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“A Study on The Effectiveness of Employee Training and Development at KTM Motors in Coimbatore District”

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Abstract:

This study evaluates the effectiveness of training and development programs at KTM Motors in Coimbatore, aiming to understand their impact on employee skills, job performance, and overall productivity. Employing a descriptive research design, the study collects both qualitative and quantitative data through structured questionnaires and interviews with employees, supplemented by secondary data from company reports and industry sources. Key objectives include analyzing current training initiatives, identifying factors influencing their success, and exploring future training needs aligned with industry trends. The research also assesses employee satisfaction and engagement with existing programs, while highlighting gaps and challenges within the training framework. Findings aim to provide actionable recommendations for enhancing KTM Motors' training strategies to improve workforce development, employee retention, and organizational growth. Limitations include the study's focus on a single geographic location and the use of convenience sampling, which may affect the generalizability and representativeness of results. Overall, the study underscores the critical role of effective training in fostering employee development and sustaining business success in a competitive environment.

Introduction

Training and development are essential for organizational growth in today's competitive environment. Companies like KTM Motors invest in these programs to enhance employee skills, boost productivity, and support long-term success. Training improves job-related skills, while development focuses on career growth and leadership. Effective programs increase job satisfaction, reduce turnover, and improve performance. Organizations use various methods on-the-job training, classroom learning, e-learning, and mentorship—tailored to align with business goals. Continuous learning is crucial in fast-changing industries. Despite challenges like high costs and measuring ROI, strategic approaches involving technology, feedback, and performance metrics can improve outcomes. This study examines the impact of training on employee performance, productivity, and satisfaction, while identifying best practices. Prioritizing training fosters engagement, innovation, and adaptability. A blend of traditional and digital methods, along with regular evaluation, enhances effectiveness. Ultimately, a strong learning culture drives sustainable growth and success.

Industry Profile

KTM AG, based in Mattighofen, Austria, is a leading manufacturer of high-performance motorcycles and electric bicycles, operating under PIERER Mobility AG. Its product range includes popular models like the Duke, RC, Adventure, and Enduro series. In 2023, KTM saw a 21.2% drop in sales, delivering 292,497 motorcycles, due to overproduction and market share losses in Europe and North America. Despite these setbacks, KTM maintains a strong global presence across 80 countries, aided by its joint venture with Bajaj Auto in India, which supports production and expansion in emerging markets such as China, the Philippines, Colombia, and Malaysia. In late 2024, KTM encountered a financial crisis, accumulating nearly €3 billion in debt, prompting layoffs and a temporary halt in street motorcycle production. Bajaj Auto has since committed to acquiring a controlling stake through an €800 million debt package to aid recovery. KTM continues to excel in motorsports, with a notable presence in MotoGP through the Red Bull KTM Factory Racing team. Looking ahead, the company aims to regain stability, expand its market share, and invest in both traditional and electric vehicle segments through innovation and strategic partnerships.

Company Profile

KTM AG, founded in 1934 by Johann Trunkenpolz in Mattighofen, Austria, is a renowned manufacturer of high-performance motorcycles and sports cars. Initially a repair shop, KTM began producing motorcycles in the 1950s and has since become a global leader in off-road and street bikes, as well as sports cars like the KTM X-Bow. Operating under Pierer Mobility AG, which holds a 50.1% stake, and in partnership with Bajaj Auto (49.9%), KTM has expanded internationally, with Bajaj producing small-displacement KTM and Husqvarna models in India. KTM's product range includes off-road motorcycles (Enduro, Motocross, Supermoto), street bikes (Naked, SuperSport, Adventure), electric motorcycles, and the lightweight KTM X-Bow

sports car. KTM has a strong motorsport presence, competing in MotoGP through the Red Bull KTM Factory Racing team with riders like Brad Binder and Pedro Acosta. Despite facing a financial crisis in early 2025, including €3 billion in debt and the sale of MV Agusta to the Sardarov family, KTM is undergoing restructuring and negotiating a new MotoGP contract. The brand maintains a strong global presence, especially in India with over 450 showrooms in nearly 350 cities, offering a wide motorcycle range and curated riding experiences through its Pro-XP platform, staying true to its "Ready to Race" philosophy.

Research Problem

The research problem focuses on evaluating the effectiveness of training and development programs at KTM Motors in Coimbatore. It seeks to understand how these programs enhance employee skills and performance, identify the key factors that contribute to their success, and explore future training needs in response to industry trends. To address this, the study employs a descriptive research design, collecting both qualitative and quantitative data through structured questionnaires and interviews with employees. Additionally, secondary data from company reports, market research, industry publications, and academic sources will support the analysis. The goal is to provide insights that can help improve training strategies and overall workforce development at KTM Motors.

