

Evaluating the Effectiveness of Training and Development

at Priority Auto Riders Pvt. Ltd

An Internship Report for

Code and Course title: MBIR002 Final Internship Report

Credits: 8 Credits

Submitted in partial fulfilment of Master's Degree

MBA in (Human Resource Management)

by

LYNSEY MERLE GOMES

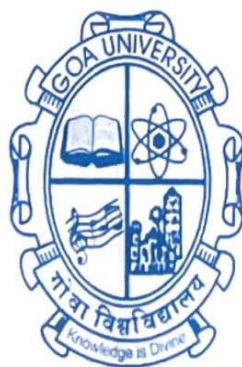
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Under the supervision of

DR. PRIYANKA NAIK


Goa Business School

Management Studies



GOA UNIVERSITY

DATE: 29th April 2023

Examined by: 



Seal of the school

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled “Evaluating the Effectiveness of Training and Development conducted at Priority auto riders” is based on the results of investigations carried out by me in (Management studies) at the Goa Business School, Goa University under the Supervision/ Mentorship of Dr. Priyanka Naik and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations experimental or other findings given the dissertation.

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Lynsey Gomes

Roll no/Seat no: 2121

Discipline of Management studies

Goa Business School

Date: 29/04/2023

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the Internship report "Evaluating the Effectiveness of Training and Development conducted at Priority auto riders" is a bonafide work carried out by Ms. Lynsey Merle Gomes under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the discipline of Management Studies at the Goa Business School, Goa University.



Dr. Priyanka Naik

Discipline of Management studies

Date: 29/04/2023



Prof. Jyoti Pawar

Dean,

Goa Business School



School stamp

Date: 29/04/2023

Place: Goa University

CERTIFICATE

This certificate is awarded to following candidate for satisfactorily completing training with us.

Ms. Gomes Lynsey Merle

Training Period: 01st March 2023 – 26th April 2023

Goa University

Taleigao Plateau – Goa 403 206

As a Part of training, the trainee was placed in Human Resource & Administration Department of **Priority Autoriders Pvt. Ltd, Taleigao** for on the job training to gain practical exposure to the ideas and concepts of academic discipline of the trainee.

We wish her Good Luck!!!!!!!

For Priority Autoriders Pvt. Ltd.



Authorized Signatory

PRIORITY AUTORIDERS PVT. LTD.

CIN: U50400GA2011PTC006816 | GSTIN: 30AAGCP2672Q1Z3

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1. Profile of the company

Priority Autoriders Pvt. Ltd – Honda 2 wheelers

Group priority is involved in the two wheeler industry through Honda which is a subsidiary of Honda Motor Company Ltd Japan. Commencing its Indian two Wheeler operations in May 2001, Honda in the last two decades has grown to become India's 2nd largest two-wheeler company with over 55 million happy customers.

Priority autoriders is a non-government company incorporated on 02nd November in the year 2011. It is a private unlisted company and is classified as “company classified by shares”. Company's authorized capital stands at Rs 25.0 lakhs and has 20.0% paid-up capital which is Rs 5.0 lakhs.

The company dealing with Honda motorcycles and scooters is located at New Taleigao by-pass road, near Skoda showroom Taleigao, Goa and offers a wide range of products to its customers. In terms of motorcycles models such as XBlade, CB hornet, CB unicorn, CB shine CD dream are available while in scooters the product portfolio includes Active 125, Honda Dio, Activa Hsmart, etc.

Priority autoriders Honda, henceforth called as Priority Honda is one of the most trusted two wheeler company with a resonating presence in Goa. The company has a commendable customer base as these vehicles offered by Honda are manufactured ensuring the best quality possible and delivered at the most affordable prices to enable customers to have a good experience.

Keeping the purpose and vision of Honda in mind, which is to serve the people with joy by supplying the highest quality yet at a reasonable price to ensure customer satisfaction, the team at Priority Honda strives to deliver these promises to its customers with utmost zeal and enthusiasm.

2. Introduction to the topic

One of the most crucial functions of Human Resource Management is Learning and Development. L&D is an educational process in which employees learn new concepts to improve their skill sets in order to enhance their performance at work. Training is a methodical technique in which individuals are trained and given technical knowledge that is applicable to their professions. It focuses on educating employees on how to operate particular tools and equipment or how to do certain tasks in order to increase efficiency and boost productivity.

Development on the other hand, is a continuous proactive process that aims to develop the overall personality of employees in relation to attitudes, adaptability, leadership and human relations. Development is more of long term or futuristic in nature, unlike training which mainly focuses on the current job. This continuous process of improving knowledge and gaining skills is essential in organizations as it helps employees contribute effectively to the company's overall success.

The training that is provided to employees can vary as it's given to employees at various levels. The kind of training that has to be offered must be known and hence trainers in the organizations conduct a Training Need Analysis which analysis the areas of improvement and this eventually helps in designing a training program that will address the shortcomings of different individuals. Various training methods are used to make training sessions effective and worthwhile. These methods can be categorized as- On the job, some examples of the methods used are: coaching, mentoring, job rotation, so on. Off the job methods include: lectures and conferences, simulation exercises, sensitivity training, so on.

At Priority Honda, the organization strongly believes that training is essential for the smooth and effective functioning of the company. The HR department of the company is responsible for the learning and development function and to look into it closely they have appointed a Competency and Excellence coach who manages the L&D area of the organization. Continuous efforts are made by the company to make sure employees are trained and developed. Though necessary training practices are in place, the effectiveness of the training offered is not evaluated. Hence this study is conducted to evaluate the training and development conducted at the organization with Kirkpatrick's model of evaluation.

3. Literature review

According to Heath field (2012), the organization will benefit with increased productivity, knowledge and loyalty when it provides training and development to its employees. It is training and development that acts as an important tool to equip employees with the necessary skills and knowledge needed to execute tasks effectively. In the study that was conducted to analyze the effect of training and development on employee performance at Ghana Health Service (GHS), it was revealed that the training and development conducted did appear to have a positive impact as employees were able to transfer the knowledge and skills acquired to their work environment and were seen to more productive.

Pilar Pineda (2010) conducted a research on the topic of "Evaluation of training in organizations: A proposal for an integrated model". The method of assessment Pilar Pineda provides in this study incorporates all training characteristics and effects and has been successfully applied in the Spanish setting. It serves as a universal tool for organizations. This model analyses satisfaction, learning, transfer, impact and profitability of training and is therefore a global model. Organizations invest large amounts of resources in training, but rarely have the data to show the results of that investment. Due to the effort required and the absence of reliable tools and workable models, only a small number of organizations thoroughly evaluate training.

Akila Kunche (2011) in his research on "Analysis and Evaluation of Training Effectiveness" stated that evaluation is an important aspect of training and even though it is listed as the last phase, it happens during all the phases. Evaluation is not just important from the trainer's or organizations point of view but it's also necessary for the learner. Assessing the results that were achieved through the training and development should be measured and this can be done through evaluation alone. The research also states that Kirkpatrick is one of the best methods of evaluating training effectiveness and is widely used and accepted by many organizations.

Shefali Sachdeva (2011) in her study —Effectiveness Evaluation of Behavioral Training and Development Programmes, analyzed evaluation being a process of establishing a worth of something, is a difficult and complex task in reference to behavioral training and development programs. Evaluation is done to make sure a programme is effective and to monitor costs or the availability of training and development opportunities and more importantly to recognize the areas of intervention into organizational processes to improve them further. Although there have been several studies conducted in the area, few of them have evaluated behavioral training and development programmes because of methodological constraints.. Yet this does not eliminate the need to ensure that the resources employed in such programs are used effectively. Evaluation of such programs serves as an evidence of the contribution that the programme is making to employees development as well as to organization's growth

Mehwish Rafiq (2015) in his study “Training Evaluation in an Organization using Kirkpatrick model” states that training evaluation is an approach that seeks to collect information regarding the effectiveness of training provided. This information is descriptive and judgmental. On the basis of this relevant information that is collected, one is in a better position to decide who can be provided with training next, what new methods can be introduced or how existing ones can be improved in the future. There are many methods for evaluating effectiveness of training, nearly all fall under Kirkpatrick's/Philip's models.

