



From Learning to Performance: A Study on Training Outcomes at ACG Associated Capsules Private Ltd.

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ABSTRACT:

Training and development are integral to organizational success and employee satisfaction. As business environments become increasingly competitive and dynamic, the need for a well-trained workforce has never been more crucial. This paper helps to gather insights into how employees perceive the training activities conducted at ACG Associated Capsules. This study will provide a comprehensive understanding of the current state of training activities, their influence on employees, and opportunities for improvement. This structured approach will help in making informed decisions and recommendations that can lead to more effective and beneficial training strategies within the ACG Associated Capsules. This paper discusses about improved job performance, higher productivity, and increased job satisfaction of employees at ACG Associated Capsules which collectively contribute to organizational growth and competitiveness.

Key Words: Training, development, employee satisfaction, job performance, productivity.

Introduction:

In this paper, I have discussed the different aspects of the Training and Development (T&D) outcomes at ACG Associated Capsules Private Ltd., examining the influence of various training programs on employees' skills, performance, productivity, and job satisfaction. I got the opportunity to gain practical knowledge on the Training & Development and a deep exposure to know about the work of Human Resources department. The study also gave me a chance to deep dive into the Human resource field and a chance to understand the Training & Development process of the company ACG Associated Capsules Private Ltd.

Training and Development (T&D) refers to organizational activities aimed at enhancing employees' skills and knowledge to improve performance. It includes both technical and soft skills training, leadership development, and compliance programs, which contribute to overall employee growth and organizational effectiveness.

These programs lead to improved job performance, higher productivity, and increased job satisfaction, which collectively contribute to organizational growth and competitiveness. Studies, such as those by Kirkpatrick (1994) and Aguinis & Kraiger (2009), highlight the multifaceted benefits of training, ranging from individual skill acquisition to broader organizational gains. This paper seeks to delve into the effectiveness of these programs, providing insights that can help organizations optimize their training strategies.

Review of Literature:

Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119(2), 254-284. The Role of Feedback in Training Programs: Feedback mechanisms, both formative and summative, play an essential role in enhancing training effectiveness. Research by Kluger and DeNisi (1996) suggests that timely and constructive feedback improves learning outcomes and promotes the transfer of knowledge to the workplace.

Cheng, E. W., & Hampson, I. (2008). Transfer of training: A review and new insights. *International Journal of Management Reviews*, 10(4), 327-341. Continuous vs. Periodic Training: The debate between continuous and periodic training has been explored in various studies. Cheng and Hampson (2008) argue that continuous training is more effective in maintaining high skill levels among employees, whereas periodic training may lead to skill decay over time

Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire. *Journal of Occupational and Organizational Psychology*, 72(4), 441-462. Impact of Leadership on Training Outcomes: Research by Avolio, Bass, and Jung (1999) highlights the influence of leadership on training effectiveness. Leaders who actively participate

in and support employee training programs contribute to greater training success, particularly in the context of transformational leadership, which fosters an environment conducive to continuous learning.

Noe, R. A., & Peacock, M. S. (2002). Employee training and development (2nd ed.). McGraw-Hill/Irwin. Training Design and Delivery Methods: Training design plays a pivotal role in determining the success of training programs. Research by Noe and Peacock (2002) shows that well-structured programs, incorporating a blend of theoretical and practical learning, increase retention rates and foster higher engagement levels among employees. Effective delivery methods, including blended learning, e-learning, and simulation-based training, have been explored in various sectors.

Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). Evaluating training programs: The four levels (3rd ed.). Berrett-Koehler. Kirkpatrick's Four Levels of Training Evaluation: One of the most prominent models used for evaluating training effectiveness is Kirkpatrick's four-level model, which assesses reaction, learning, behaviour, and results. A study by Sitzmann, Ely, and Wisher (2008) demonstrated that training programs evaluated using this model showed higher alignment with organizational goals and employee development.

