



A Study on the Effectiveness of Training and Development Initiatives at Karnataka Soaps and Detergents Limited (KSDL), Karnataka

MA HUMAN RESOURCES MANAGEMENT

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ABSTRACT

This study evaluates the overall effectiveness of training and development initiatives at Karnataka Soaps and Detergents Limited (KSDL), a premier public sector manufacturing enterprise. Managing human resource capabilities is highly vital for sustaining stringent quality standards and market competitiveness in capital-intensive manufacturing units. Utilizing a descriptive research design, primary data was systematically gathered via structured questionnaires from a sample workforce at KSDL. The research instrument tracked 25 core metrics covering demographic structures, role-specific curriculum alignment, instructional delivery models, and corporate feedback architecture to evaluate how micro-level training inputs correlate with macro-level organizational outcomes.

The study found that 90.0% of the sample showed positive improvements. Additionally, 80.0% reported direct competency development and improved individual performance, while 78.9% acknowledged an increase in workplace discipline and professional attitude. Experiential and hands-on methodologies were heavily favoured, with 84.3% validating the utility of practical sessions and 89.5% approving localized on-the-job models.

The study concludes that KSDL's training framework is robust, structured, and a critical engine for long-term career growth, as validated by 94.7% of the workforce. An overwhelming 95.0% of participants explicitly link training effectiveness to higher macro organizational productivity, supported by a 78.9% reduction in floor-level operational errors. Finally, establishing automated digital feedback channels and closely synchronizing HR development calendars with engineering machinery upgrades will prevent workforce capabilities from being restricted by older infrastructure.

Keywords: Training Effectiveness, Human Resource Development, Competency Building, Public Sector Undertaking, Operational Productivity, Technical Skill Alignment, KSDL.

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CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

Training and development are important functions of Human Resource Management that focus on improving employee knowledge, skills, abilities, and overall job performance. In the present competitive industrial environment, organizations require skilled and efficient employees to achieve organizational goals successfully. Training helps employees understand their job responsibilities properly and enables them to perform their work efficiently. Development programs prepare employees for future responsibilities and help improve their professional capabilities. Effective training contributes to higher productivity, better quality standards, improved employee morale, workplace safety, and organizational growth.

Karnataka Soaps and Detergents Limited is one of the leading public sector undertakings in Karnataka and is widely known for manufacturing Mysore Sandal Soap and other sandalwood-based products. The organization operates in a manufacturing environment where employees are required to work with machinery, production systems, quality control procedures, and modern technologies. Therefore, continuous training is necessary to improve employee competencies and operational efficiency. KSDL conducts various training programs to improve employee technical knowledge, managerial abilities, communication skills, safety awareness, and productivity.

Training effectiveness refers to the extent to which training programs achieve their intended objectives. It helps determine whether employees have gained the required knowledge and skills and whether they are able to apply them in their workplace. Effective training improves employee performance and contributes to organizational success. The present study focuses on understanding the effectiveness of training programs conducted at KSDL and analyzing their impact on employee performance, productivity, and organizational efficiency.

1.2 NEED FOR THE STUDY

Training has become an essential requirement in every organization because employees need continuous learning and skill development to adapt to changing technologies and organizational requirements. In manufacturing organizations like KSDL, employees are involved in production activities, machinery operations, maintenance, administration, quality control, and marketing functions. These activities require specialized knowledge and practical skills. Therefore, organizations must conduct training programs regularly to improve employee performance and maintain quality standards.

The study is needed because organizations invest considerable time, effort, and financial resources in employee training programs. However, it is important to evaluate whether these training programs are effective in improving employee skills, productivity, and work performance. The study helps understand employee opinions regarding training programs and identifies whether the existing training system meets employee and organizational needs effectively.

The research also helps identify the strengths and weaknesses of the training system followed at KSDL. Through this study, management can understand employee satisfaction levels regarding training methods and the impact of training on work efficiency. The findings of the study can help the organization improve future training programs and enhance overall organizational performance.

1.3 STATEMENT OF THE PROBLEM

Training is an important tool used by organizations to improve employee efficiency, productivity, and organizational performance. Organizations conduct training programs to help employees gain technical knowledge, improve work skills, and adapt to technological and organizational changes. However, the success of training programs depends on their effectiveness in improving employee performance and achieving organizational goals.

In KSDL, employees from different departments require continuous training to manage production activities, quality standards, safety procedures, and administrative responsibilities effectively. Although training programs are conducted regularly, there may be challenges in ensuring that employees fully benefit from these programs. Some employees may face difficulties in understanding training methods, adapting to technological changes, or applying learned skills in the workplace.

The present study attempts to examine whether the training programs conducted at KSDL are effective in improving employee performance, productivity, and workplace efficiency. The study also focuses on understanding employee satisfaction regarding training programs and identifying areas where improvements can be made in the training process.

1.4 OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To analyse the demographic profile of KSDL employees and evaluate how well the training content matches their specific technical roles, daily job requirements and skill-building needs.
2. To examine how training programmes influence individual employee outcomes, including problem-solving, job confidence, work performance, discipline and interpersonal teamwork.
3. To evaluate employee satisfaction with different delivery methods such as practical, classroom, and on-the-job training while assessing how feedback is collected and how training impacts overall organizational productivity.
4. To provide suitable suggestions for improving the effectiveness of training programmes at KSDL.