Professor Sharon Mavin, Lesley Lee, Dr. Fiona Robson in their research (2010) — Even though evaluation of learning and development in the workplace should be a part of the training process and occur after all learning interventions, this does not imply that a one-size-fits-all strategy is the best one. This problem is partially cultural in nature; managers and staff members must acknowledge its significance in the entire learning and development process.

Research gap

Training evaluation is an important aspect of T&D that determines training effectiveness to know whether the training programs conducted are actually helping employees. Training sessions conducted at Priority Honda, are evaluated through post assessments to know how much the employees were able to learn from what was taught. This is done because, when training is conducted it is essential to find out if the training has met its objectives for which it was offered in the first place. It has been observed that the trainer at Priority Honda, is assessing the training but does not evaluate the overall effectiveness of his training sessions. Hence, during the course of my 2 months Internship, I will be evaluating the effectiveness of the training offered to the employees using the Kirkpatrick's evaluation model.

4. Research questions

For effective training and development evaluation, the principle questions are:

- To what extend were the identified training needs objectives achieved by the program?
- To what extend were the development objectives met?

5. Project objectives

- i. To gain an understanding of the various methods used to conduct trainings.
- ii. To evaluate the effectiveness of these methods and the overall impact of the training and development conducted at the company.

6. Project methodology

Data collection: For the purpose of this study, data will be collected from primary as well as secondary sources. Primary- A structured questionnaire and discussion with employees. Secondary- Official website, online articles, etc.

Sample size: For the purpose of the study 30 employees from departments such as Sales, Accounts and Insurance are targeted to fill the questionnaire.

The Kirkpatrick's model of training has been used to evaluate the effectiveness of the training by understanding employee reactions through the survey and by interviewing and observing.

6.1 Kirkpatrick's 4 Levels of training Evaluation

The Kirkpatrick model is probably the best known model for analyzing and evaluating the results of training and development in organizations. This model was initially developed by Dr. Donald Kirkpatrick in the 1950s and is regarded as one of the most useful assessments of training today. It is without a doubt the approach that organizations use most frequently to evaluate the training they offer. Hence, I have used this model to analyze the effectiveness of the training provided to the employees of Priority auto riders, by assessing these levels through various ways.

The model consists of 4 levels: Reaction, Learning, Behavior and Results.

➤ Level 1 of Evaluation: Reaction

The objective of this level is to evaluate how individuals have reacted to the training offered to them by asking questions that will help understand the perspective of the participants. These questions are framed in such a way that it provides an understanding of whether participants have enjoyed their experience and if they found the material and content offered during the training relevant. By measuring how engaged they were, and how they reacted to the training helps to know how well they received it. Apart from this, it also enables the trainer to know the kind of improvements that will have to be made for future programs.

To know the perspective of the employees who participated in the training sessions, a questionnaire was created that had a set of questions to which the employees had to rate their satisfaction levels and agreeableness on the areas such as program objectives, course material, content relevance and facilitator knowledge. In simple terms, this survey required the participants to score their training experience and provide feedback.

Before filling out this questionnaire the participants were instructed to provide honest opinions and were assured that the responses of the surveys would appear anonymous. With true views and opinions rather than polite responses, the evaluation would appear to be more effective and necessary changes can be implemented to further improve the quality of training and provide relevant content that will ultimately serve its purpose and help these employees be efficient at doing their job to help the company grow.

7. Overview of the training provided at Priority Honda

The trainer known as Competency and Excellence Coach at Priority autoriders, Mr. Advait Lohokare looks after the Learning and Development function wherein he trains the Sales, Back office comprising of Insurance, and Accounts department. He majorly focuses on training the sales department as they are the ones who directly interact with customers and create opportunities for sales growth. The trainer believes with ongoing training, a salesperson will be able to better influence potential customers, by knowing how to best approach them, discuss their needs, convince them of the value that the product brings and offer right solutions.

Training sessions for the sales team are conducted every week, wherein they are either provided training on product knowledge or soft skills. When it's about product knowledge, the session focuses on helping employees learn about the details of the features offered by Honda vehicles. At times, there are new features added or new models introduced and in such cases the trainer provides information by having the team stand around the vehicle itself, which makes it easier for him to demonstrate. While mostly, the employees attend sessions in the conference room where the trainer provides them with the information that they need to know about the industry trends to help them be aware of their competitors.

When it comes to soft skills, the trainer expects the employees to be able to effectively communicate in all situations. Especially when they encounter difficult customers. A salesperson should be comfortable with customer's rejections or objections and must know how to respond appropriately. The trainer previously used PowerPoint presentations and provided examples to help them understand the ways in which they can deal with such customers. However, these methods of training fail to provide a realistic demonstration.

Hence, I suggested the trainer to conduct a session with the sales team on soft skills by creating scenarios (role plays) where he asked employees to demonstrate how they would react in a particular situation. In some cases where the trainer did not feel satisfied with their style of approaching the situation, he ensured to teach them how they should have instead used another style or tactic. He used the method of role plays in his recent session with the sales team, however it was previously practiced with the Insurance team but in a brief manner since they do not interact with the customers much.

For the insurance team the trainer had sessions, 3 months back where he discussed with them the kind of problems they go through with customers. There are few cases where the employees find it difficult to provide the right answers and get the customers convinced. Hence the trainer had a brief presentation on the importance of good communication and listening skills. He made them understand that they need to be patient and talk politely as the customers should not feel disrespected or dissatisfied with the way they are presenting themselves. This session also included demonstrations made by the trainer in how they could behave with customers.

The accounts department on the other hand were only provided with a session on team building by the trainer when he learned from the team that they had problems when it came to coordinating and communicating with one another. There were 2 newly hired employees then, who had difficulty in expressing their problems and getting help. This would often cause confusion and chaos and disrupt the flow of work. Hence, a session was held for a short duration for the 5 employees where they were given an opportunity to get to know one another. This session was provided with the intension to help them build understanding that would lead to more openness and create good bonds. This way it would help them form strong relations, have a good team rapport and improve overall team performance.

The trainer mostly focuses on providing training to the Sales team and hence has sessions with them every week. While the other departments have attended sessions once in 4 months. Some sessions include one-on-one conversations between employee and trainer, where the trainer tries to understand the strengths and weaknesses of the individual so that training needs can be identified. This way the trainer prepares the content and decides on the methods that will need to be adapted to have a good training session that will achieve its objectives.