Objectives of the Study

1. To study the training and development programs at KTM Motors, Coimbatore.
2. To Analyze how training improves employee skills and performance.
3. To Identify key factors that influence the success of training programs.
4. To explore future training needs based on industry trends.

Scope of the Study

This study evaluates the effectiveness of training and development programs implemented at KTM Motors in the Coimbatore District, with a particular focus on understanding how these initiatives contribute to enhancing employee skills, improving job performance, and boosting overall organizational productivity. By analyzing the current training methods and techniques used within the organization, the study aims to assess the level of employee satisfaction and engagement with these programs. It also seeks to identify any gaps, limitations, or challenges that may exist within the existing training and development framework. Furthermore, the research explores how training initiatives influence employee retention, motivation, and opportunities for career advancement. Through these insights, the study aims to provide meaningful recommendations that can help KTM Motors refine and enhance its training strategies, ultimately contributing to better workforce development, increased employee effectiveness, and long-term business success.

Limitations of the Study

The scope of this study is confined to the employees of Hameedha Autos located in Coimbatore, which may limit the extent to which the findings can be generalized to other regions or organizations. As the research focuses on a specific geographic location and company, the results may not accurately reflect the perspectives or experiences of employees in similar businesses elsewhere. Moreover, the study employs a convenience sampling method, where data is collected from individuals who are readily accessible and willing to participate. This approach, while practical, can introduce a certain degree of bias, as it does not ensure a truly random or representative sample of the broader employee population. Additionally, the reliability and accuracy of the study's findings depend heavily on the respondents' openness and honesty in sharing their opinions and experiences. If participants are reluctant to provide truthful feedback due to concerns about confidentiality or repercussions, the data collected may not fully capture the realities of the workplace environment.

Research Methodology

This study uses a descriptive research design to evaluate the effectiveness of training and development programs at KTM Motors, Coimbatore. It collects qualitative and quantitative data to assess employee perceptions and satisfaction. The objectives are to examine current training programs, analyze their impact on skills and performance, identify factors influencing success, and explore future training needs. Data is gathered through structured questionnaires and interviews, along with secondary sources like company reports and industry publications to support the analysis.

Primary data

Primary data will be collected through a structured questionnaire and interviews with the employees of KTM motors. The questionnaire will include multiple-choice, Likert scale, and open-ended questions to gather detailed insights.

Data analysis & Interpretation Descriptive Statistics**Table:4.1 Age, Gender and Preferences of KTM Bikes**

Age, Gender and Preferences of KTM Bikes				
STATISTICS				
		Age Group	Gender	
N	Valid	30	30	
	Missing	0	0	
Mean		2.10	1.50	
Median		2.00	1.00	
Mode		2	1	
Std. Deviation		.960	.572	
Skewness		.542	.591	
Std. Error of Skewness		.427	.427	

Source: Primary Data**Interpretation**

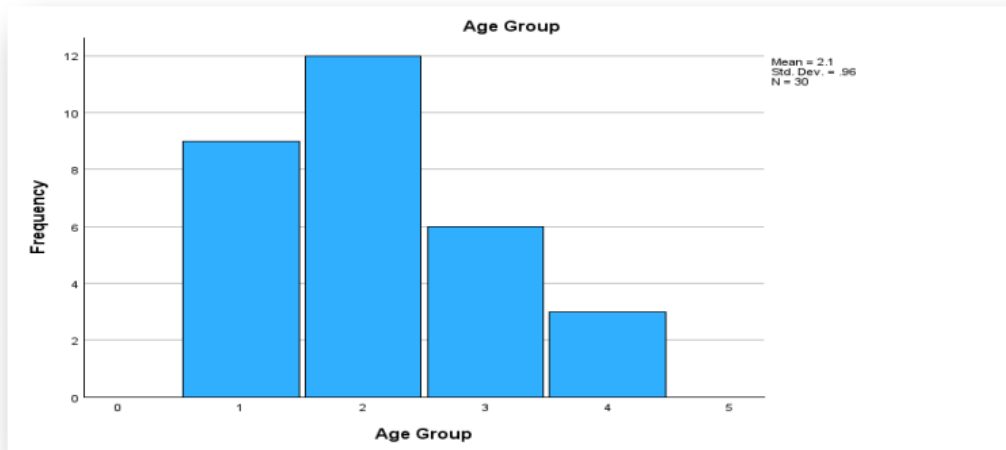
The analysis of 30 responses shows a moderate age distribution with a slight positive skewness, with most respondents falling within the second age group. Gender distribution is relatively balanced, slightly skewed towards male respondents, with a mean value of 1.50 and a mode of the skewness values are within acceptable limits, indicating a near-normal distribution. These demographic insights provide a solid foundation for further analysis on how age and gender may influence customer preferences or behavior patterns