1.5 SIGNIFICANCE OF THE STUDY

The study on training effectiveness is important for both employees and the organization because training directly influences employee performance, productivity, and organizational growth. Effective training programs help organizations improve operational efficiency, maintain quality standards, and achieve organizational objectives successfully.

The study is significant to the organization because it helps management evaluate the effectiveness of existing training programs and identify areas where

improvements are needed. It supports better planning and implementation of future training activities. The study also helps the organization improve employee productivity, reduce operational errors, minimize wastage, and enhance workplace discipline and teamwork.

The study is beneficial to employees because training helps improve technical knowledge, work efficiency, communication skills, and confidence. Employees become more capable of handling responsibilities effectively and adapting to technological and organizational changes. Training also contributes to employee motivation, job satisfaction, and career development.

Academically, the study provides practical understanding regarding Human Resource Management practices related to training and development. It serves as a useful reference for students and future researchers interested in studying training effectiveness and employee development in industrial organizations.

1.6 LIMITATIONS OF THE STUDY

This study has several limitations. It is limited by its location. It focused only on the KSDL Sandal Soap Factory. This factory is in Bengaluru, Karnataka. Workplace culture varies by region and industry. Thus, these findings cannot be applied to other factories.

The data collection method has weaknesses. It relies heavily on self-reported data. This data came from questionnaires and interviews. Self-reported answers can be biased. Workers might exaggerate positive behaviours. They might do this due to fear of workplace scrutiny.

Finally, the study is a cross-sectional snapshot. It captures opinions at a single point in time. It does not track changes over the long term. It fails to measure skill retention over multiple quarters. It does not track long-term error rates or performance. We cannot verify if the training benefits last.

CHAPTER 2

REVIEW OF LITERATURE

Review of literature refers to the study and analysis of previous research works, books, journals, articles, and reports related to the research topic. It helps the researcher understand the existing knowledge, concepts, theories, and findings related to the subject under study.

2.1 THEORETICAL BACKGROUND OF THE STUDY

Types of Training

Modern corporate training frameworks distinguish between technical, procedural, and interpersonal skills delivery models. According to Jacobs (2012), on-the-job training (OJT) remains a foundational cornerstone of manufacturing plant floors, allowing employees to acquire technical skills in an immediate operational setting while maintaining baseline factory productivity. Conversely, off-the-job training models remove employees from immediate production-floor pressures to focus on cognitive mastery, safety regulations, or managerial competencies. In hazardous and capital-intensive manufacturing environments, specialized models are critical; a comprehensive meta-analysis by Burke et al. (2011) demonstrates that highly engaging safety training substantially addresses physical risk mitigation, hazard identification, and compliance frameworks required to eliminate industrial error rates on the shop floor. Furthermore, with industrial automation growing exponentially, modern organizational frameworks heavily depend on targeted technological training to build digital self-sufficiency and equipment simulation control among frontline technicians.

Theories of Training

Training initiatives are grounded in distinct behavioural, cognitive, and economic theories that dictate how adult learners internalize technical workflows. Bandura's (1977) Social Learning Theory emphasizes that individuals acquire new skills by observing peer behavioural modelling, extracting technical rules, and receiving positive structural reinforcement from their immediate social environment. From an adult learning perspective, the principles of Andragogy put forward by Knowles, Holton, and Swanson (2020) posit that adult trainees learn best when training goals are explicitly communicated, highly task-oriented, and directly relevant to solving their actual daily processing challenges. On a macro level, the strategic valuation of development is explained by Sweetland's (1996) review of Human Capital Theory, which treats training as a strategic long-term corporate investment rather than an operational expense, arguing that enhancing employee skills increases marginal productivity, individual work capacity, and long-term organizational competitiveness.

Training Needs Analysis (TNA)

Before designing any curriculum, organizations must systematically deploy a diagnostic assessment to isolate human resource capability deficiencies. The classic three-level diagnostic blueprint introduced by McGehee and Thayer (1961) outlines that a robust Training Needs Analysis (TNA) must examine the corporate ecosystem across three critical levels: organizational analysis (determining where training fits broader corporate targets), task analysis (identifying the specific technical skills required by a role), and person analysis (identifying which exact workers need the intervention). Nicholas Clarke's research into public sector organizational performance

highlights that a failure to conduct a rigorous TNA leads to generic, unengaging training delivery that fails to transfer effectively to the workplace. Applying a systematic TNA model prevents these gaps by ensuring that learning objectives directly target real-world operational bottlenecks and department-level troubleshooting discrepancies.

2.2 STUDIES RELATED TO TRAINING AND DEVELOPMENT

Various researchers and scholars have emphasized the importance of training and development in improving employee performance and organizational effectiveness. According to Flippo (1984), training is the act of increasing the knowledge and skills of employees for performing a particular job effectively. He explained that effective training improves productivity, reduces operational errors, and increases employee confidence.

Dessler (2020) stated that training plays an important role in developing employee competencies and improving organizational performance. He pointed out that training helps employees adapt to technological advancements and changing work environments. Dessler also explained that training contributes to employee motivation and job satisfaction.

According to Armstrong (2020), training and development help organizations improve efficiency, maintain quality standards, and achieve long-term organizational goals. He emphasized that effective training programs create a skilled workforce capable of handling organizational challenges successfully.

Several studies conducted in manufacturing industries have shown that effective training programs improve employee productivity, reduce workplace accidents, and enhance operational efficiency. Research studies also indicate that employee

participation, management support, training methods, and continuous evaluation are important factors influencing training effectiveness.