8. Project Data Analysis

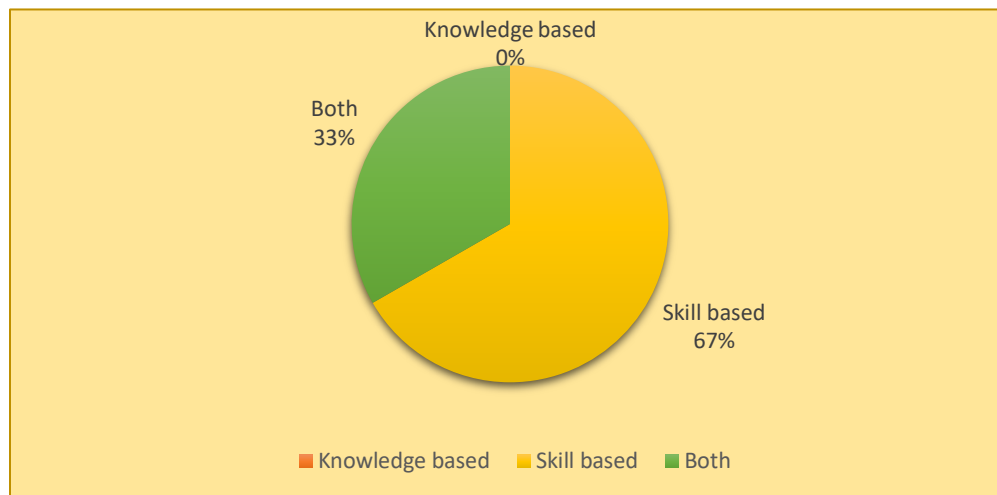
8. 1 Department wise classification

Sr. no	Particulars	No. of respondents	In percentage
1.	Sales	10	33%
2.	Sales (Finance executives)	5	17%
3.	Receptionist	2	6%
4.	Insurance/Back office	8	27%
5.	Accounts	5	17%
	Total	30	100%

Interpretation: From the above table it is evident that 33% of the respondents belong to the sales department. 17% are a part of the sales team, not as sales executives but as financial executives. 6% is made up of 2 receptionists while 27% Insurance/ Back office department and 17% of the respondents belong to the Accounts department.

8. 2 Type of training you have undergone

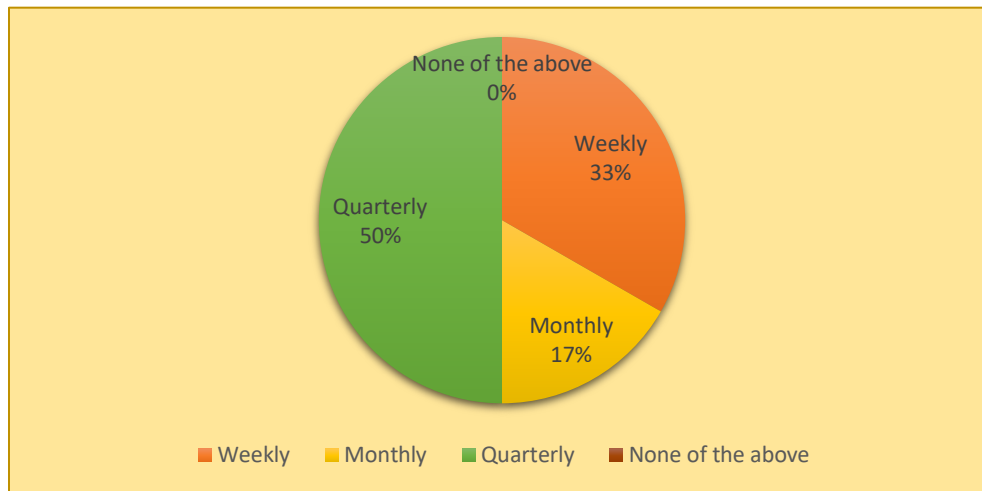
Sr no.	Particulars	No. of respondents	In percentage
1.	Knowledge based	0	0%
2.	Skill based	20	67%
3.	Both	10	33%
	Total	30	100%



Interpretation: The purpose of this question was to find out if the employees are being provided with only knowledge or skills or both kinds of training. From the above pie chart it is evident that a majority of 67% of the respondents undergo only skill based training while 33% of the respondents are provided with knowledge as well as skills based training.

8.3 How often is training conducted?

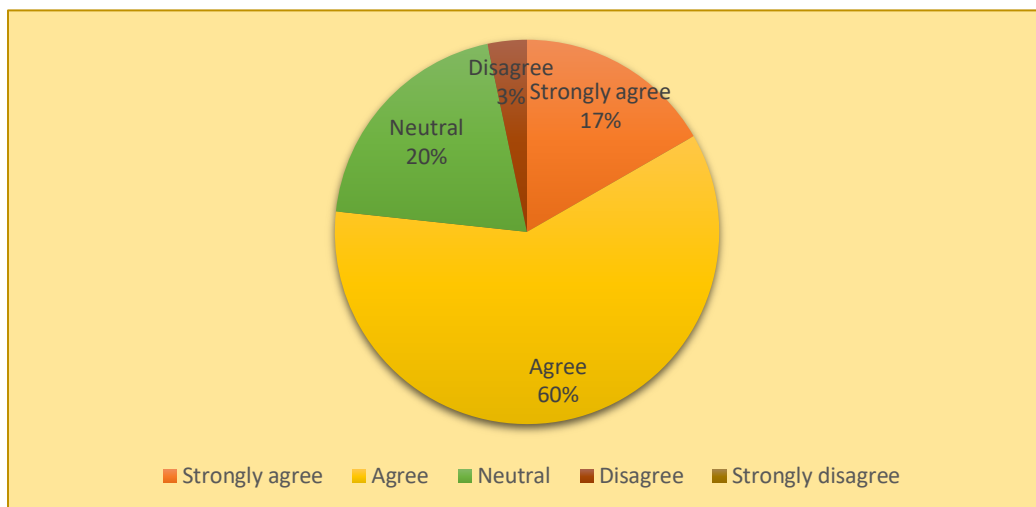
Sr no.	Particulars	No. of respondents	In percentage
1.	Weekly	10	33%
2.	Monthly	5	17%
3.	Quarterly	15	50%
4.	None of the above	0	0%
	Total	30	100%



Interpretation: The pie chart demonstrates that 33% of the respondents receive training on a weekly basis, 17% receive on a monthly basis while 50% undergo training on a quarterly basis.

8.4 The objectives as to what and why the training is being offered were clearly mentioned

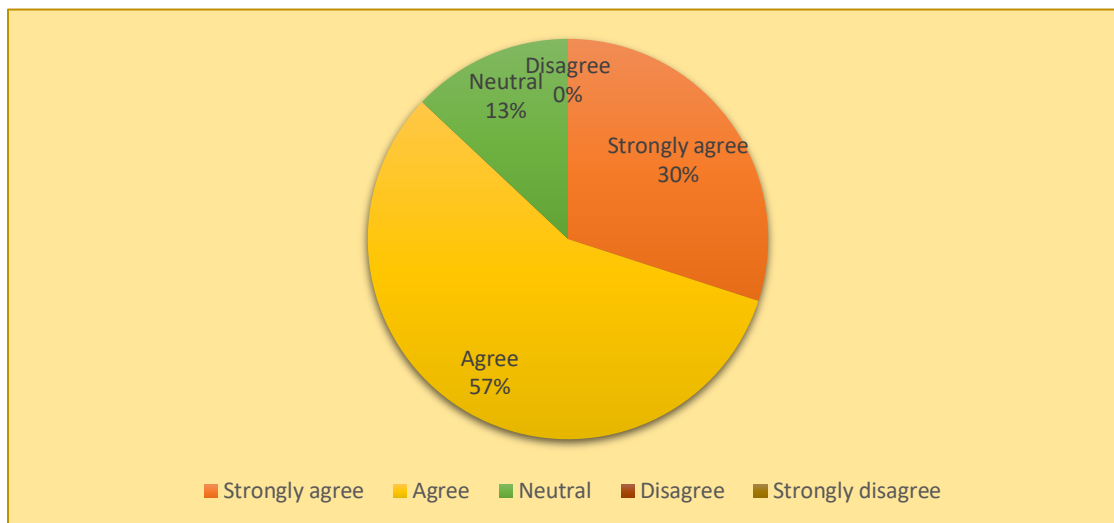
Sr. no	Particulars	No of respondents	In percentage
1.	Strongly agree	5	17%
2.	Agree	18	60%
3.	Neutral	6	20%
4.	Disagree	1	3%
5.	Strongly disagree	0	0%
	Total	30	30%



Interpretation: The above pie chart shows that 17% of the respondents strongly agreed that the objectives of the training were clearly mentioned. A majority of 60% of the respondents agree to the statement while 20% were not very determined and hence chose to say neutral. Only one respondent disagreed to the statement.

