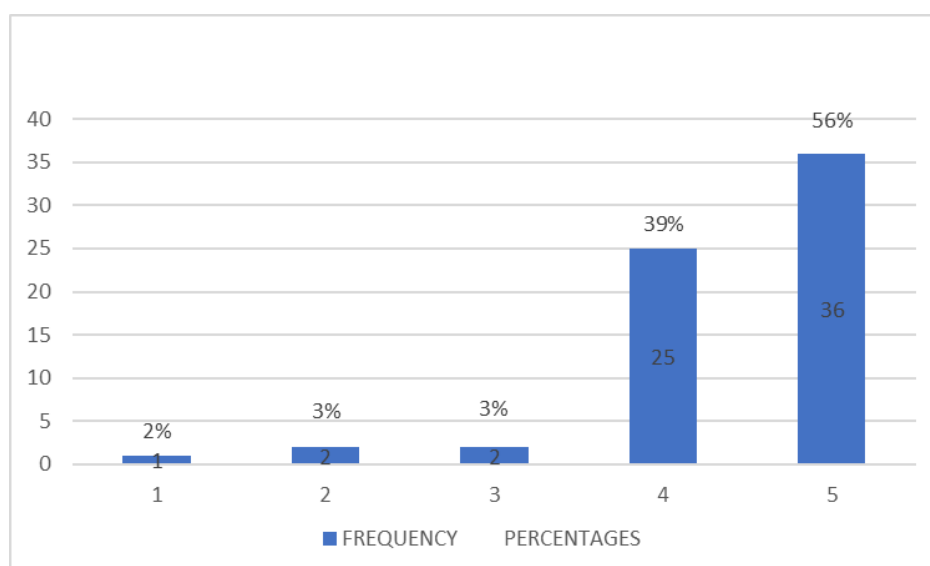
Interpretation:

56% of the participants rated the highest rate 5 and 25% rated 4 , 3% each among the participants rated 3 and 2, and the remaining participants, 1% rated 1. Majority of the participants rated the highest rate, ie 5.

4.4. APPROPRIATENESS OF PROGRAM DURATION

TABLE:4.4 Showing appropriateness of program duration

OPTIONS	FREQUENCY
YES	58
NO	6

FIGURE:4.4 Showing appropriateness of program duration
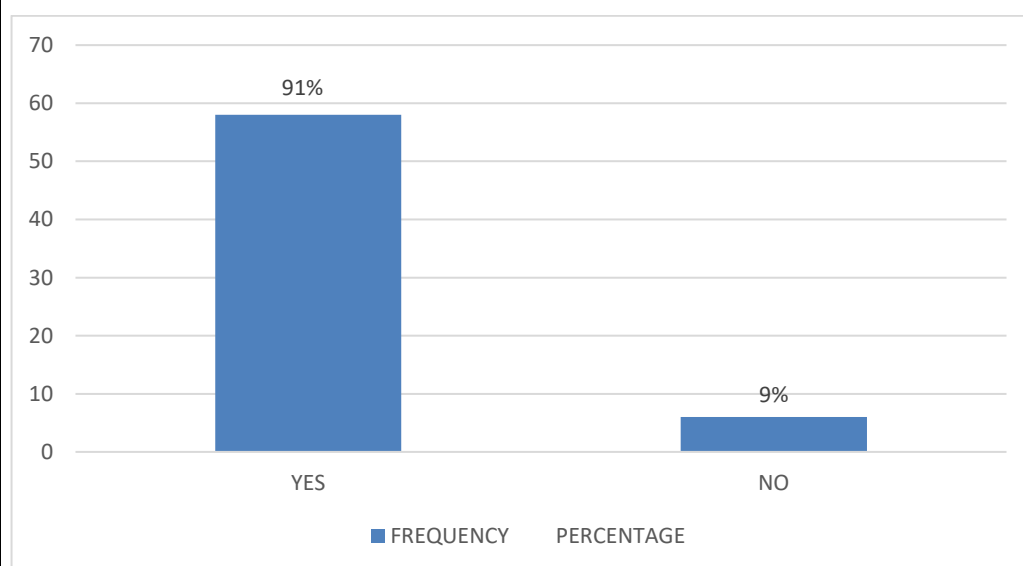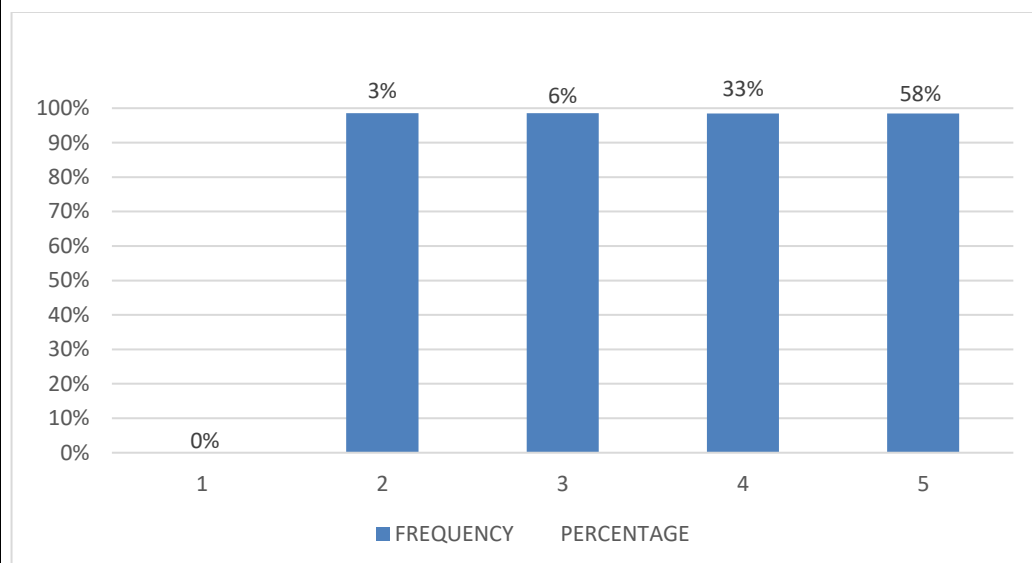