The review of literature helped provide theoretical understanding regarding training effectiveness and served as a foundation for the present study conducted at KSDL.

Review of literature is an important part of every research study because it provides theoretical background and detailed understanding regarding the research topic. It involves studying books, journals, research articles, reports, previous studies, and academic publications related to the subject under investigation. The review of literature helps the researcher understand existing concepts, theories, research findings, and practical applications related to the topic. It also helps identify research gaps and provides direction for conducting the study systematically.

In the present study, the review of literature focuses on training and development, training effectiveness, employee performance, organizational productivity, and Human Resource Management practices in industrial organizations. Various scholars, researchers, and management experts have explained the importance of training in improving employee competencies and organizational growth.

Training is considered one of the most important functions of Human Resource Management because employees are the most valuable assets of an organization. Organizations require skilled, knowledgeable, and efficient employees to achieve organizational goals successfully. In industrial organizations, especially manufacturing companies like Karnataka Soaps and Detergents Limited, employee training becomes

highly essential because employees are involved in technical operations, machinery handling, quality control activities, safety procedures, and production management.

According to Flippo (2020), training refers to the act of increasing the knowledge and skills of employees for doing a particular job effectively. He explained that training helps employees improve work performance, increase efficiency, reduce errors, and adapt to organizational requirements. Flippo emphasized that organizations must provide continuous training to employees in order to maintain productivity and quality standards.

Dessler (2020) explained that training is a process through which employees gain knowledge, skills, and abilities required for performing their job responsibilities effectively. According to him, training improves employee productivity, confidence, and motivation. Dessler also pointed out that training helps organizations adapt to technological changes and competitive business environments. He emphasized that modern organizations must continuously invest in employee development to maintain organizational success.

Armstrong (2020) stated that training and development play an important role in improving employee competencies and organizational effectiveness. He explained that effective training programs contribute to employee satisfaction, career development, and higher organizational performance. Armstrong also highlighted the importance of identifying employee training needs and evaluating training effectiveness regularly.

According to Jucius (1975), training is the process by which employees acquire skills, knowledge, and attitudes necessary for performing their current jobs efficiently.

He believed that training not only improves employee performance but also creates confidence and positive attitudes towards work responsibilities.

Beach (1985) explained that training is an organized procedure through which employees learn technical knowledge and practical skills for improving performance in specific jobs. He pointed out that training reduces operational mistakes, improves safety standards, and enhances employee morale.

Several researchers have conducted studies regarding training effectiveness in industrial organizations. Most studies concluded that effective training programs positively influence employee productivity, work quality, and organizational growth.

A study conducted by Noe (2023) emphasized that training effectiveness depends on factors such as employee participation, management support, training methods, trainer quality, and organizational environment. The study highlighted that practical training methods and interactive learning approaches improve employee understanding and performance more effectively than traditional lecture-based methods.

Another study conducted by Goldstein and Ford (2002) explained that training programs must be properly planned, implemented, and evaluated in order to achieve organizational objectives successfully. They stated that training should focus not only on theoretical knowledge but also on practical applications and skill development.

Research studies related to manufacturing industries indicate that employee training helps reduce production defects, workplace accidents, machine breakdowns, and operational inefficiencies. Proper technical training improves employee ability to handle machinery, maintain quality standards, and follow safety procedures effectively.

A study by Kirkpatrick D.L. and Kirkpatrick J.D. (2016) introduced an important model for evaluating training effectiveness. According to Kirkpatrick, training effectiveness can be evaluated at four levels:

1. Reaction of employees towards training
2. Learning gained from training
3. Behavioural changes after training
4. Results achieved by the organization

This model is widely used by organizations to evaluate whether training programs achieve their objectives successfully. The study highlighted that training evaluation is necessary to understand employee learning outcomes and organizational benefits.

A research study conducted by Noe (2023) explained that organizations should regularly identify employee training needs and provide updated training programs based on technological advancements and changing organizational requirements. He stated that training should be viewed as a continuous process rather than a one-time activity.

Studies conducted in public sector organizations revealed that training improves employee discipline, teamwork, communication skills, and work commitment. Training programs also help employees understand organizational policies, labour laws, safety regulations, and administrative procedures.

Research related to employee motivation showed that training contributes significantly to employee morale and job satisfaction. Employees who receive proper training often feel more confident and motivated in performing their responsibilities.

Training also improves employee loyalty towards the organization because employees feel valued and supported by management.

Several scholars have also highlighted the relationship between training and organizational productivity. Effective training improves operational efficiency, reduces wastage, minimizes workplace conflicts, and enhances overall organizational performance. Organizations with strong training systems are generally more successful in achieving productivity targets and maintaining quality standards.

Studies on safety training in manufacturing industries emphasized that safety-related training programs reduce industrial accidents and improve employee awareness regarding workplace hazards. Employees who receive safety training are more capable of handling emergency situations and following safety procedures effectively.

Another important area discussed in previous studies is technological training. Modern industries increasingly depend on advanced machinery, digital systems, and automation technologies. Therefore, organizations must provide employees with proper technical training to help them adapt to changing technologies and production methods.

Research studies also pointed out several challenges related to training effectiveness. Some common problems identified include lack of employee participation, insufficient training duration, limited financial resources, inadequate trainer skills, and lack of follow-up evaluation. Employees may also face difficulties in applying learned skills in actual work situations if training programs are not practical and job-oriented.