8.4.1 The content of the training provided throughout, was aligned with the objectives

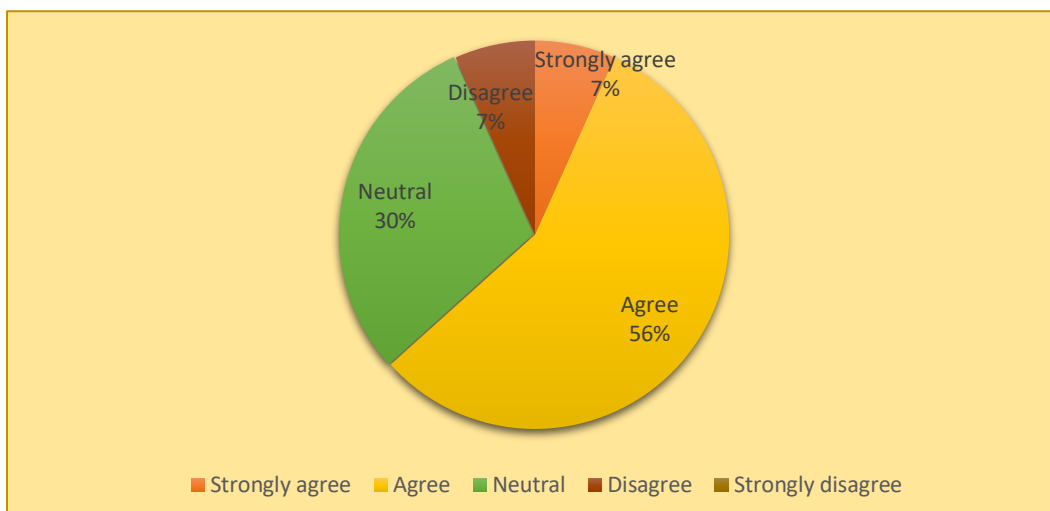
Sr. no	Particulars	No of respondents	In percentage
1.	Strongly agree	9	30%
2.	Agree	17	57%
3.	Neutral	4	13%
4.	Disagree	0	0%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: From the pie chart above it can be inferred that 27% of the respondents strongly agree that the training was aligned with the stated objectives. 50% of the respondents agree while 23% of the respondents chose neutral. None of the respondents disagreed to the same.

8.4.2 During the training session, there were interactions with the trainer that increased participation.

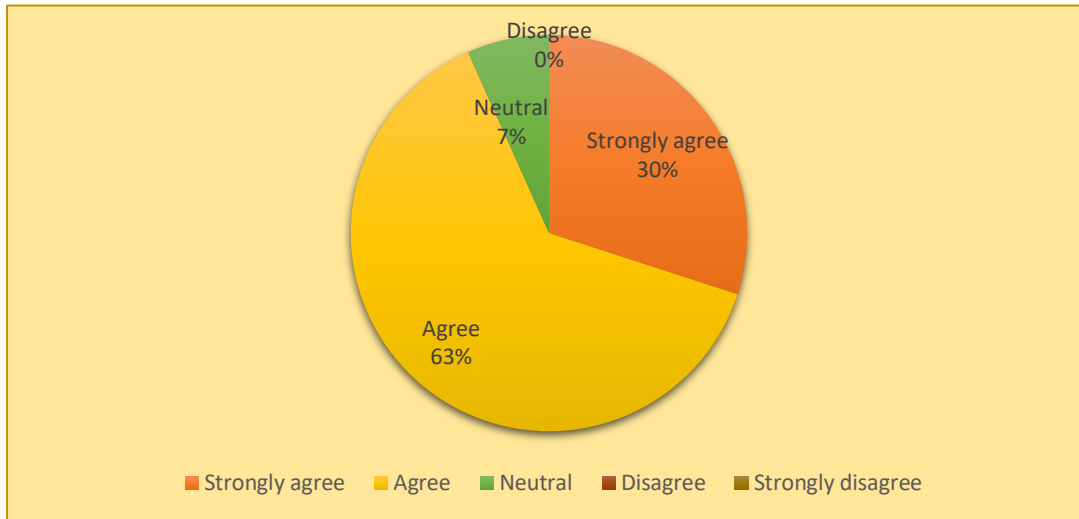
Sr.no	Particulars	No of respondents	In percentage
1.	Strongly agree	2	7%
2.	Agree	17	56%
3.	Neutral	9	30%
4.	Disagree	2	7%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: The pie chart indicates that a majority of 56% of the respondents agree that interactions with the trainer increased participation, 7% respondents strongly agree with the same. 30% of the respondents weren't determined therefore chose neutral while 7% disagreed with the statement.

8.4.3 The knowledge and skills provided through training is relevant to my job duties and responsibilities

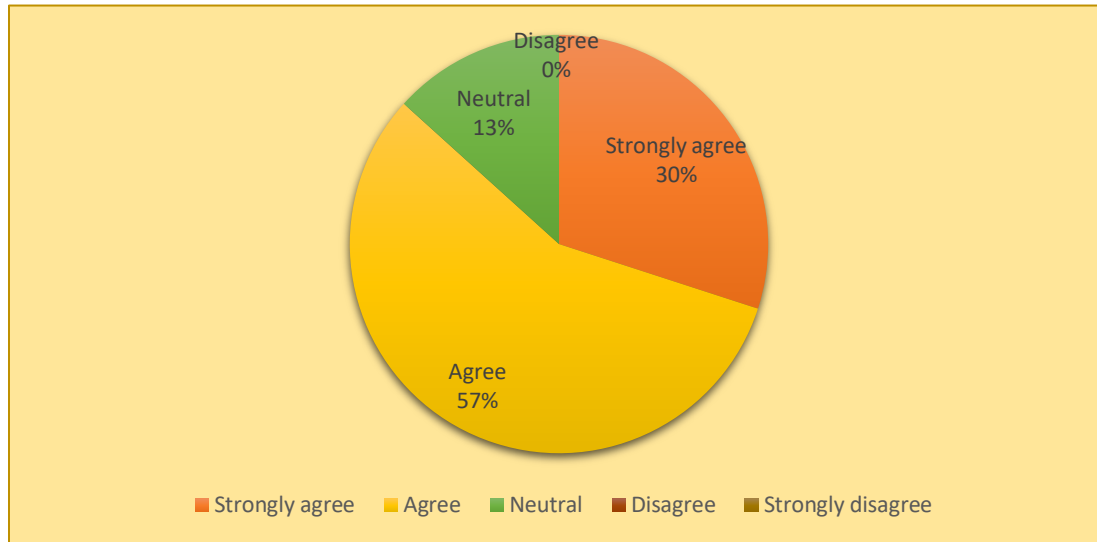
Sr.no	Particulars	No. of respondents	In percentage
1.	Strongly agree	9	30%
2.	Agree	19	63%
3.	Neutral	2	7%
4.	Disagree	0	0%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: A majority of 63% of the respondents agreed that the training provided to them was relevant to their job duties and responsibilities. 30% of the respondents agreed while 7% did not have a strong opinion and hence chose to stay neutral. None of the respondents disagreed.