Interpretation:

From the above diagram, we can infer that, of the total participants, 91% opted yes and 9% opted no as the response for the appropriate duration. The overall duration was suitable for the majority of participants.

4.5. RATING FOR THE PROGRAM'S PRESENTATION

TABLE:4.5 Showing rating for the program's presentation

RATE	FREQUENCY
1	0
2	2
3	4
4	21
5	37

FIGURE:4.5 Showing rating for the program's presentation
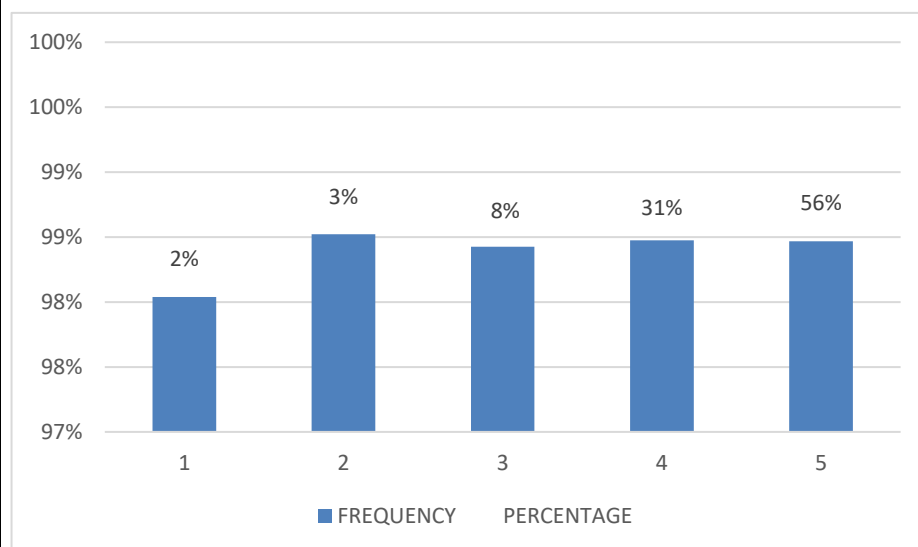

Interpretation:

Program presentation was rated the highest (5) by 58% of the participants, 33% of participants rated 4, 6% of participants rated 3 and 3% of the participants rated 2. So from the data we can comprehend that the program's presentation was suitable for the majority of participants.