Objectives of the study:

1. **To understand the perception of employees towards training activities carried out at ACG Associated Capsules:** The objective is to explore how employees perceive the training activities conducted at ACG Associated Capsules, identifying their attitudes and satisfaction levels. This understanding will help in assessing the overall impact of these activities on their work experience.
2. **To study the influence of training programs on employee performance and productivity:** This study aims to analyse how training programs influence employee performance and productivity, determining whether they lead to measurable improvements in output. It seeks to establish a clear link between effective training and enhanced organizational efficiency.
3. **To study whether the employees are able to acquire new skills or enhance existing ones through training:** The research investigates if employees are able to acquire new skills or enhance their existing ones through the training provided. This objective assesses the direct skill development outcomes of the training programs.
4. **To study the effect of training program on employee job satisfaction and engagement post-training:** It explores whether the employees feel more motivated & committed to their roles post-training & it aims to know the job satisfaction & engagement levels.

Research Methodology:

For drafting this paper, I have used Primary data collection, i.e., Questionnaires and Observation methods for my research survey and secondary data, which I have collected through the company's website, other websites, blogs, LinkedIn, articles and a few research papers.

Data Collection Type – Primary and Secondary

Research Design – Descriptive

Sample Size- For this study, I have used 31 responses to conduct the survey.

Analysis:

- As per my survey, the Gender distribution out of 31 respondents, 81% are male (25), and 19% are female (6).
- The Age group of workforces participated in the survey out of 31 respondents, the largest age group is 45-54 (35%), followed by 25-34 (32%), under 24 (16%), 55 and above (10%), and 35-44 (6%). A significant portion of the workforce is in the 45-54 age range, suggesting that a substantial number of employees are experienced and may be nearing retirement.
- When asked about the type(s) of training programs you have attended, 13% attended Technical skills training (17), 21% attended Good Manufacturing Practice training (27), 14% attended Soft skills training (18), 11% attended Leadership training (14), 19% attended POSH training (24), 20% attended Safety & Control Training (26), and 2% attended other types (2). The emphasis on Good Manufacturing Practice and Safety & Control training reflects a focus on compliance and safety, which are crucial in manufacturing environments.
- The survey respondents come from various departments, 19% work in HR & Admin (6), 10% in Production (3), 19% in Quality (6), 10% in Maintenance (3), 16% in Engineering (5), 13% in PFD (4), 6% in Supply Chain Management (2), and 6% in Mucilage Preparation (2). This suggests that the training programs are inclusive and reach a broad spectrum of employees across departments, but some departments may participate more actively.
- When asked about the satisfaction level with the overall quality of training programs provided by ACG Associated Capsules, the respondents described 71% are very satisfied (22), 23% are somewhat satisfied (7), 6% are neither satisfied nor dissatisfied (2), and none are dissatisfied with the training programs.

- When asked about do you feel adequately supported in applying the skills learned during training to your daily work tasks, 71% feel strongly supported (22), 19% moderately supported (6), 6% are neutral (2), and 3% do not feel very supported (1) in applying the skills learned.
- As per the survey for improvement in their job performance after participating in training programs, 84% noticed an improvement in job performance (26), 13% maybe (4), and 3% said no improvement (1).
- When asked to rate the effectiveness of the training programs in enhancing your productivity, 42% rated 5 (13), 39% rated 4 (12), 13% rated 3 (4), 3% rated 2 (1), and 3% rated 1 (1) in terms of enhancing productivity.
- As per the survey, 87% have significantly acquired new skills (27), and 13% maybe to some extent (4), with none reporting no improvement. This indicates that the training programs are effective in fostering skill development, which is crucial for keeping the workforce competitive and up to date.
- As per the survey, how confident are the employees applying the skills learned during training to your daily work tasks, 58% are extremely confident (18), 29% are somewhat confident (9), and 13% are neutral (4).
- As per the survey 84% report an improved perception of career growth (26), and 16% feel it has stayed the same (5). The training programs not only enhance skills but also positively influence employees' perceptions of their future within the organization, potentially leading to higher retention and engagement.