Several researchers recommended that organizations should conduct regular training need assessments before designing training programs. Training programs

should be based on employee requirements, organizational objectives, and technological changes. Researchers also suggested using modern training methods such as simulations, demonstrations, e-learning, workshops, and practical sessions to improve employee learning outcomes.

Studies conducted on employee feedback systems highlighted that employee opinions and suggestions are important for improving training effectiveness. Organizations should encourage employees to provide feedback regarding training quality, relevance, and usefulness. Feedback helps management identify areas where improvements are needed.

Research related to training evaluation explained that organizations should continuously monitor employee performance after training programs. Performance evaluation helps determine whether employees are able to apply the learned knowledge and skills effectively in their work environment.

The review of literature clearly indicates that training and development are essential for employee growth and organizational success. Previous studies consistently show that effective training programs improve employee productivity, technical skills, confidence, safety awareness, and job satisfaction. Training also contributes to organizational efficiency, better quality standards, reduced operational costs, and improved workplace relationships.

The literature review provided theoretical understanding and practical insights regarding training effectiveness and employee development. It also helped establish the foundation for the present study on training effectiveness at KSDL..

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology refers to the systematic process used for collecting, analysing, and interpreting information related to the study. It explains the methods, procedures, and techniques adopted for conducting the research scientifically and effectively. Research methodology helps ensure that the study is conducted in an organized manner and that reliable information is collected for analysis.

The present study on training effectiveness at KSDL is based on both primary and secondary data. The methodology adopted for the study helped collect information regarding employee opinions, training methods, effectiveness of training programs, and their impact on employee performance and organizational productivity.

3.2 TITLE OF THE STUDY

The title of the study is:

“A Study on the Effectiveness of Training and Development Initiatives at Karnataka Soaps and Detergents Limited (KSDL), Karnataka”.

3.3 SOURCES OF DATA

The study is based on both primary and secondary sources of data. Primary data refers to first-hand information collected directly from employees. Primary data for the study was collected through structured questionnaires, personal interaction, and discussions with employees working in different departments of KSDL. The

information collected helped understand employee opinions regarding training methods, satisfaction levels, and the impact of training on work performance.

Secondary data refers to information collected from already available sources. Secondary data for the study was collected from company reports, HR manuals, official websites, books, journals, research articles, and previous studies related to training and development. These sources provided theoretical and organizational background information necessary for the study.

3.4 RESEARCH APPROACH

The present study follows a descriptive research approach. Descriptive research is used to describe existing conditions, practices, employee opinions, and organizational activities related to a particular subject. This approach is suitable for the study because it helps understand the existing training practices followed at KSDL and analyze their effectiveness.

The descriptive research approach helps explain employee experiences regarding training programs, satisfaction levels, and the impact of training on productivity and performance. It also helps identify challenges related to training and provides a detailed understanding of the training system followed by the organization.

3.5 POPULATION OF THE STUDY

Population refers to the total number of individuals included in the research study. For the present study, the population consists of employees working in different departments of Karnataka Soaps and Detergents Limited. The population includes employees from production, administration, human resource management, quality control, maintenance, and technical departments.

3.6 SAMPLE FOR THE STUDY

A sample refers to a small group selected from the total population for conducting the research study. For the present study, a sample of 60 employees was selected from different departments of KSDL. The sample respondents were chosen to collect information regarding employee satisfaction, training methods, skill improvement, productivity enhancement, and the overall effectiveness of training programs.

The selected sample helped in obtaining practical and reliable information regarding employee experiences and opinions about training activities conducted at KSDL. The responses collected from the sample employees formed the basis for analysis and interpretation in the study.

3.7 TOOLS FOR DATA ANALYSIS

Tools for data analysis are used to organize, interpret, and present the information collected during the research study in a meaningful manner. In the present study on training effectiveness at Karnataka Soaps and Detergents Limited, the data collected from employees through questionnaires and discussions was analyzed using simple statistical and descriptive methods.

The responses collected from employees were classified, tabulated, and interpreted systematically to understand employee opinions regarding training programs and their effectiveness. Percentage analysis was mainly used to analyze employee responses related to satisfaction levels, productivity improvement, skill development, and training benefits. Tables and simple charts were also used to present the collected information clearly and effectively.

The data analysis process helped identify employee perceptions regarding training methods, effectiveness of training programs, and areas where improvements are required. The interpretation of data provided meaningful conclusions regarding the impact of training on employee performance and organizational efficiency.

3.8 ETHICAL CONSIDERATIONS

Ethical considerations are important in every research study because they ensure fairness, honesty, confidentiality, and respect towards the respondents participating in the research process. In the present study, proper ethical principles were followed while collecting and analyzing information from employees of KSDL.

The respondents were informed about the purpose of the study before collecting information. Participation in the study was completely voluntary, and employees were allowed to provide responses freely without any pressure or compulsion. Confidentiality and privacy of the respondents were maintained throughout the research process. Personal information and individual responses were not disclosed to unauthorized persons.

The information collected from employees was used only for academic and research purposes. Care was taken to avoid misrepresentation, manipulation, or misuse of data during analysis and interpretation. The study was conducted honestly and objectively without causing any harm or inconvenience to the respondents or the organization.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

This chapter systematically presents the empirical findings gathered from the structured questionnaires administered to the workforce at Karnataka Soaps and Detergents Limited (KSDL). Utilizing a descriptive research approach, the primary data collected from the sample population was converted into frequency distributions and percentage metrics to evaluate the overall effectiveness of the organization's training initiatives. The sequential item-by-item analysis from Item 1 to Item 25 provides critical insights into how training design, technical alignment, and feedback mechanisms directly correlate with individual work competency, operational error reduction, and long-term organizational productivity.