4.6. USEFULNESS OF THE TRAINING PROGRAM

TABLE:4.6 Showing the usefulness of the training program

RATE	FREQUENCY
1	1
2	2
3	5
4	20
5	36

FIGURE:4.6 Showing the usefulness of the training program
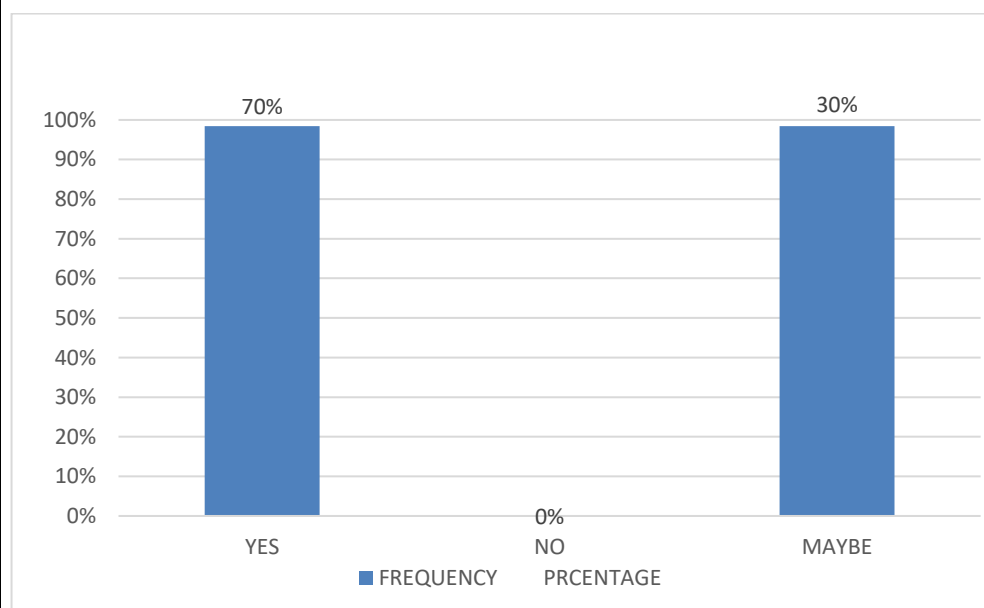

Interpretation

Majority of participants (56%) found the training program useful and rated 5, 31% rated 4, 8% rated 3, 3% rated 2 and the remaining 2% rated 1. So from the data we are able to understand that the training program is useful for the majority of participants.

4.7. ACCOMPLISHMENT OF THE PROGRAM'S DECLARED OBJECTIVES

TABLE:4.7 Showing the accomplishment of the program's declared objectives

OPTIONS	FREQUENCY
YES	45
NO	0
MAYBE	19

FIGURE:4.7 Showing the accomplishment of the program's declared objectives
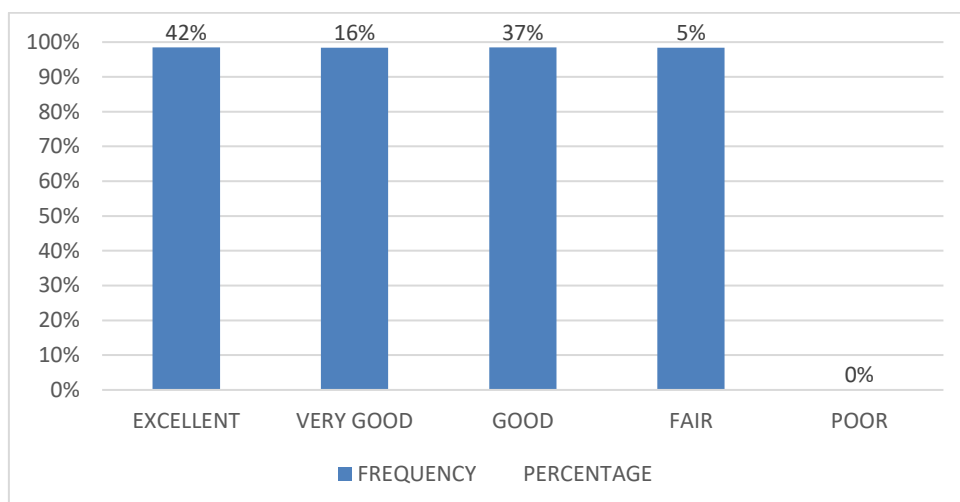

Interpretation:

From the above figure, it can be inferred that 70% of the participants responded that it was possible for the training programme to achieve the declared objectives. 30% of the participants stated that the training programme might be able to achieve the desired objectives.

4. 8. RATING FOR READING/PRESENTATION MATERIALS

TABLE:4.8 Showing details of rating for reading/presentation

RESPONSES	FREQUENCY
EXCELLENT	27
VERY GOOD	10
GOOD	24
FAIR	3
POOR	0

FIGURE :4.8 Showing details of rating for reading/presentation
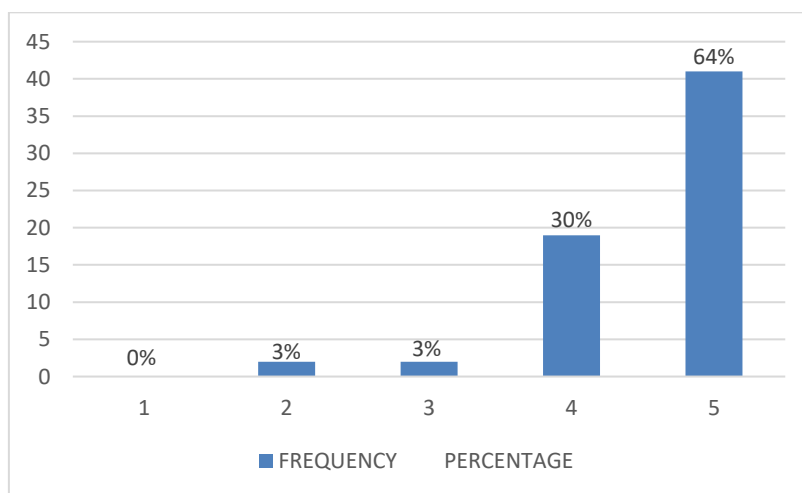