8.4.5 The learnings derived from the training provided, helped me to be more productive at work.

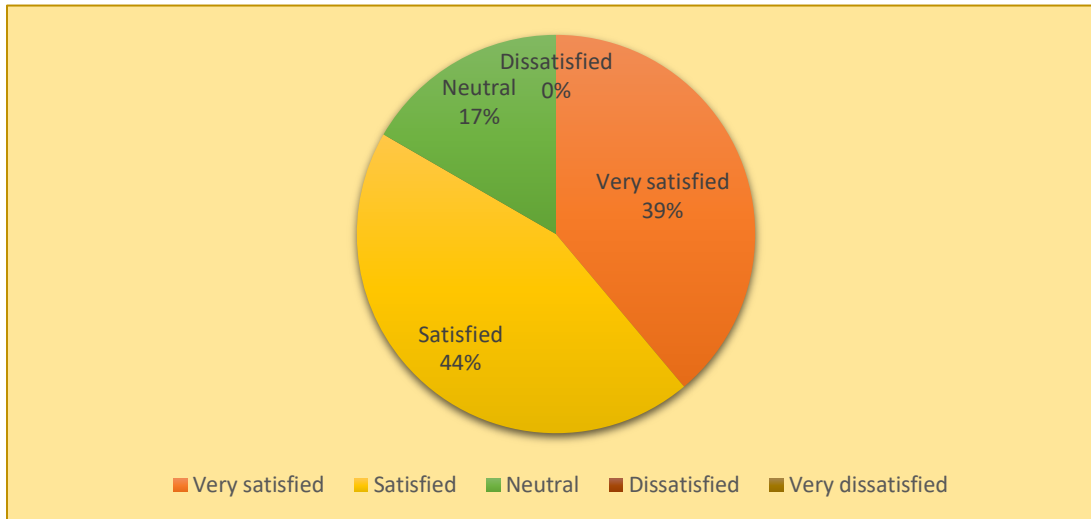
Sr.no	Particulars	No. of respondents	In percentage
1.	Strongly agree	9	30%
2.	Agree	17	57%
3.	Neutral	4	13%
4.	Disagree	0	0%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: From the above pie chart it is evident that a majority of 57% of the respondents agree that through trainings they were able to be more productive at work. 30% of the respondents strongly agreed to the same. A minority of 13% chose to be neutral regarding the same.

8.5 How satisfied are you with the methods used to provide training and development (lectures, case studies, role plays, videos, notes, LMS)

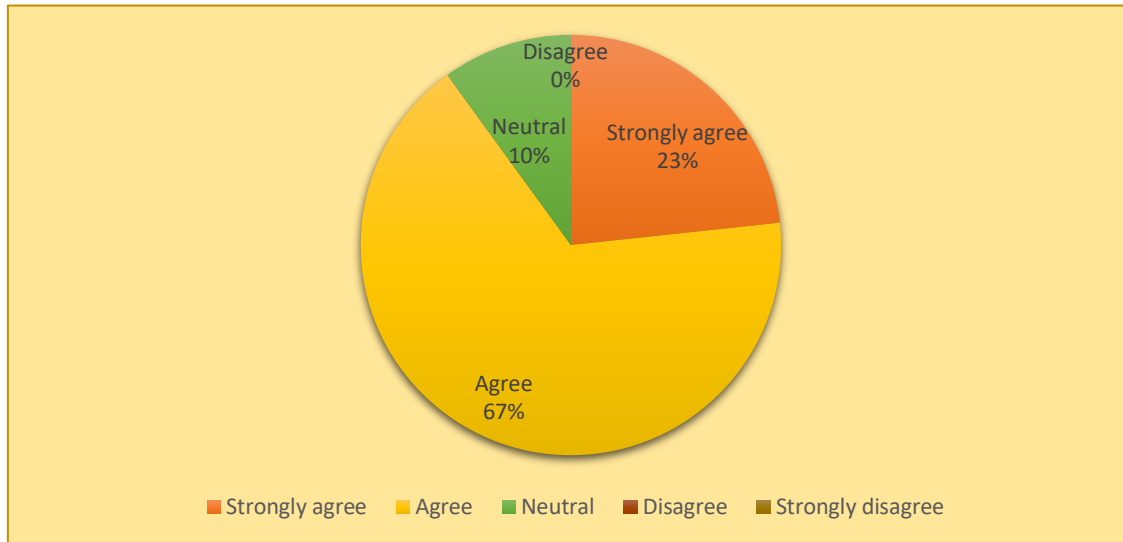
Sr.no	Particulars	No. of respondents	In percentage
1.	Very satisfied	12	39%
2.	Satisfied	13	44%
3.	Neutral	5	17%
4.	Dissatisfied	0	0%
5.	Very dissatisfied	0	0%
	Total	30	100%



Interpretation: The pie chart indicates that a majority of 44% of the respondents are satisfied with the methods used for providing training while 39% of respondents are very satisfied and 17% chose to say neutral.

8.5.1 The trainer was knowledgeable and well prepared with the content.

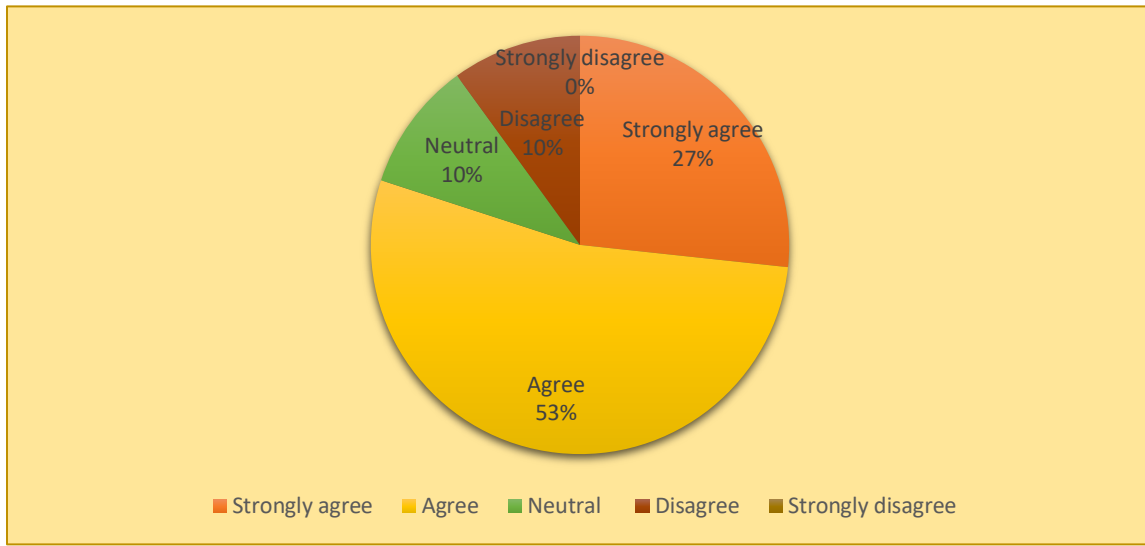
Sr.no	Particulars	No. of respondents	In percentage
1.	Strongly agree	7	23%
2.	Agree	20	67%
3.	Neutral	3	10%
4.	Disagree	0	0%
5.	Strongly agree	0	0%
	Total	30	100%



Interpretation: A majority of 67% of the respondents agreed that the trainer was well prepared with the content. 23% of the respondents strong agreed to the same while 10% chose neutral.