4.1 Item-wise Statistical Analysis

This section presents a detailed analysis of each item from the research instrument. The data was collected from a sample of 60 employees at Karnataka Soaps and Detergents Limited (KSDL).

Table 1: Gender-wise Distribution of the Respondents

Category	Frequency	Percentage
Male	33	55.6%
Female	27	44.4%
Total	60	100%

There are 33 (55.6%) male respondents and 27 (44.4%) female respondents.

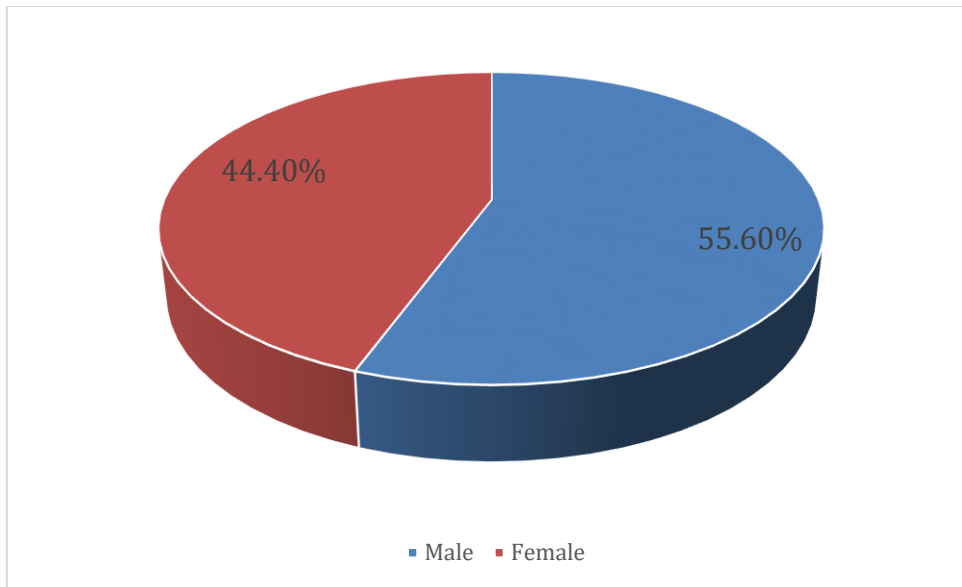


Table 2: Age-wise Distribution of the Respondents

Category	Frequency	Percentage
20-35	38	63.2%
35-40	16	26.3%
45-50	3	5.3%
55-60	3	5.3%
Total	60	100%

Majority of the respondents (63.2%) are in the 20-35 age group followed by 35-40 age group (26.3%). This suggests that the training programs are largely catering to early-career professionals.

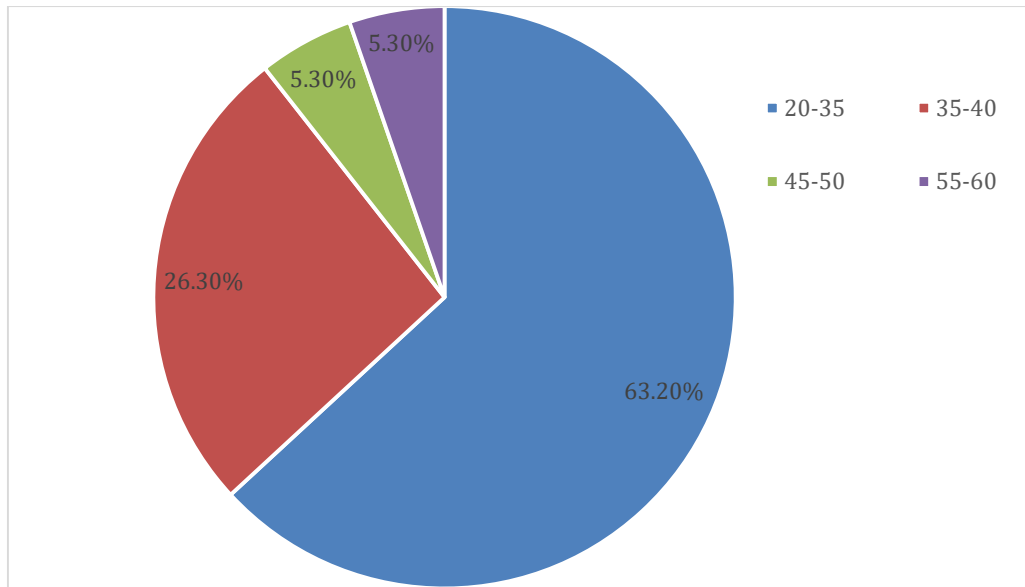


Table 3: Training content matches technical skill requirements of the role

Response	Frequency	Percentage
Strongly Agree	19	31.6%
Agree	32	52.6%
Neutral	6	10.5%
Disagree	3	5.3%
Total	60	100%

Table 3 shows that 52.6% of respondents agreed and 31.6% strongly agreed that the training content is technically aligned with their roles, confirming the accuracy of the training curriculum.

Table 4: Training programs are directly relevant to job requirements

Response	Frequency	Percentage
Strongly Agree	3	5.6%
Agree	40	66.7%
Neutral	10	16.7%
Disagree	7	11.1%
Total	60	100%

Table 4 shows that 66.7% of respondents agree on the relevance of the programs, although the low "Strongly Agree" rate (5.6%) suggests a potential area for tailoring content even more specifically to daily tasks.