Interpretation:

From the figure, it can be inferred that 42% of the participants opted excellent for the reading/presentation materials. 16% of the participants opted very good. 37 % of the participants opted good. 5% opted fair. So from the overall data we can understand that the reading/presentation materials was sufficient for the majority of participants.

4.9. FACULTY'S ABILITY REGARDING THE CLARIFICATION OF DOUBTS

TABLE:4.9 Showing the faculty's ability regarding the clarification of doubts

RATE	FREQUENCY
1	0
2	2
3	2
4	19
5	41

FIGURE:4.9 Showing the faculty's ability regarding the clarification of doubts
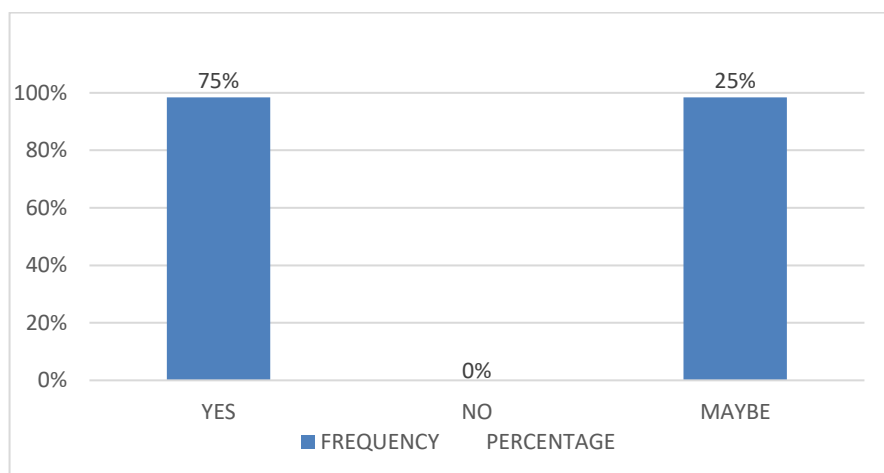

Interpretation :

Majority of the participants,64% rated 5 for the faculty's ability to clarify doubts. From the remaining, 30% rated 4 and 3% each of the participants gave the rating 3 and 2 respectively. So the majority state that the faculty was able to clear their doubts.

4.10. EFFECTIVENESS OF THE TRAINING PROGRAMME

TABLE:4.10 Showing the effectiveness of the training programme

OPTIONS	FREQUENCY
YES	48
NO	0
MAYBE	16

FIGURE:4.10 Showing the effectiveness of the training programme
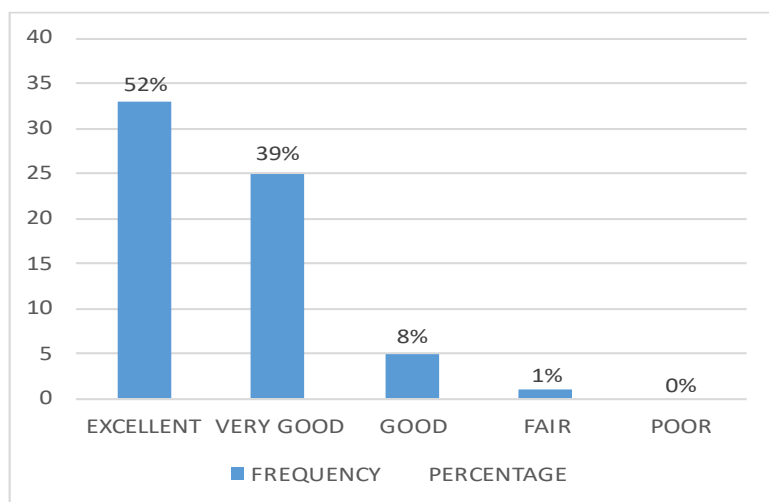

Interpretation :

75% of the participants, which is the majority, believe that the training programme was effective, and the remaining 25% believe that the training programme might be effective for them.