Table :4.2 Age of the Respondents

AGE GROUP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	9	30.0	30.0	30.0
	25-34	12	40.0	40.0	70.0
	35-44	6	20.0	20.0	90.0
	45 and above	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source: Primary Data**Interpretation**

and above, with 12 respondents (40%), 9 respondents (30%), 6 respondents (20%), and 3 respondents (10%).



The majority of participants are aged 25-34, followed by those below 25, 35-44, and 45

Table:4.3 Gender of the Respondents

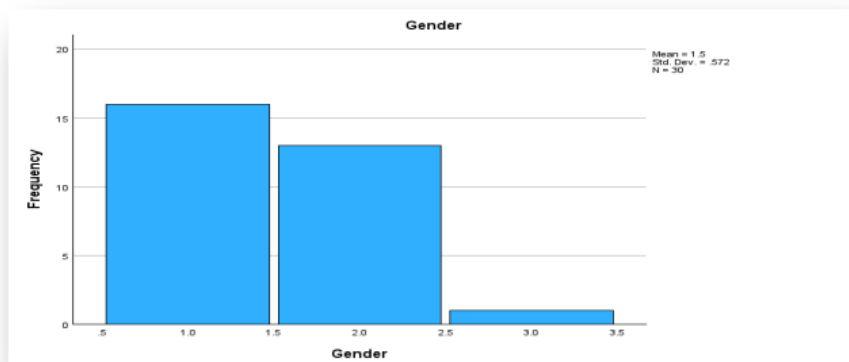
Gender of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	16	53.3	53.3	53.3
	Female	13	43.3	43.3	96.7
	Prefer not to Say	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Source: Primary Data

Interpretation

The majority of respondents are male, accounting for 53.3% of the sample, followed closely by females at 43.3%. Only 3.3% prefer not to disclose gender information.

Chart 4.3



CORRELATION METHOD**Table:4.4 AGE AND SKILL ACQUISITION OF THE TRAINING**

CORRELATIONS			
		Age Group	Do you feel your skills have improved after training?
Age Group	Pearson Correlation	1	.096
	Sig. (2-tailed)		.616
	N	30	30
Do you feel your skills have improved after training?	Pearson Correlation	.096	1
	Sig. (2-tailed)	.616	
	N	30	30

Source: primary data

Interpretation

- The Pearson correlation coefficient of 0.096 indicates a very weak positive correlation between age group and the perception of skill improvement after training.
- The p-value of 0.616 is greater than 0.05, which means the result is not statistically significant.
- This implies that we fail to reject the null hypothesis. There is no significant relationship between age group and the perception that skills have improved after training.

Hypotheses

- **Null Hypothesis (H₀):** There is no significant correlation between age group and perceived improvement in skills after training.
- **Alternative Hypothesis (H₁):** There is a significant correlation between age group and perceived improvement in skills after training.

Table no 4:5 Impact of Training and Evaluation of Job Performance

Table:4.5 Impact of Training and Evaluation of Job Performance			
		Has your job performance improved After training?	Gender
Has your job performance improved after training?	Pearson Correlation	1	-.114
	Sig. (2-tailed)		.550
	N	30	30
Gender	Pearson Correlation	-.114	1
	Sig. (2-tailed)	.550	
	N	30	30

Source: primary data

Interpretation

- The Pearson correlation coefficient is -0.114, which indicates a very weak negative correlation between gender and job performance improvement after training.
- The p-value (Sig. 2-tailed) is 0.550, which is greater than 0.05, meaning the result is not statistically significant.
- The sample size (N) is 30, which is relatively small for detecting weak effects.

Hypotheses

- **Null Hypothesis (H₀):** There is **no significant correlation** between gender and job performance improvement after training.
- **Alternative Hypothesis (H₁):** There is **a significant correlation** between gender and job performance improvement after training

CHI-SQUARE TESTS

Table:4.6 Gender of the Respondents

Gender of the Respondents						
Cases						
		Valid		Missing		Total
		N	Percent	N	Percent	N
Gender	* 25. How confident are you that future training will meet your needs?	30	100.0%	0	0.0%	30
						100.0%

Gender * 25. Opinion about the future training in meeting the career goals						
Crosstabulation						
Count						
		25. Opinion about the future training in meeting the career goals				Total
		Very confident	Somewhat confident	Not confident	Not sure	
Gender	Male	4	4	7	1	16
	Female	3	4	4	2	13
	Prefer not to say	0	1	0	0	1
	Total	7	9	11	3	30

Table:4.7

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.433 ^a	6	.753
Likelihood Ratio	3.491	6	.745
Linear-by-Linear Association	.000	1	1.000
N of Valid Cases	30		

a. 11 cells (91.7%) have expected count less than 5. The minimum expected count is .10.

