

An Empirical Study on Kirkpatrick Model of Evaluation with Respect to Training Imparted by Manufacturing Firms in Chennai

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Abstract:

It is a known fact that economic and financial policy adopted by the Government of India also plays a vital role in deciding the direction in which the firms would progress. This being the case the recent focus of the government being in Chennai has also tried to impart training to its employees at every level so that it could easily achieve its targets. This study based on the Kirkpatrick Four-Level Training Evaluation Model attempts to evaluate the effectiveness of training efforts of firms in an objective way. The results indicate that reaction of the trainees were positive. Secondly they have applied skills and knowledge which they had learnt from training. Thus the training has helped in improving their skills and enhancing their knowledge levels. It can be concluded that there is positive opinion with respect to the effectiveness of the training imparted by manufacturing firms in Chennai.

Keywords : *Training, Kirkpatrick Model, reaction, learning, behaviour and results*

Introduction

In today's competitive world manufacturing firms are compelled to be competitive and the way in which they operate depends to a very great extent on the values and culture of the bank. This being the case it is important that each and every initiative taken by the bank is in line with the values and culture that it cherishes as such values help in defining the way in which strategies would be formulated to help the bank achieve its long-term objectives. Training initiatives designed by a firm are not an exception to this rule and it can be seen that the values on which the training efforts are based will define the quality and the standard of training imparted by a bank. It is a known fact that

economic and financial policy adopted by the Government of India also plays a vital role in deciding the direction in which the automobile sector would progress.

Objectives of the Study

An attempt is made through this study to know the opinion of professionals employed with automobile units with respect to effectiveness of training offered by such firms in Chennai.

Methodology

The study is descriptive in nature and has used the standardised measuring instrument developed by Kirkpatrick which is a four level training evaluation model. The sample size is 120 employed with

manufacturing firms in Chennai. The sampling technique adopted is convenience sampling.

Data Analysis and Interpretation

Table 1 : Demographics of the Sample

Gender	Percent	Educational Qualification	Percent
Male	72%	UG	24.0
Female	28%	PG	37.4
Total	100%	Professional	38.6
Age	Percent	Total	Percent
Below 25	21.9	Designation	Percent
26-30	21.0	Senior level	30.5
31-35	24.8	Middle level	30.7
Above 35	32.4	Lower level	38.8
Total	100.0	Total	100.0

Table 2 : Level of Overall reaction to Training Imparted

Level	Frequency	Percent
Low	90	21.4
Moderate	225	53.6
High	105	25.0
Total	420	100.0

53.6% of respondents have shown a moderate level of overall reaction to training imparted, 25% of respondents have shown a

high level of overall reaction and 21.4% of respondents have shown a low level of overall reaction to the training imparted.

Table 3 :Level of Overall learning in Training Imparted

Level	Frequency	Percent
Low	94	22.4
Moderate	214	51.0
High	112	26.7
Total	420	100.0

51% of respondents have believe their level of level of overall learning by attending the training to be moderate,

26.7% of respondents consider it to be high and the remaining 22.4% of them consider the overall learning to be low.

Table 4 :Level of Change in Overall behaviour

Level	Frequency	Percent
Low	111	26.4
Moderate	200	47.6
High	109	26.0
Total	420	100.0

47.6% of respondents consider the level of change in their overall behaviour on account of attending the training programme to be moderate, 26.4% of respondents consider

the level to below and 26% of respondents consider the level of change in overall behaviour to be high.

Table 5 :Overall results on account of Training

Level	Frequency	Percent
Low	117	27.9
Moderate	178	42.4
High	125	29.8
Total	420	100.0

42.4% of respondents consider the positive overall results training to be moderate, 29.8% of respondents consider the level of positive results to be high and

27.9% of respondents consider the level of overall results showing a positive change to be low.

Table 6 : Correlation between the Variables

Variables	Overall reaction	Overall learning	Overall behaviour	Overall results
Overall overall reaction	1	.703(**)	.666(**)	.601(**)
Overall overall learning		1	.661(**)	.523(**)
Overall overall behaviour			1	.687(**)
Overall overall results				1

** Correlation is significant at the 0.01 level (2-tailed).

The relationship between overall reaction and overall learning is 0.703, which indicate 70.3 percentage positive relationships between overall reaction and overall learning and is significant at 1% level.

The relationship between overall reaction and overall behaviour is 0.666, which indicate 66.6 percentage positive relationships between overall reaction and overall behaviour and is significant at 1% level.

The relationship between overall reaction and overall results of training is 0.601, which indicate 60.1 percentage positive relationships between overall reaction and overall results of training and is significant at 1% level.

The relationship between overall learning and overall behaviour is 0.661, which indicate 66.1 percentage positive relationships between overall learning and overall behaviour and is significant at 1% level.

The relationship between overall learning and overall results is 0.523, which indicate 52.3 percentage positive relationships between overall learning and overall results and is significant at 1% level.

The relationship between overall behaviour and overall results is 0.687, which indicate 68.7 percentage positive relationships between overall learning and and is significant at 1% level.

Findings

- With respect to the overall reaction of respondents to the training imparted by manufacturing firms in Chennai, it can be seen that taking responsibility for being fully involved in the training program has got the highest mean score of 3.867 and thus can be taken as the most important construct with respect to overall reaction of respondents with respect to the training imparted by manufacturing firms in Chennai.
- 53.6% of respondents have shown a moderate level of overall reaction to training imparted, 25% of respondents have shown a high level of overall reaction and 21.4% of respondents have shown a low level of overall reaction to the training imparted.
- 51% of respondents have believe their level of level of overall learning by attending the training to be moderate, 26.7% of respondents consider it to be high and the remaining 22.4% of them consider the overall learning to be low.
- 47.6% of respondents consider the level of change in their overall behaviour on account of attending the training programme to be moderate, 26.4% of respondents consider the level to below and 26% of respondents consider the level of change in overall behaviour to be high.
- 42.4% of respondents consider the positive overall results training to be moderate, 29.8% of respondents consider the level of positive results to be high and 27.9% of respondents consider the level of overall results showing a positive change to be low.
- The relationship between overall

reaction and overall learning is 0.703, the relationship between overall reaction and overall behaviour is 0.666, and the relationship between overall reaction and overall results of training is 0.601, and these relationships are significant at 1% level.

- The relationship between overall learning and overall behaviour is 0.661, the relationship between overall learning and overall results is 0.523, and these relationships are significant at 1% level
- The relationship between overall behaviour and overall results is 0.687, and is significant at 1% level.

Conclusion

The results indicate that reaction of the trainees were positive. Secondly they have applied skills and knowledge which they had learnt from training. Thus the training has helped in improving their skills and enhancing their knowledge levels. It can be concluded that on all the four levels trainees have shown a positive opinion with respect to the effectiveness of the training imparted by manufacturing firms in Chennai.

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