4.11. RATING FOR THE LECTURE AND PERFORMANCE OF FACULTY

TABLE:4.11 Showing the rating for the lecture and performance of the faculty

RESPONSE	FREQUENCY
EXCELLENT	33
VERY GOOD	25
GOOD	5
FAIR	1
POOR	0

FIGURE: 4.11 Showing the rating for the lecture and performance of the faculty
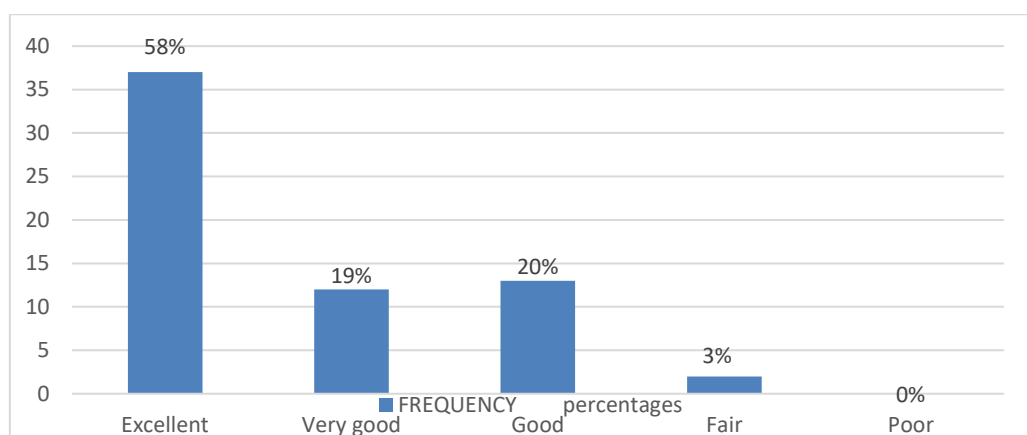

Interpretation :

Majority of the participants, 52%, found the performance and lecture of faculties as excellent. 39% of the participants responded it by opting very good, 8% of the participants responded it as good and the remaining 1% as fair.

4.12. ASSESSMENT OF THE INTERACTION OF THE FACULTY THROUGHOUT THE SESSION

TABLE: 4.12 Showing the assessment of the interaction of the faculty throughout the session

RESPONSES	FREQUENCY
Excellent	37
Very good	12
Good	13
Fair	2
Poor	0

FIGURE:4.12 Showing the assessment of the interaction of the faculty throughout the session
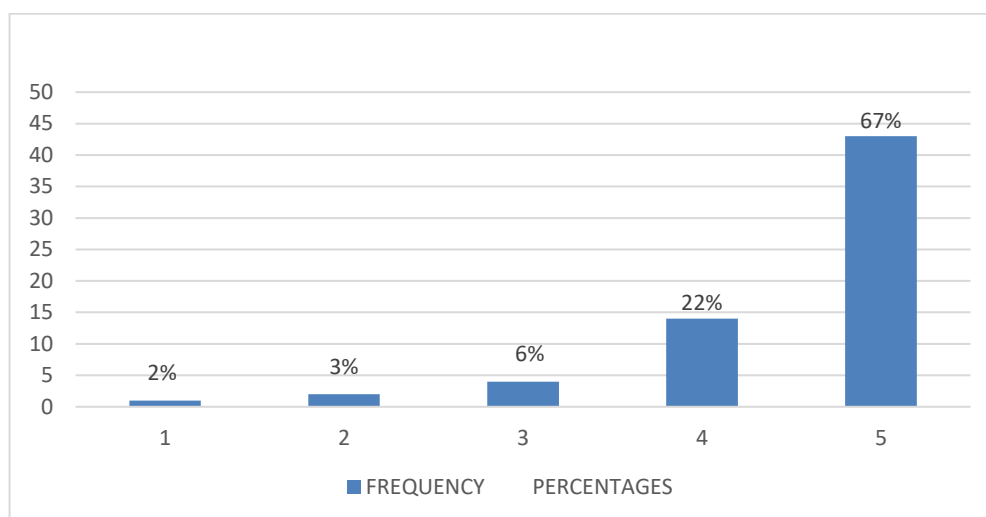

Interpretation :

From the figure, 58% of the participants opted excellent for the interaction throughout the session. 19% of the participants opted very good. 20% of the participants opted good and 3%of the participants opted fair.