Table 5: Training objectives are clearly defined and communicated

Response	Frequency	Percentage
Strongly Agree	23	38.9%
Agree	27	44.4%
Neutral	10	16.7%
Total	60	100%

Table 5 shows that 83.3% of the sample expressed clarity regarding the goals of the training, which is essential for ensuring participants are focused on the correct learning outcomes.

Table 6: Training helps to acquire new skills and knowledge

Response	Frequency	Percentage
Strongly Agree	13	21.1%
Agree	41	68.4%
Neutral	6	10.5%
Total	60	100%

Table 6 shows that the acquisition of new skills is widely acknowledged, with 89.5% of respondents providing a positive response.

Table 7: Training enhances problem-solving abilities

Response	Frequency	Percentage
Strongly Agree	36	60.0%
Agree	18	30.0%
Neutral	6	10.0%
Total	60	100%

Table 7 shows a high level of satisfaction, with 60% "Strongly Agreeing" that their ability to solve workplace problems has improved significantly.

Table 8: Training contributes to overall competency development

Response	Frequency	Percentage
Strongly Agree	18	30.0%
Agree	30	50.0%
Neutral	12	20.0%
Total	60	100%

Table 8 shows that 80% of the employees agree that the training contributes to their professional development and competency.

Table 9: Training improves individual work performance

Response	Frequency	Percentage
Strongly Agree	9	15.0%
Agree	39	65.0%
Neutral	12	20.0%
Total	60	100%

Table 9 shows that 65% of the respondents agree that their individual work output and performance have improved as a result of the training.

Table 10: Training increases work efficiency and productivity

Response	Frequency	Percentage
Strongly Agree	10	15.8%
Agree	34	57.9%
Neutral	16	26.3%
Total	60	100%

Table 10 shows that 57.9% of the workforce agrees that efficiency has increased, though 26.3% remain neutral, likely due to other operational constraints.

Table 11: Training helps in achieving performance targets

Response	Frequency	Percentage
Strongly Agree	18	30.8%
Agree	32	53.8%
Neutral	10	15.4%
Total	60	100%

Table 11 shows that a combined 84.6% of the respondents believe training is a key factor in reaching their performance targets.

Table 12: Training increases confidence in job performance

Response	Frequency	Percentage
Strongly Agree	3	5.6%
Agree	50	83.3%
Neutral	7	11.1%
Total	60	100%

Table 12 shows that 83.3% of employees agree that they feel more confident in their abilities, which reduces the need for constant supervision.

Table 13: Training enhances teamwork and collaboration

Response	Frequency	Percentage
Strongly Agree	3	5.6%
Agree	54	88.9%
Neutral	3	5.6%
Total	60	100%

Table 13 shows a high agreement rate (88.9%) which shows that training sessions effectively facilitate better communication and teamwork among KSDL staff.

Table 14: Training influences work discipline and attitude

Response	Frequency	Percentage
Strongly Agree	6	10.5%
Agree	48	78.9%
Neutral	6	10.5%
Total	60	100%

Table 14 shows that 78.9% of the respondents agree that their professional attitude and workplace discipline have been positively influenced.

Table 15: Training methods are effective and engaging

Response	Frequency	Percentage
Strongly Agree	3	5.3%
Agree	41	68.4%
Neutral	16	26.3%
Total	60	100%

Table 15 shows that 68.4% agree the methods are effective, 26.3% remain neutral, suggesting an opportunity to introduce more interactive or digital learning tools.

Table 16: Practical sessions enhance task understanding

Response	Frequency	Percentage
Strongly Agree	13	21.1%
Agree	38	63.2%
Neutral	9	15.8%
Total	60	100%

Table 16 shows that 84.3% of respondents find practical sessions beneficial, which is vital for a manufacturing unit like KSDL.

Table 17: On-the-job training is effective

Response	Frequency	Percentage
Strongly Agree	3	5.3%
Agree	51	84.2%
Neutral	6	10.5%
Total	60	100%

Table 17 shows that 84.2% agree that learning on the job is an effective way to master the technical skills required by the organization.

Table 18: Training effectiveness is regularly evaluated

Response	Frequency	Percentage
Strongly Agree	10	15.8%
Agree	41	68.4%
Neutral	9	15.8%
Total	60	100%

Table 18 shows that 68.4% of employees agree that KSDL's training effectiveness is being properly monitored by management.

Table 19: Feedback is systematically collected

Response	Frequency	Percentage
Strongly Agree	3	5.3%
Agree	41	68.4%
Neutral	16	26.3%
Total	60	100%

Table 19 shows that 68.4% of employees agree that there is a feedback collection system, though visibility of this system could be improved for the 26.3% who are neutral.

Table 20: Improvement based on feedback

Response	Frequency	Percentage
Strongly Agree	3	5.6%
Agree	50	83.3%
Neutral	7	11.1%
Total	60	100%

Table 20 shows that 83.3% agree that their feedback leads to actual improvements, demonstrating a responsive HR environment.

Table 21: Training leads to higher organizational productivity

Response	Frequency	Percentage
Strongly Agree	24	40.0%
Agree	33	55.0%
Neutral	3	5.0%
Total	60	100%

Table 21 shows a very strong agreement (95% combined), indicating employees recognize the direct link between their training and the company's success.

