

# Evaluation of Training Effectiveness among Managers in Jewellery Manufacturing Industries

(With special Reference to Sitapura Industrial area, Jaipur)

Poonam Madan  
Associate Professor & HOD  
Dept of Management Studies  
The IIS University, Jaipur  
[poonammadan@yahoo.co.in](mailto:poonammadan@yahoo.co.in)

Contact no. 9783307167

Purnima Sharma  
Assistant Professor & Research scholar  
Dept of HRM&IB  
The IIS University, Jaipur  
[Purnima\\_87@rediffmail.com](mailto:Purnima_87@rediffmail.com)

Contact no.9929227777

## ***Abstract***

*The study is about measuring the training effectiveness between managers in Jewellery manufacturing industry with reference to Sitapura Industrial Area, Jaipur. The main thought of this research work is to know how these manufacturing industries look upon training as a tool for developing the potential sets of managers of functional department. Likert five point scaling technique was used for opinion collected from 50 managers. Convenience sampling method and questionnaire was used for collecting the primary data.*

*Training need analysis; pre preparation required by managers, activity based training and content coverage was analysed through Percentage analysis. Training is essential for managers to enable them work towards taking the organization to its expected goal. This paper addressed the importance of managerial training in relation to organizational effectiveness.*

**Keywords:** *Effective training of managers, Training need analysis.*

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*\*Dr. Poonam Madan is working as the Head & Associate Professor, Department of Management, The IIS University, Jaipur.*

*\*\*Ms Purnima Sharma is a Research Scholar, pursuing Ph.D. in the Department of Management, The IIS University, Jaipur and also working as an Assistant Professor, Dept of HR& IB, The IIS University, Jaipur*

## **1. Introduction**

Human resources are the valuable assets of any organization and their growth and development are essential parameters for the improvement of people and creating a favorable working environment. Basically Human resources are developed the organizations to create conditions in which people acquire new knowledge, develop skills, healthy behavioral patterns and managerial styles. Training is the most important function that directly contributes to human resource development of the organizations. Hence organizing regular training programs for managers becomes essential for their growth. Training program for managers is very important for overall effectiveness and profitability of an organization. The managers in the organizations are able to perform their responsibilities and make important contributions to the success of the organizational goals. Akintayo (1996),

Oguntimehin (2001) identified the functions of training in manufacturing industry as follows: increase productivity, improves the quality of work, improves skills, knowledge, understanding and attitude, enhance the use of tools and machine, reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products and capital management.

Today, company expends a huge amount of money on imparting training to managers. But before a huge investment, they should evaluate the need for conducting training, so the chances of mistakes should be minimized. The very first step of training is need assessment by which it is determined why specific training programs are required and conducting the training within organizational parameter. Through Training need analysis one can identify the type of training which is required by the managers. These methods used in accomplishing the identification of needs within organization. Wilson (1999) suggested the conventional and simpler methods such as interviews, questionnaires, observations, and focus groups to gather information for manager needs analysis. Increasing productivity in organization is totally depends on efficient and effective training of managers.

## **2. Review of Literature**

Today, Training becomes most important to develop the competencies for individual and organizational growth. The main aim of managers is to improve their skills and knowledge to achieve the organizational goals and also create competitive advantage.

Bramley and Kitson (1994) indicated that measuring the effectiveness of a training program at the reaction level and (or) the levels of skills learned or knowledge gained are the most common approaches that companies use.

Oribabor (2000) reported that training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Stavrou *et al.*, (2004) reported that one of the main challenges human resource managers faced in the 1990s involved issues of training and development. The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers

Prior studies (e.g., Kirkpatrick 1994, Bramley and Kitson 1994, Clements and Josiam 1995, and Bedingham 1997) indicated that companies use different levels of analysis to evaluate training. Others extend the training evaluation in order to incorporate some measured outcomes of the training programs (e.g., skills learned or knowledge gained, measured changes in trainees' behavior on the job after the training, etc).

### **3. Statement of the Problem**

Training programs organizing for the managers are very important in order to improve the capability level and the skill set. The performances of managers of different departments are directly proportionate to the number of training programs attended. In the manufacturing companies improvement and changes of an individual manager is important where change is constant in all its functions. For the betterment of the company overall personality level of the managers can be seen changing over the period of time when periodic training programs are organised by the management.