8.5.2 The trainer helped me learn at my pace.

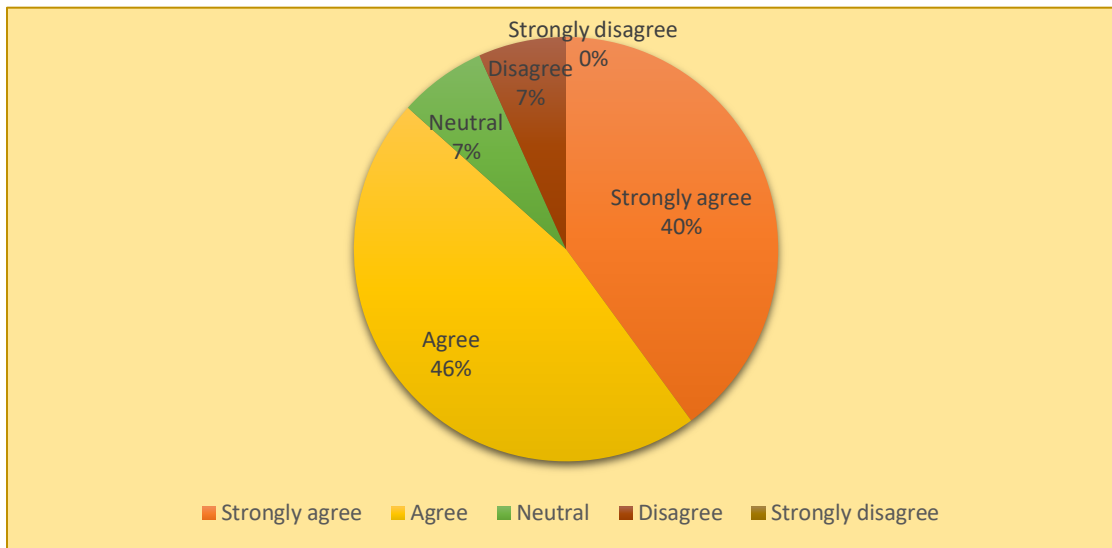
Sr.no	Particulars	No. of respondents	In percentage
1.	Strongly agree	8	27%
2.	Agree	16	53%
3.	Neutral	3	10%
4.	Disagree	3	10%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: The pie chart indicates that a majority of 53% of the respondents agreed that the trainer helped them learn at their pace. 27% of the respondents strongly agreed with the same. 10% of the respondents chose neutral while 10% disagreed with the statement.

8.5.3 The trainer provided with constructive feedback to participants post training assessments.

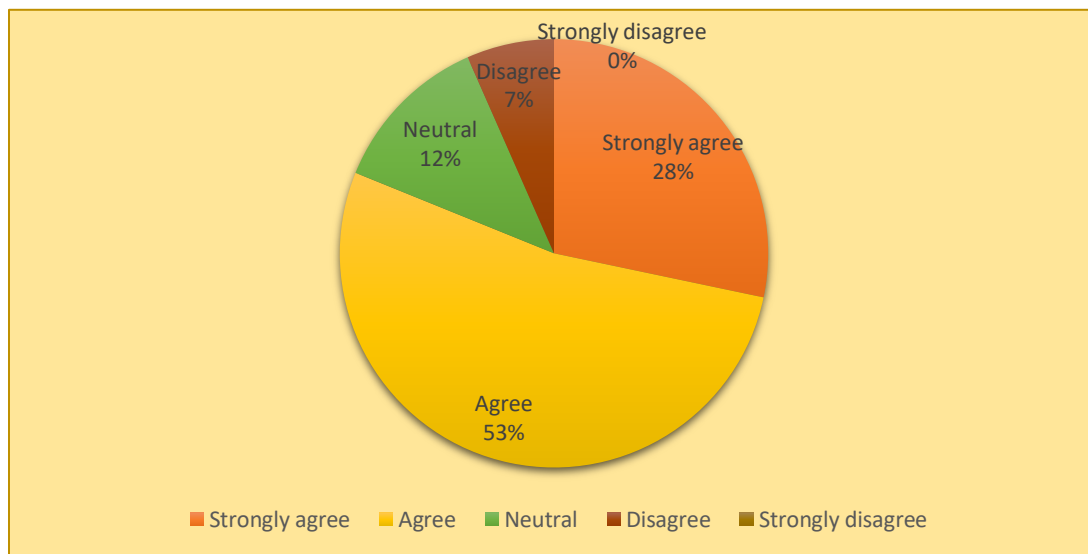
Sr.no	Particulars	No. of respondents	In percentage
1.	Strongly agree	12	40%
2.	Agree	14	46%
3.	Neutral	2	7%
4.	Disagree	2	7%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: Majority of 46% of the respondents agreed while 40% strongly agreed that the trainer provided the participants with constructive feedback post trainings. A minority of 7% of the respondents chose neutral and 7% disagreed with the same.

8.5.4 The trainer established a positive rapport with the participants

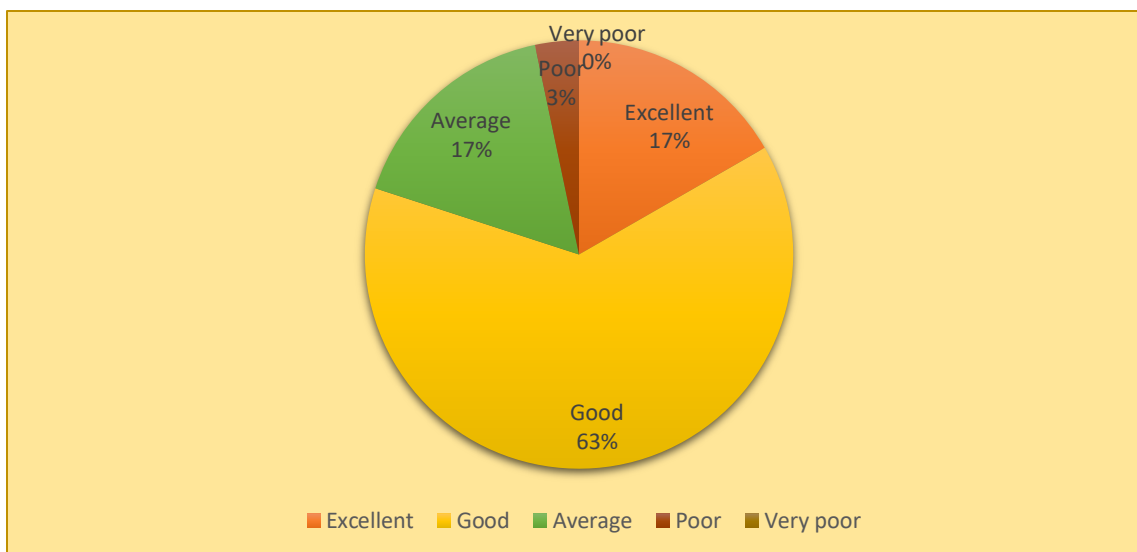
Sr. no	Particulars	No. of respondents	In percentage
1.	Strongly agree	8	28%
2.	Agree	16	53%
3.	Neutral	4	12%
4.	Disagree	2	7%
5.	Strongly disagree	0	0%
	Total	30	100%



Interpretation: From the above pie chart it is evident that a majority of 53% of the respondents agreed while 28% respondents strongly agreed that the trainer has established a positive rapport with the participants. 12% of the respondents chose neutral while only 7% disagreed with the same.