Findings:

- The workforce is male dominated, indicating potential gender imbalance and a need for more inclusive practices to encourage female participation.
- A large portion of the workforce is nearing retirement, suggesting a need for succession planning and knowledge transfer.
- Training programs are focused on compliance and safety, with lower participation in leadership and technical skills development, indicating a gap in preparing employees for higher roles.
- Training programs are inclusive across departments, but some departments, such as HR & Admin, are more active in participation.
- High satisfaction levels show that the training programs are relevant and meet the needs of most employees.
- The majority feel adequately supported in applying their skills, indicating a conducive environment for skill implementation.
- Most respondents have noticed an improvement, indicating the effectiveness of the training programs.
- The training programs are seen as beneficial in improving productivity.
- Most employees have gained new skills, highlighting effective skill development.
- Employees feel confident in applying their skills, demonstrating practical impacts from training.
- Training has positively influenced employees' perceptions of their career growth.

Recommendations & Suggestions:

- Develop more personalized training modules based on the specific needs of different departments and employee roles to address skill gaps effectively and boost job performance further.
- Use surveys and performance reviews to identify specific skills employees in various departments require.
- Establish a robust post-training support system (mentoring, follow-up sessions) to help employees apply new skills in their daily tasks effectively.
- Implement continuous feedback systems where employees can regularly share how training has impacted their work and suggest further areas for improvement.
- By focusing on career growth and development opportunities through relevant training, the organization is likely to retain employees who see long-term benefits in staying.
- Incorporating advanced e-learning tools and simulations can enhance the learning experience further.
- Future research could measure the long-term effects of training programs on employee retention and organizational performance.
- Using AI to offer personalized learning paths for each employee based on performance data can further optimize skill development.

Final Conclusion:

The survey results indicate a positive overall response to the training programs provided by ACG Associated Capsules. A high percentage of employee's express satisfaction with the quality of the training and feel adequately supported in applying newly acquired skills to their daily tasks. This has resulted in noticeable improvements in job performance and productivity, with many respondents gaining new skills and knowledge that boost their confidence and efficiency at work.

However, there are some areas for improvement. The workforce is male dominated, suggesting a gender imbalance, and a significant portion of employees are nearing retirement age, which highlights the need for succession planning and leadership development. Moreover, while the focus on compliance and safety training is commendable, there is a lower emphasis on leadership and technical skills development, which could be critical for future organizational growth and employee advancement.

The training programs also positively influence employees' perceptions of career growth within the company, which is crucial for employee engagement and retention. Overall, while the training initiatives are effective and well-received, addressing gaps in leadership training and promoting diversity could further enhance the long-term benefits for both employees and the organization.

APPENDICES

Survey Questionnaire on Training Program Effectiveness

1. Gender
 - Male
 - Female
2. What is your age group?
 - Under 25
 - 25-34
 - 35-44
 - 45-54
 - 55 and above
3. Please specify the type(s) of training programs you have attended (check all that apply):
 - Technical skills training
 - GMP training
 - Soft skills training (e.g., communication, teamwork)
 - Leadership training
 - Compliance and regulatory training
 - POSH training
 - Safety & Control Training
 - Other (please specify)
4. Which department you work in?
 - Engineering
 - Production
 - Maintenance
 - Mucilage Preparation
 - Quality
 - Supply Chain
 - PFD
 - HR & Administration

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5. How satisfied are you with the overall quality of training programs provided by ACG Associated Capsules?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
 6. Do you feel adequately supported in applying the skills learned during training to your daily work tasks?
 - Strongly supported
 - Moderately supported
 - Neutral
 - Not very supported
 - Not supported at all
 7. Have you noticed any improvement in your job performance after participating in training programs?
 - Maybe
 - Yes
 - No
 8. How would you rate the effectiveness of the training programs in enhancing your productivity?
 - Very effective
 - Effective
 - Neutral
 - Ineffective
 - Very ineffective
 9. Have you acquired new skills or knowledge as a result of participating in training programs at ACG Associated Capsules?
 - Yes, significantly
 - Yes, to some extent
 - No, not at all
 10. How confident are you in applying the skills learned during training to your daily work tasks?
 - Very confident
 - Confident
 - Somewhat confident
 - Not very confident
 - Not confident at all
 11. Has your perception of career growth opportunities within ACG Associated Capsules changed after participating in training programs?
 - Improved
 - Stayed the same
 - Decreased

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