Training programs organised by companies for the managers for the development of its managers for effective performance and for committed relationship. Absence of these training programs manifests tripartite problems of incompetence, inefficiency and ineffectiveness. Hence the training is essential for the manufacturing industry for its overall growth and development of the managers and the organisations both.

In this paper evaluation of training effectiveness is done by Training need analysis,

### **4. Objectives of the Study**

To identify the outlook of managers about the training need analysis process conducted in the organisations on selected parameters.

### **5. Research Methodology**

Present Research work is designed to investigate the behavior of managers towards training effectiveness and its impact on development for organizational success. The study mainly focused on the methods which are adopted to conduct the study and the type of the research used.

**5.1. Research Design:** Descriptive research design used to describes the characteristics about the sample being studied.

**SAMPLE DESIGN:** The specifics of sample design are,

**Source:** Jewellery manufacturing companies

**Sample Size:** 50 Managers (functional level managers)

**Sample Unit:** Sitapura industrial area, Jaipur

**Sampling Method:** Convenience sampling

## 5.2 Sources of Data Collection:

Primary data source was used for the study and data was collected through a structured questionnaire with a sample size of 50 managers. Secondary data were collected from different publications, reports, websites, magazines, journals, working papers, books and newspapers.

## 5.3 Statistical Tools Used:

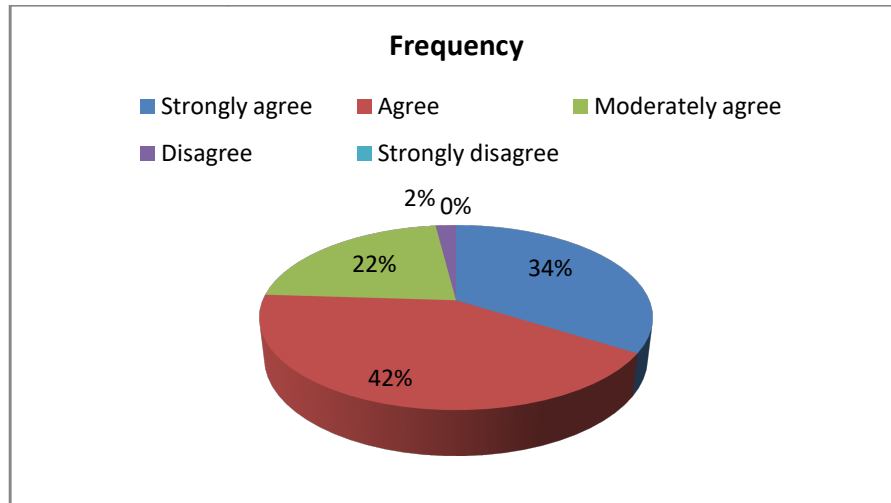
Percentage analysis is used to analyze the primary data collected from the respondents.

## 6. Data analysis:

In the present study data was analyzed to know about the training program held in the company affects overall performance of the managers, activity based learning, coverage and design of the training, capability level improvement of the jeweler manufacturing company located in Sitapura industrial area, Jaipur.

**Table 1:** Whether Training Need Analysis (TNA) is necessary

| Scale             | Frequency | Percentage     |
|-------------------|-----------|----------------|
| Strongly Agree    | 34        | 68.00%         |
| Agree             | 12        | 24.00%         |
| Moderately Agree  | 3         | 6.00%          |
| Disagree          | 1         | 2.00%          |
| Strongly Disagree | 0         | 0.00%          |
| <b>Total</b>      | <b>50</b> | <b>100.00%</b> |