4.13. ASSESSMENT OF THE EFFECTIVESS OF THE PROGRAMME IN DEVELOPING THE SKILLS OF THE PARTICIPANT.

TABLE: 4.13 Showing the assessment of the effectiveness of the programme in developing the skills

RATE	FREQUENCY
1	1
2	2
3	4
4	14
5	43

FIGURE: 4.13 Showing the assessment of the effectiveness of the programme in developing the skills
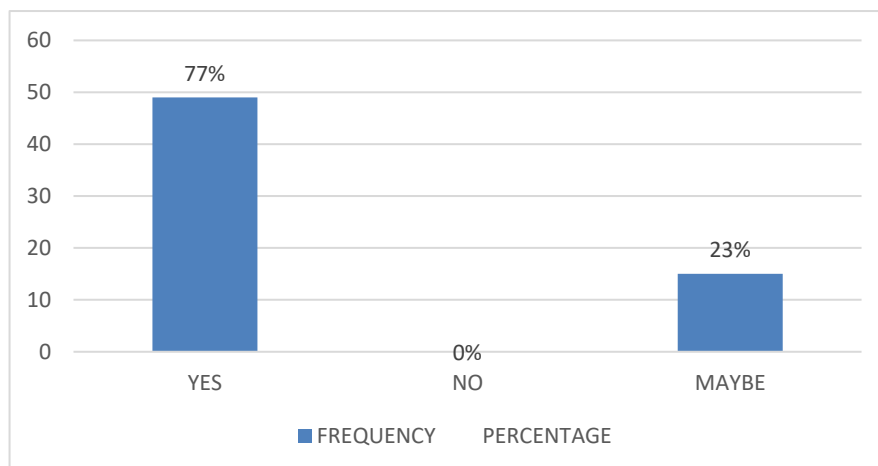

Interpretation :

From the figure, 67% of the total participants rated 5 for the effectiveness of the programme in developing their skills. 22% of the participants rated 4. 6% of the participants rated 3. 3% of the participants rated 2 and 2% of the participant rated 1.

4.14. USEFULNESS TO THE PARTICIPANTS IN CONTRIBUTION TO THEIR COMPANY'S OBJECTIVES

TABLE: 4.14 Showing the usefulness of the participants in contribution to their company's objectives

RESPONSES	FREQUENCY
YES	49
NO	0
MAYBE	15

FIGURE:4.14 Showing the usefulness of the participants in contribution to their company's objectives
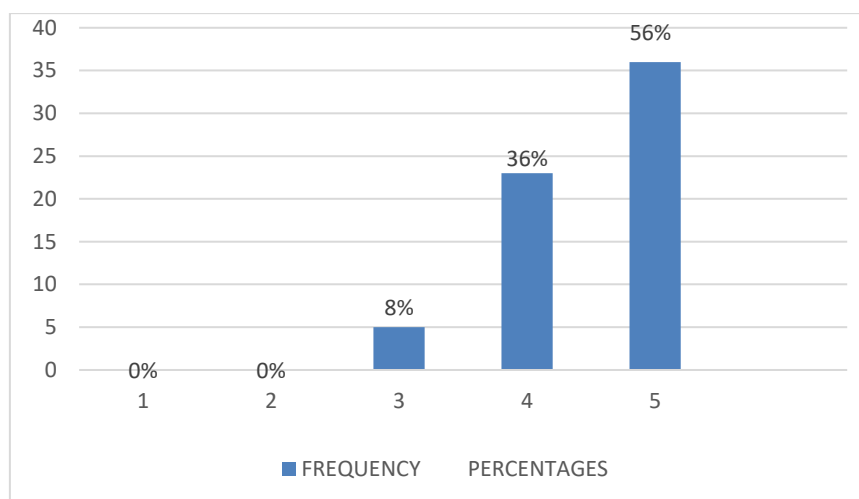

Interpretation :

From the figure, the majority of the participants, 77% state that the training programme helped them in their contribution towards the company's objectives and the remaining 23% states that the programme might help them to contribute towards their company's objectives.

4.15. ASSESSMENT OF THE VENUE ARRANGEMENT OF THE PROGRAMME.

TABLE:4.15 Showing the assessment of the venue arrangement of the programme

RATE	FREQUENCY
1	0
2	0
3	5
4	23
5	36

FIGURE:4.15 Showing the assessment of the venue arrangement of the programme

Interpretation :

From the figure, 56% of the participants rated 5 for the training programme's venue arrangement. 36% of the participants rated 4 and 8% of the participants rated 3.

So it can be understood that the venue arrangements were overall satisfactory to the participants.