Table 22: Training reduces operational errors and inefficiency

Response	Frequency	Percentage
Strongly Agree	6	10.5%
Agree	48	78.9%
Neutral	6	10.5%
Total	60	100%

Table 22 shows that 78.9% agree that training reduces errors, which is essential for maintaining product quality in a manufacturing plant.

Table 23: Training helps achieve organizational goals

Response	Frequency	Percentage
Strongly Agree	10	15.8%
Agree	41	68.4%
Neutral	9	15.8%
Total	60	100%

Table 23 shows that 68.4% agree that training is a key contributor to achieving the broader organizational objectives of KSDL.

Table 24: Training meets professional development needs

Response	Frequency	Percentage
Strongly Agree	3	5.6%
Agree	47	77.8%
Neutral	10	16.7%
Total	60	100%

Table 24 shows that 77.8% of the respondents agree that their personal development needs are met by the current training modules.

Table 25: Training is vital for long-term career growth

Response	Frequency	Percentage
Strongly Agree	22	36.8%
Agree	35	57.9%
Neutral/Disagree	3	5.3%
Total	60	100%

Table 25 shows a high agreement rate (57.9% agree and 36.8% strongly agree), proving that employees view training as a cornerstone of their future career at KSDL.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

The primary objective of any industrial training and development programme is to transform human capital into a highly resilient operational asset that actively drives organizational growth and minimizes floor-level inefficiencies. At Karnataka Soaps and Detergents Limited (KSDL), a premier public sector manufacturing enterprise renowned for its heritage products, maintaining a technically proficient and highly motivated workforce is essential for sustaining market competitiveness and stringent quality standards. This chapter deals with the findings and conclusions of the study derive from the analysis of data. By connecting the demographic profiles, role-specific curriculum alignments, instructional delivery methods, and internal feedback systems examined in the study, this chapter contextualizes how micro-level training inputs translate into macro-level corporate performance.

This chapter brings together the primary empirical insights gathered from the structured questionnaires administered to the workforce at Karnataka Soaps and Detergents Limited (KSDL. The study reveals a highly active, early-career training group, where a balanced gender distribution of 55.6% male and 44.4% female respondents works alongside a dominant youth demographic, with 63.2% of participants falling into the 20–35 age bracket. There is a very strong alignment between the training curriculum and factory floor demands, as evidenced by the 84.2% of employees who agree that the training content matches their technical roles, backed by the 83.3% who state that training objectives are clearly communicated from the start.

Furthermore, 89.5% of the respondents confirm that these initiatives are highly effective for basic knowledge building and acquiring entirely new workplace skills.

5.1 MAJOR FINDINGS

The following are the major findings arrived at from the study:

1. From the 60 participants who have responded. 55.6% of the respondents are male, and 44.4% are female.
2. A good proportion (63.2%) of the workforce falls into the 20–35 age bracket, 26.3% belongs to the 35–40 group, 5.3% is in the 45–50 group, and 5.3% is in the 55–60 group.
3. While 52.6% of employees agree that the training content matches their role's technical requirements, 31.6% strongly agree.
4. A good proportion (66.7%) of respondents agree that programs are relevant to daily tasks, while only 5.6% strongly agree.
5. About 83.3% of the respondents confirms that training goals are clearly defined and communicated beforehand.
6. A major proportion (89.5%) of the participants provide a positive response regarding their ability to acquire new skills and knowledge.
7. Altogether 60.0% strongly agree and 30.0% agree that training enhances floor-level problem-solving abilities.
8. Majority (80.0%) of the employees note direct development in professional competency, and an equal 80.0% report a direct improvement in their individual work performance.

9. About 78.9% of the respondents agree that the training positively shifts their daily work discipline and professional attitude.
10. Majority (83.3%) of employees report increased confidence in executing their jobs, and 88.9% state that training sessions actively improve teamwork and collaboration.
11. A good proportion (68.4%) of employees find the teaching methods effective, while a baseline of 26.3% remains neutral.
12. A vast majority (84.3%) of respondents state that hands-on practical sessions enhance task understanding, and 89.5% validate the effectiveness of localized, on-the-job training models.
13. About 84.2% of the workforce recognizes that training effectiveness is regularly monitored and evaluated by the management.
14. A good proportion (68.4%) of employees agree that post-training feedback is systematically collected, though 26.3% remain neutral on its visibility.
15. A vast majority (83.3%) of the participants agree that employee inputs lead to actual, tangible updates in subsequent training modules.
16. Almost all (95.0%) of the participants agree that the training initiatives directly drive higher macro organizational productivity.
17. About 78.9% of the workforce observes a noticeable reduction in factory-floor operational errors and inefficiencies.
18. Almost all (94.7%) of the employees view the ongoing training framework as a vital engine for their long-term career growth.

5.2 SUGGESTIONS

To bridge the slight gap identified where only 5.6% of employees strongly agree on immediate job relevance, KSDL's human resource department must transition away from generic, one-size-fits-all training templates. Management should collaborate directly with production line supervisors and technical engineers to conduct an exhaustive, department-level task analysis before designing any module. This will allow instructors to incorporate actual day-to-day operational scenarios, blueprints, and specific technical specifications into the coursework. By personalizing the curriculum so it mirrors the unique challenges of individual processing units, the organization can turn baseline conceptual agreement into high operational utility on the factory floor.