Source: primary data

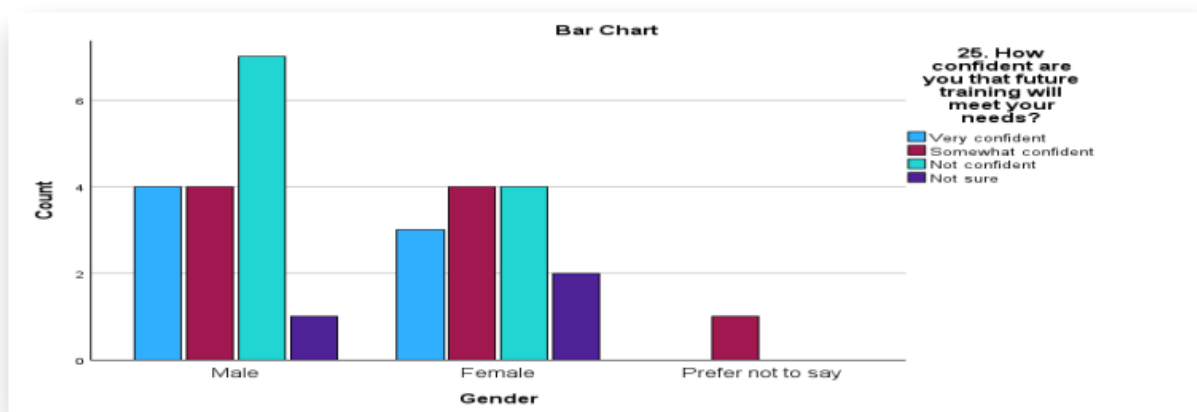
Interpretation

- Pearson Chi-Square Significance Value ($p = 0.753$):
- Since $p > 0.05$, we fail to reject the null hypothesis.
- This means that there is no statistically significant association between the two categorical variables.
- Likelihood Ratio ($p = 0.745$): Supports the same conclusion.
- Linear-by-Linear Association ($p = 1.000$): Suggests there is absolutely no linear trend between the variables.

Hypotheses

- **Null Hypothesis (H_0):** There is **no significant association** between the two categorical variables (they are independent).
- **Alternative Hypothesis (H_1):** There is **a significant association** between the two categorical variables (they are not independent).

Chart 4.3



Findings

The majority of respondents are young (57.1%) and balanced in gender (55.2%), with most being employed (50.5%) or students (34.3%), while smaller proportions are business owners (12.4%) or retired individuals (2.9%). A large portion (85.7%) falls within the low to middle-income group, indicating a price-sensitive market, whereas only 14.3% belong to the higher-income group, suggesting a niche for premium products. Chi-square tests revealed no significant association between categorical variables, indicating statistical independence, and no significant correlation was found between age and perception of product standards. The reliability of the survey instrument was confirmed with a high Cronbach's Alpha value of 0.951.

Suggestions

The study recommends targeting young, price-sensitive consumers, as 57.1% are young and 85.7% fall in the low to middle-income group. Marketing should emphasize affordable pricing, youthful branding, and value, using product bundling, EMI options, and service offers. With 34.3% students and 50.5% employed, student discounts, exchange offers, and referral schemes can boost engagement. The small premium market (14.3%) requires niche positioning through targeted digital campaigns and exclusive experiences. Since the Chi-square test found no demographic associations, marketing can focus on universal values like reliability, mileage, style, and service. Age doesn't affect product perception, so consistent quality and messaging across ages is key. The survey's high reliability (Cronbach's Alpha 0.951) adds credibility. Finally, smaller segments like business owners and retirees present opportunities through tailored models and flexible financing.

Conclusion

The study on KTM Motors' employee training and development in Coimbatore District reveals that training programs significantly improve employee performance, skill development, and job satisfaction. Employees find these sessions relevant and beneficial, leading to increased productivity and improved workplace morale. However, improvements include frequent feedback, personalized training modules, and post-training evaluation mechanisms to enhance the return on investment and employee commitment.

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