4.16. ASSESSMENT OF THE FOOD AND REFRESHMENTS ARRANGED.

TABLE: 4.16 Showing the assessment of the food and refreshments arranged

RESPONSE	FREQUENCY
EXCELLENT	36
VERY GOOD	15
GOOD	9
FAIR	4
POOR	0

FIGURE: 4.16 Showing the assessment of the food and refreshments arranged
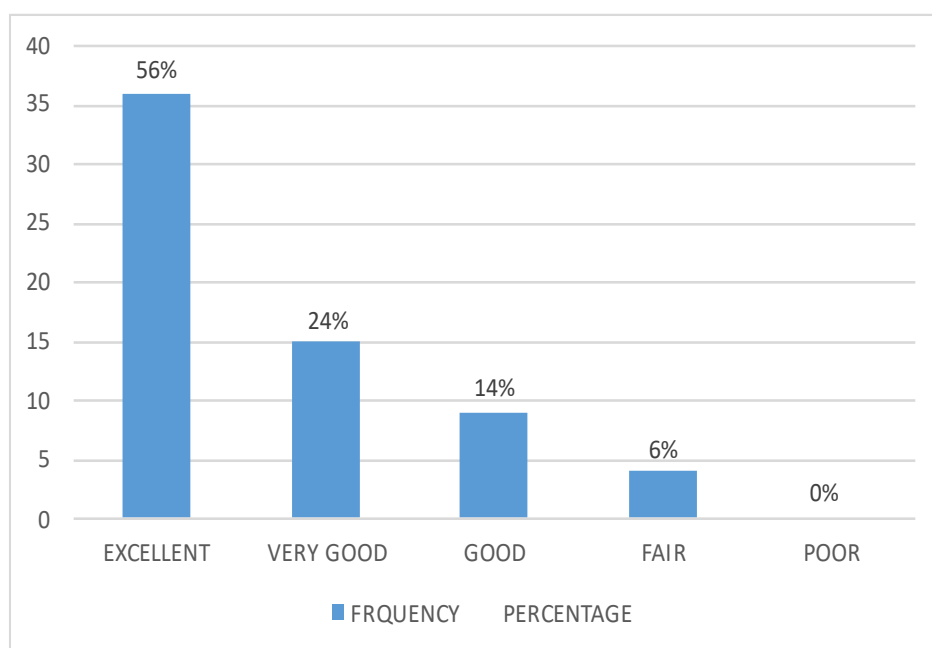
Interpretation :

From the figure, it can be inferred that 56% of the total participants opted excellent as the response for the food and refreshments offered during the training programme. 24% of the participants stated it as very good. 14% of the participants opted good and the remaining 6% opted fair. So from the overall data we can observe that the food and refreshment served for the participants were appropriate.

CHAPTER – V

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS :

1. The age groups of 18–25 and 25–35 years old make up the majority of the employed population.
2. The majority of workers are men.
3. A majority of 56% of the workforce rated the entire training program with the highest rating.
4. Of all the participants, 91% selected "yes" for the appropriate duration of the program.
5. 58% of participants rated the program presentation as the highest.
6. Most participants believed that the program was useful and gave it the highest grade.
7. 70% of participants believe the program was able achieve its stated goals.
8. Out of all the participants, 42% rated the reading / presentation material as Excellent.
9. Most participants gave the facility's ability to clear up doubts the highest rating.
10. 75% of participants believed the program was highly effective.
11. Of all the participants, 52% thought the faculty members' performance and lecture were Excellent.
12. For the interaction during the program, the majority of participants selected Excellent.
13. Of all participants, 67% gave the program a rating of 5 for helping them develop their skills.
14. 77% of the staff think the program helped them in pursuing the company's goal.
15. The majority of participants gave the venue arrangement the highest rating.
16. The program's food and refreshments were rated excellent by 56% of the total participants.

SUGGESTIONS :

- Workers should choose some of the training they would like to receive as well as the training programs they need to complete in order to do their jobs more successfully and efficiently.

- Every employee who has received training should have their performance assessed in order to improve the quality of the training activities and the trainers' capacity to relate inputs to outputs and understand the training program that has been completed.

- In order to give employees a better understanding of the purpose of the training program and the knowledge they will be gaining, the HR department should hold briefings and debriefings for them. Additionally, following the completion of the training, they should solicit feedback regarding the program's effectiveness.

- A training program should assess a trainee's potential, competencies, and abilities for a given job or set of work skills.

- In addition to on-the-job training, the HR department should regularly offer value-adding courses on time management, stress management, group dynamics, and grievance redressal. These will not only assist employees contribute value, but they are also crucial in the current corporate environment.

- The objective should be to reduce the disparity between the anticipated level of performance and the actual level of performance.

- It must offer fresh employees or trainees a structured approach to absorbing the necessary knowledge and skills to carry out their duties and responsibilities with significance and intent.

- The organization ought to organize periodic training sessions, which enable the staff members to augment their expertise for their present roles.

- The training session must incorporate more interactive elements to encourage active participation from both trainees and the trainer, fostering continuous interaction.

- It is advisable to incorporate a greater amount of hands-on experience into the training program.