8.6 How would you rate the venue/training room for the kind of training presented?

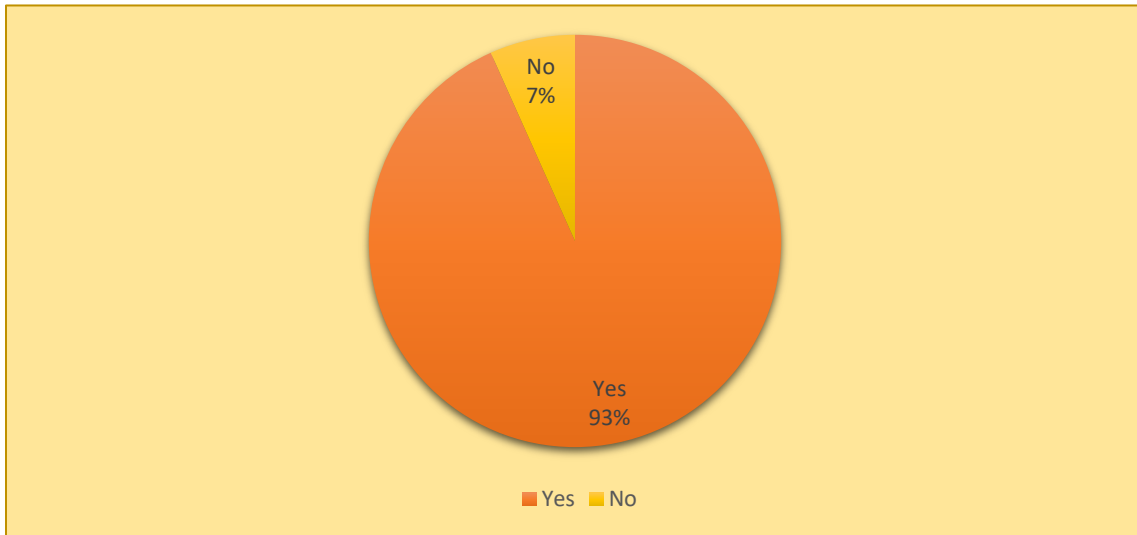
Sr.no	Particulars	No. of respondents	In percentage
1.	Excellent	5	17%
2.	Good	19	63%
3.	Average	5	17%
4.	Poor	1	3%
5.	Very poor	0	0%
	Total	30	100%



Interpretation: The pie chart indicates that a majority of 63% of the respondents rated the venue/training room as good, an equal percentage of respondents i.e., 17% rated it as average and excellent while 3% rated it as poor.

8.7 Do you think the overall training is effective and should be provided more often?

Sr.no	Particulars	No. of respondents	In percentage
1.	Yes	28	93%
2.	No	2	7%
	Total	30	100%



Interpretation: The pie chart clearly indicates that a large majority of 93% of respondents agree that the training is effective and should be provided more often, while one respondent disagreed.

8.8 Suggestions to improve the training process (any new methods to provide training, more content, location of training, more interactions, any other).

When respondents were asked to provide suggestions on how the training given to them could be improved in the future, a few of them suggested that more sessions on soft skills should be provided with role plays and practical trainings should be held more often with the products. One of the suggestion was to prolong the duration of the training sessions while one respondent also expressed that sessions should be more interactive. They also suggested to have sessions more often for the accounts department. Some of the respondents had no suggestions, there were comments mentioning that all the aspects of the training provided were good.

9. Project Data Findings

- From the survey that was conducted it has been observed that a majority of 67% employees undergo only soft skills training (accounts and insurance) while 33% of the respondents (sales) undergo both. This is because the sales executives need to have good knowledge about the vehicles they sell and at the same have the soft skills of a professional to be productive. While the other departments are only provided with team building training to enable them to have a collaborative work environment.
- It is evident that the trainer provides skills as well as knowledge to the departments according to their needs to enable them to be competent. Also, training is provided very often, especially sales i.e. on a weekly basis to ensure that employees are provided with the needed guidance to increase productivity and sales. It is clearly seen that the company is making sure its sales workforce is trained often to enable individuals to improve their ability to generate revenue.
- The survey results show that the trainer provides the kind of training that is relevant to the duties and responsibilities of the employees and through training employees are able to be more productive at work. The training sessions are quite interactive which increases participation and employee engagement. Participants are also quite satisfied with the methods used for training, this indicates that they find the training aids effective.
- The participants are satisfied with the trainer as well. From the survey it has been observed that respondents believe the trainer possesses thorough knowledge about the content and most of the respondents agreed that the trainer also helps them learn at their pace. Apart from that, the trainer has also managed to establish a positive rapport with his trainees and this enables him to provide constructive feedback to enable them to improve more in the future while maintaining his relationship with them.
- When asked whether the training provided is effective and should be provided more often a large majority of 93% of the respondents agreed that the training provided is effective and should be provided more often. This indicates that the employees are interested in improving their knowledge and skills though the training provided by the company.

➤ Level 2 of evaluation: Learning

The second level of the Kirkpatrick's model focuses on how much the participants have learned from the training program. This level helps in measuring and comparing the knowledge and skills of the participants before and after training offered. The outcome of this level was measured by conducting a post training assessment in the form of a written test. I was assigned the task of preparing a set of questions based on the last training session that was conducted for the sales team on product knowledge. The test had a total number of 15 questions which included open ended as well as multiple choice questions. The sales team were given 45 minutes to answer the test. After the test was conducted the papers were evaluated by the trainer and the scores of the participants were compared to the pre assessment that was conducted before training on product knowledge was provided. It was observed that there was a significant difference in the scores of the pre and post assessments.

Through the pre assessment it was evident that, while the sales team of Honda had the basic knowledge of the vehicles that were offered by Honda they were not fully aware about certain features that they should be knowing about. Knowledge of a company's product offerings at a deep level is essential for organizational success. Truly learning thoroughly about the products that the company offers, turns the employees into experts who are in position to talk confidently about products and their features and convince customers to see the value it can bring.

Considering this, the training on product knowledge was provided to the sales employees with the objective of ensuring that the sales representatives have a thorough grasp of the product line and its features. After conducting an assessment through a product knowledge test, it was seen that the employees were well versed with the vehicle models as they were able to provide accurate answers to the questions that were asked regarding features of the vehicles. The trainer then provided feedback individually to every sales representative to let them know about their progress. This was done by comparing their pre and post assessment. The sales executives were praised and applauded for participating in the training and learning. The conclusion of this level of evaluation is that the training provided on product knowledge was effective in increasing the participant's knowledge and learning.

➤ Level 3 of evaluation: Behavior

The third level of the model focuses on how the participants apply what they have learned from the training to the work performance. This level helps to measure their behavioral change, transfer of learning, and implementation of knowledge and skills. For this level, participants were observed and interviews with a few were conducted by me. The information gathered at this level helped me determine the impact and value of the training that was conducted on product knowledge and soft skills. The insurance and accounts team along with the sales team were provided with a soft skill training session.

While a session on soft skills was offered by the trainer 3 months back, it was observed that the sales representatives and the insurance team were not able to effectively communicate or address the difficulties of the customers. The receptionist did not have a friendly demeanor and was not accommodating or attentive at times. Receptionists are the initial point of contact of customers and it's important for them to behave in a certain manner as it creates a first impression of the company as a whole. The insurance team was also encountering difficult customers but were unable to effectively handle them. When my observations were reported to the trainer, a session on soft skills was organized for a short duration for the sales and insurance team.

The session included activities such as role plays to help the employees understand how they could possibly react and behave with customers. The trainer provided them insights and also shared his personal experiences to help them understand better. After a few weeks, I observed the sales team when they were attending customers. They were making an attempt to communicate to their customers in the way the trainer expected them to. Responding politely, patiently listening to them and clarifying their doubts. The financial advisors were also trying to use the persuasion tactics suggested by the trainer to influence customers. The insurance team also were trained to actively listen and be decisive when dealing with difficult customers. They were seen to be doing so and were also being patient and responding politely.

The accounts team as well were provided with a team building session 3 months back. I interviewed employees of the department and asked them if the training helped them increase team cooperation and coordination. They agreed and also said that they were able to also provide constructive criticism to their team members without letting it affect their working relationships.

➤ Level 4 of Evaluation: Results

This level of the evaluation is meant to find out how the training program contributed to the organization as a whole. It measures learning against the organizations outcomes. To find out if the outcomes are achieved through training I had to know the purpose as to why the management decided to provide trainings to its employees. What were the stated results that they were looking for? Did the trainer establish Key Performance Indicators at the start of the training?