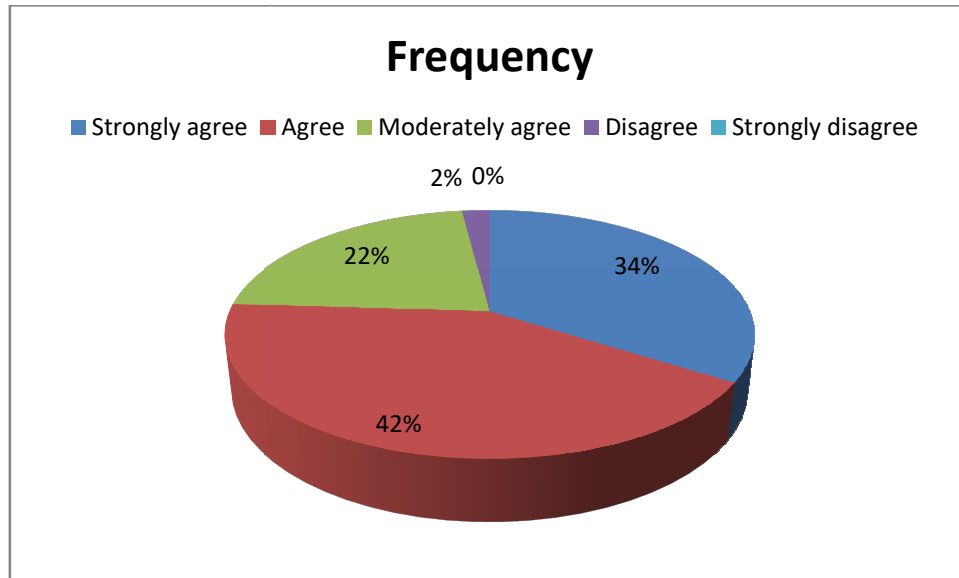


### Interpretation:

In the above table, 68% of the managers strongly agree that TNA is essential whereas 24 % of the managers agree to the need of TNA, 6% of the managers moderately agree, while 2% disagree and 0% strongly disagree that TNA is essential. Hence majority of the respondents supported for TNA in the manufacturing organizations which will lead for the right training for the right person.

**Table 2:** whether managers expect activity based learning during training.

| Scale             | Frequency | Percentage     |
|-------------------|-----------|----------------|
| Strongly Agree    | 15        | 30.00%         |
| Agree             | 20        | 40.00%         |
| Moderately Agree  | 12        | 24.00%         |
| Disagree          | 3         | 6.00%          |
| Strongly Disagree | 0         | 0.00%          |
| <b>Total</b>      | <b>50</b> | <b>100.00%</b> |

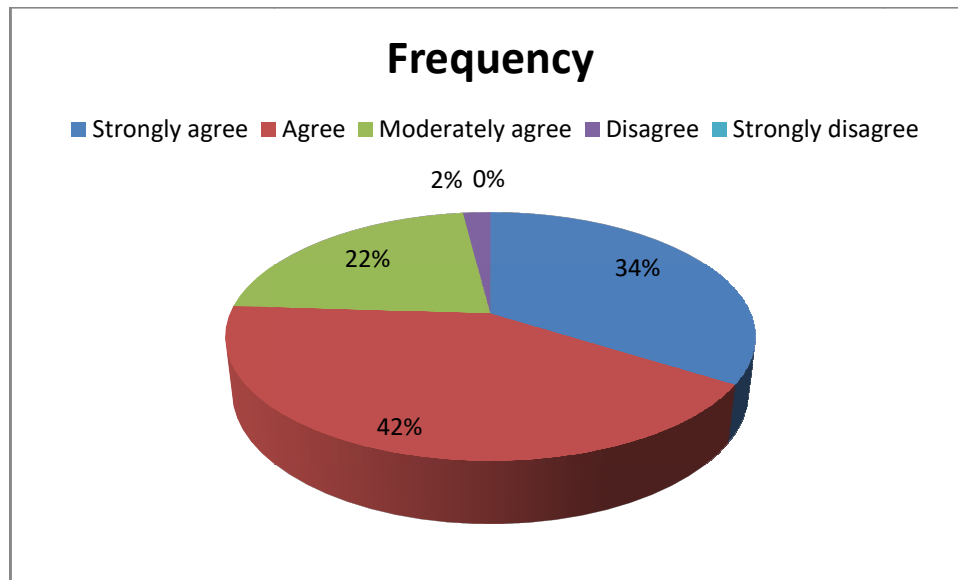


### Interpretation:

In the above table, 30% of the managers strongly agree they expect activity based learning during training 40% of the managers agree they expect activity based learning during training 24% of the managers moderately agree, while 6% disagree and 0% strongly disagree that they expect activity based learning during training. Activity based training gives real time experience in learning and creating change in a manager.