CONCLUSION :

The Kerala State Productivity Council is primarily responsible for overseeing the management of human resources, starting from the recruitment process all the way to retirement. It is essential for every employee to undergo training programs in order to enhance their skills and capabilities. Nowadays, we exist in a competitive environment where, among other factors, employees play a crucial role in helping organizations achieve their objectives. Recognizing the training and development requirements of employees is essential within the organization. This process not only aids in reaching individual and organizational goals but also enhances the productivity of current employees. Moreover, it contributes to improving the standard of living for employees and their families.

Effective training and development initiatives offered by the organization can enhance employees' engagement with their work and loyalty to the company. Such programs also enable the organization to assess employees' current competencies and identify areas for improvement in skills, attitude, knowledge, and experience. Additionally, they help pinpoint any existing issues in the programs that may be hindering profitability and reputation.

The organization encounters numerous challenges due to inadequate training. These challenges encompass accidents, injuries, conflicts, the work environment, alcohol and harassment. Additionally, machinery plays a significant role in potential failures. Therefore, it is crucial to provide comprehensive training to all teams involved, while ensuring that the organization comprehends the issues faced by its employees. Training should focus on factors that primarily impact employees, such as on-the-job programs.

Based on the conducted study, it can be inferred that the general satisfaction level of employees regarding the training programs is moderate. The employees acknowledge that the training programs contribute to enhancing productivity and reaching the organizational objectives.

The employees expressed that while the training programs within the organization are well-structured, they find the duration of the training program to be inadequate.

Additionally, they are dissatisfied with the evaluation process of the training program, noting that evaluations are not conducted on a regular basis.

The organization's training programs place a strong emphasis on technical and managerial skills, however, at times they are not prioritized due to high work demands. The training programs are not being taken seriously by the employees due to the lack of strict rules and regulations in place for attendance. The employees are not actively participating in determining the training needs analysis, as the programs are solely decided by the top management. Despite the excellent quality of the training programs, the employees are failing to fully utilize them.

Hence, it can be inferred that the training programs within the organization are of high quality. However, the employees have not fully taken advantage of these programs due to the lack of mandatory participation across all departments. There is a wider opportunity to enhance and refine the training programs in the future to align with the demands of the global market.

ANNEXURE

QUESTIONNAIRE

Questionnaire on Employee Training Programme conducted by Kerala State Productivity Council Kalamassery.

We are Divya B, Devi S Kumar and Saniya James, students of St Teresa's College, Ernakulam pursuing BCom Finance and Taxation has undertaken a project study on the Training Programme organised by Kerala State Productivity Council Kalamassery. Being a participant of this programme, Kindly spare your valuable time for filling up the questionnaire enclosed.

A. To which of the following age group do you belong to ?

- o 18 – 25 years
- o 25 – 35 years
- o 35 – 50 years
- o Above 50 years

B. Mention your gender.

- o Male
- o Female
- o Prefer not to say

1. What rate would you like to offer for the entire programme?

   5 being the highest rate and 1 being the lowest rate.

- o 1
- o 2

- 3
- 4
- 5

2. Do you think the program's duration was appropriate ?

- Yes
- No

3. What rate would you give the program's presentation ?

    5 being the highest rate and 1 being the lowest rate.

- 1
- 2
- 3
- 4
- 5

4. To what extent did you find the training programme useful ?

    5 being the highest rate and 1 being the lowest rate.

- 1
- 2
- 3
- 4
- 5

5. Was it possible for the training programme to achieve the declared objectives ?

- Yes
- No
- Maybe

6. What rating would you give the reading/ presentation materials ?

o Excellent

o Very good

o Good

o Fair

o Poor

7. How would you rate the faculty's ability to clarify your doubts ?

   5 being the highest rate and 1 being the lowest rate.

   o 1
   o 2
   o 3
   o 4
   o 5

8. Do you believe the training programme was enough effective ?

   o Yes

   o No

   o Maybe

9. How was the performance and lecture of faculties ?

   o Excellent

   o Very good

   o Good

   o Fair

   o Poor

10. How well was the interaction throughout the session ?

- o Excellent
- o Very good
- o Good
- o Fair
- o Poor

11. How would you rate the effectiveness of the programme in developing your skills?

5 being the highest rate and 1 being the lowest rate.

- o 1
- o 2
- o 3
- o 4
- o 5

12. Has the training programme helped you in your contribution towards the company's objectives ?

- o Yes
- o No
- o Maybe

13. What rating would you like to give to the training program's venue arrangements ?

5 being the highest rate and 1 being the lowest rate.

- o 1
- o 2
- o 3
- o 4
- o 5

14. Regarding the food and refreshments offered during the training programme, how would you rank them ?

- o Excellent
- o Very good
- o Good
- o Fair
- o Poor

15. Mention if there is any suggestions for improvement :

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