When these questions were asked to the sales manager he explained that the need of training aroused when customer complaints regarding sales executives were seen to be increasing and staff complaints about customers as well. According to the trainer, the sales executives did not give much importance to customer satisfaction as Honda vehicles have quite the demand in the market due to which they do not find it difficult to achieve their targets. Hence customers weren't attended and entertained as much and the dissatisfaction among customers increased.

Therefore, the company decided to conduct training sessions on a weekly basis for the sales executives while on a quarterly basis for insurance and accounts. After the training program was implemented, the sales and the training manager were asked whether the organizational goals stated in the beginning were met. To make the employees appreciate and value customers the sales manager in consultation with the training manager decided to increase their sales target. This put them in a situation where they had to convert every potential lead into a customer to achieve their target. With the help of the knowledge and skills provided by the trainer, they were able to easily achieve their targets as they made sure to follow the guidance of the trainer in terms of entertaining customers and assuring a smooth sales process.

During my last week at Priority Honda, I also interviewed a few customers to know how they felt about the entire process. Most of the customers were satisfied and quite happy with the way the sales executives helped them with their purchase of vehicles. The sales manager was also of the opinion that his team was now able to handle difficult customers in a better manner and he barely receives any complaints from the staff as well. By increasing their targets the company has also been able to bring an increase in the total sales. Hence, the overall training and development conducted does prove to be effective.

10. Project Conclusion

Training and Development is considered as an important function of the Human Resource department as it is a strategy for growth and development in every organization. It is adopted with the aim to fill the gap between current skills and future opportunities. When a company invests in training and development it seeks to enhance skills, improve efficiency and productivity along with growth opportunities for employees.

It is evident that Group Priority is investing in employee training and development through a full-time internal trainer who focuses on developing skills of employees and strategies that will benefit the organization. Through the training that is provided by the trainer, employees have the opportunity to learn and keep themselves informed about the changes that take place in terms of the company's vehicles and develop their skills at the same time.

From the survey findings and observations that have been made with the help of the 4 levels of Kirkpatrick's evaluation model, I would like to conclude and state that the training and development conducted at Priority autoriders is quite effective. Through the survey it is evident that the employees have a positive reaction to the training being offered. The sales team is able to effectively improve their product knowledge and work on their soft skills. Through the assessments conducted it was proved that learning takes place when the scores of the pre and post assessments were compared.

The sales executives are also making an effort to bring about a change in their behavior at work. To be able to work more on their soft skills, they've also suggested to have more role plays. The back office on the other hand that involves the accounts and insurance teams are receiving training sessions on team building which ultimately helps them build a good rapport with their colleagues thus helping them create a collaborative work environment. Though behavioral changes take time, it is important to note that the employees are making a progress and the needed results are achieved through training.

11. Recommendations to the company

- Hard skills such as product knowledge is easier to teach and evaluate because there is only one correct answer or process to adhere. It's also not too hard for the sales employees to process and retain information. However, unlike hard skills, soft skills are more difficult to teach and learn. It takes time for employees to bring a change in the way they behave in different cases. Therefore, the trainer needs to conduct more sessions at Priority Honda, on soft skills by having role plays/simulations that would create realistic scenarios and help employees practice the way they would react in different situations.
- Theoretical sessions that focus on providing product knowledge to employees are often held in the conference room and very rarely with the product. However employees find it easier when they're provided with product knowledge sessions with the product or with the vehicle in sight. This helps them learn and understand better. To make the knowledge based sessions more effective in future, the trainer could implement this change. Only sessions held on soft skills can be conducted in the conference room.
- The trainer asks for verbal feedback from the participants post training sessions. However I do feel that having an anonymous feedback mechanism would be of great help. Employees will be in a better position to express their thoughts, concerns and reactions without fear of it having a negative impact on them. Even though the trainer has managed to build a positive rapport with his trainees, they may still hesitate to provide constructive criticism on the training session conducted with the fear that it might affect their harmonious relationship with the trainer.
- In the survey that was conducted many respondents chose to say neutral with regards to the questions asked on the objectives of training being clear and content being aligned with the same. The trainer should ensure that he clearly mentions in the beginning the reason for which the particular training sessions are provided. When participants know the purpose and objectives they will have a clear understanding as to where they need to apply their learnings.

12. Learnings derived

- Assisted in Inventory tracking: The Company has a manual inventory tracking system, where the team manually updates the inventory whereabouts. While working on this with the Admin Assistant I was able to gain an understanding of how the company's inventory list is updated by hand to determine what's on hand, what's running low and what needs to be reordered in what quantity.
- Designed a poster to advertise vacant positions: The organization had a few vacant positions that they intended to fill through external recruitment and hence I was assigned the task of designing an advertisement post mentioning the vacant positions.
- Assisted the Trainer in conducting trainings: The trainer conducted sessions with the teams, and by attending and being a part of these trainings I was able to understand the kind of knowledge that is provided and how sessions on soft skills were taken. After observing I was able to provide suggestions on how the sales people need to have role plays in their sessions to be able to handle customers better.
- Since I was a part of the product knowledge session, the trainer assigned me the task of preparing a questionnaire with open ended and multiple choice questions that was meant to a post assessment test for the sales employees. The trainer provided me with help and guidance needed to frame these questions.
- Assisted the HR team in orientation session: During my internship period, group priority welcomed a few new employees on board. To help them learn about the, history, culture and values of the organization an orientation session was held. During this process there are also made aware of how the automated punching attendance system works. Assisted the team in handing out and collecting the orientation forms and in helping the new hires set the software.
- Observed and interviewed employees to gain a better understanding of how they perceive the training that is being offered to them. Interviews with the sales and training manager also helped me gain in depth understanding of the purpose of their trainings. Through observation I was able to provide feedback to the trainer on the behavior of his trainees.

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14. Annexure

Questionnaire framed for the purpose of conducting this study

1. Which department do you work in?

2. Type of training you have undergone

- ☐ Knowledge based
- ☐ Skill based
- ☐ Both

3. Name of the trainer

4. How often is training conducted?

- ☐ Weekly
- ☐ Monthly
- ☐ Quarterly
- ☐ None of the above

Instruction: Please indicate your level of agreement with the following statements regarding
TRAINING CONTENT

5. The objectives as to what and why the training is being offered were clearly mentioned.

Strongly agree Agree Neutral Disagree Strongly disagree

6. The content of the training provided throughout, was aligned with the objectives.

Strongly agree Agree Neutral Disagree Strongly disagree

7. During the training session, there were interactions with the trainer that increased participation.

Strongly agree Agree Neutral Disagree Strongly disagree

8. The knowledge and skills provided through training is relevant to my job duties and responsibilities.

Strongly agree Agree Neutral Disagree Strongly disagree

9. The learnings derived from the training provided, helped me to be more productive at work.

Strongly agree Agree Neutral Disagree Strongly disagree

10. How satisfied are you with the methods used to provide training and development (lectures, case studies, role plays, videos, notes, LMS).

Very satisfied Satisfied Neutral Dissatisfied Strongly dissatisfied

Instruction: Please indicate your level of agreement with the following statements regarding the TRAINER

11. The trainer was knowledgeable and well prepared with the content.

Strongly agree Agree Neutral Disagree Strongly disagree

12. The trainer helped me learn at my pace.

Strongly agree Agree Neutral Disagree Strongly disagree

13. The trainer provided constructive feedback to participants post training assessments.

Strongly agree Agree Neutral Disagree Strongly disagree

14. The trainer established a positive rapport with the participants.

Strongly agree Agree Neutral Disagree Strongly disagree

Additional questions

15. How would you rate the venue/ training room for the type of training presented?

Excellent Good Average Poor Very poor

16. Do you think the overall training provided is effective and should be provided more often?

Yes No

17. Suggestions to improve the training process (any new methods to provide training, more content, location of training, more interactions, any other)