**Table 3:** Whether content coverage and design of the training is relevant.

| Scale             | Frequency | Percentage     |
|-------------------|-----------|----------------|
| Strongly Agree    | 17        | 34.00%         |
| Agree             | 18        | 36.00%         |
| Moderately Agree  | 11        | 22.00%         |
| Disagree          | 4         | 8.00%          |
| Strongly Disagree | 0         | 0.00%          |
| <b>Total</b>      | <b>50</b> | <b>100.00%</b> |



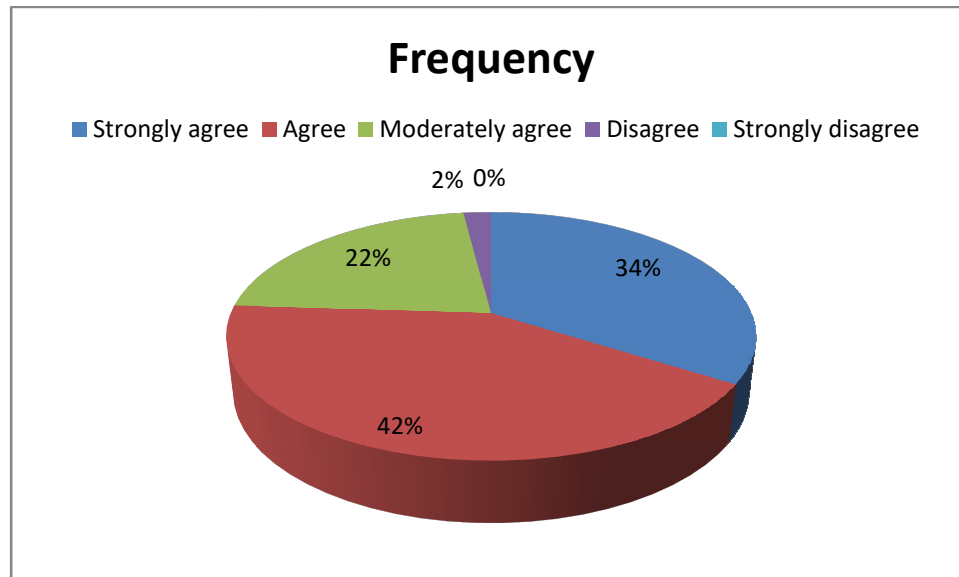
### Interpretation:

In the above table, 34% of the managers strongly agree that content coverage and design of the training is relevant 36% of the managers agree that content coverage and design of the training is relevant 22% of the managers moderately agree, while 8% disagree and 0% strongly disagree that content coverage and design of the training is relevant. The benefit received out of a manager level training is the contents of the program for getting the real time experience and benefit like enhancing the capabilities.

**Table 4:** Whether trainee must go with certain amount of preparation

| Scale             | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 17        | 34.00%     |
| Agree             | 21        | 42.00%     |
| Moderately Agree  | 11        | 22.00%     |
| Disagree          | 1         | 2.00%      |
| Strongly Disagree | 0         | 0.00%      |

|              |           |                |
|--------------|-----------|----------------|
| <b>Total</b> | <b>50</b> | <b>100.00%</b> |
|--------------|-----------|----------------|



**Interpretation:** In the above table, 34% of the managers strongly agree that they must go with certain amount of preparation 42% of the managers agree trainee must go with certain amount of preparation 22% of the managers moderately agree, while 2% disagree and 0% strongly disagree that trainee must go with certain amount of preparation. Pre preparations are essential which gives good confidence about self while attending the training program and trainee can overcome the fear and active participation will take place.

## 7. Conclusion

This research paper has concluded that the managers of jewellery manufacturing companies relate their opinions about the training sessions they attended. Their opinion is about training need analysis. Mostly managers are in favour of necessity of TNA which affects overall performance of manager in terms of activity based learning which gives real time experience in learning, coverage and design of the training which improves capability level of managers and Pre-Preparation of training sessions which increases their confidence as well as trainee can overcome the fear and they actively participate.



As training is very important part of human resource development. It is essential for every manager to participate in the training sessions for shaping their attitude, enhancing knowledge and their ability.

## 8. Scope for Further Study

This research paper covered only the jewellery manufacturing sector of Jaipur. Future research can replicate this study in other areas and other industrial sectors too.

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