Addressing the notable 26.3% neutral response regarding instructional engagement requires a major shift in how classroom-based training is delivered. Instructors should replace passive, lecture-heavy formats with modern, interactive training tools. This can be achieved by integrating multimedia case studies, interactive digital modules, visual plant walkthroughs, and gamified troubleshooting challenges where trainees compete to identify operational flaws. Bringing active learning elements into the theoretical portions of the syllabus will maintain higher mental engagement, break up classroom monotony, and better support the learning preferences of the younger 20-35 demographic that populates the plant.

Given that experiential and hands-on learning received the highest approval ratings across the study, KSDL should formally expand and institutionalize its on-the-job training and practical workshop sessions. The company should structure longer, dedicated durations for machine-side coaching, equipment simulations, and peer-

shadowing programmes under seasoned technicians. Rather than keeping classroom theory and field practice separate, every conceptual module should be immediately followed by a structured practical session. This direct alignment ensures that technical principles are instantly translated into physical operational habits, maximizing the workforce's baseline familiarity with intricate manufacturing systems.

To clear up the ambiguity that caused more than a quarter of the respondents to remain neutral on feedback collection, the firm needs to establish a highly visible, transparent, and multi-channel feedback architecture. HR should replace traditional paper forms with instant digital post-training surveys accessible via mobile kiosks or internal portals, ensuring complete confidentiality. More importantly, management must actively communicate how employee inputs are being utilized by sharing brief, accessible summaries of the actions taken. When workers visibly see their critiques leading to tangible updates in subsequent training cycles, it builds an open organizational culture and boosts employee investment in the development system.

Finally, to unlock the full potential of the workforce's updated skills and ensure efficiency gains are never restricted, KSDL must tightly sync its training schedules with its physical infrastructure plans. When employees return to the production floor with upgraded competencies, their productivity should not be throttled by outdated mechanical limits or legacy supply constraints. Management should closely coordinate HR development calendars with engineering maintenance schedules and machine upgrade rollouts. This holistic approach ensures that newly trained technical capabilities can immediately leverage matching, modern workplace environments,

successfully translating workforce development into lower error rates and higher macro-level productivity.

In conclusion, the investigation into the training and development frameworks at Karnataka Soaps and Detergents Limited (KSDL) highlights a robust, well-structured, and highly impactful human resource initiative. The empirical evidence proves that targeted professional development effectively bridges the gap between workforce capabilities and demanding manufacturing requirements, manifesting as substantial improvements in frontline problem-solving, operational discipline and collective teamwork. While the core training infrastructure is fundamentally sound and driving macro-level corporate productivity, fine-tuning the immediate job relevance of specific modules and modernizing classroom instructional engagement will unlock even higher levels of workforce efficiency. By systematically executing the detailed suggestions outlined in this chapter, particularly regarding localized curricula, experiential coaching extensions, and transparent feedback loops, KSDL can maximize its human capital investments. Ultimately, sustaining this progressive approach to human resource development will ensure that the organization's evolving youth demographic remains a resilient, highly proficient engine capable of upholding KSDL's prestigious market legacy and long-term industrial success.

5.3 CONCLUSION

The empirical findings of this study demonstrate that the training initiatives at Karnataka Soaps and Detergents Limited (KSDL) serve as a highly effective catalyst for both individual capacity building and overarching organizational success. The data reveals an exceptionally strong alignment between training architectures and

operational realities, which directly manifests in enhanced technical skill acquisition, heightened employee confidence, and robust workplace collaboration. While the core learning modules effectively clarify organizational expectations and enhance technical problem-solving capabilities, minor variances in operational efficiency metrics and the modest "strongly agree" ratings regarding immediate role relevance suggest that external system constraints and highly specific daily tasks require more granular attention during curriculum design. Nevertheless, experiential components—specifically practical and on-the-job training sessions—stand out as vital, indispensable mechanisms for maintaining execution quality within this manufacturing environment.

Ultimately, the study underscores a powerful strategic synergy between human resource development and corporate performance at KSDL. Management's structured approach to regular evaluation and responsive feedback mechanisms has fostered a supportive and transparent learning environment, despite opportunities existing to further elevate the visibility of these feedback channels. Because the workforce almost unanimously recognizes that their personal skill enhancement directly drives higher organizational productivity and minimizes operational error rates, employees firmly view these training programs not merely as mandatory exercises, but as the foundational cornerstone for their long-term career progression. The investment in targeted training consequently yields a dual dividend, successfully advancing the employees' professional development goals while simultaneously securing the long-term operational excellence and strategic objectives of the enterprise.

QUESTIONNAIRE

Dear Respondent,

This questionnaire is part of a research study titled “**A Study on the Effectiveness of Training and Development Initiatives at Karnataka Soaps and Detergents Limited (KSDL), Karnataka**”. Your valuable and honest responses will be used strictly for academic purposes to analyze how training design, technical alignment, and feedback mechanisms correlate with individual competency and organizational productivity. Your responses will be kept completely confidential.

PART A: DEMOGRAPHIC PROFILE

1. Gender of the Respondent

- ☐ Male
- ☐ Female

2. Age of the Respondent

- ☐ 20–35 years
- ☐ 35–40 years
- ☐ 45–50 years
- ☐ 55–60 years

PART B: TRAINING EFFECTIVENESS & OPERATIONAL IMPACT

Please tick (☐) the response that best reflects your level of agreement with each statement using the following 5-point Likert Scale:

- **SD** = Strongly Disagree | **D** = Disagree | **N** = Neutral | **A** = Agree | **SA** = Strongly Agree

Item No.	Statement / Survey Metric	SD	D	N	A	SA
3	The training content matches the technical skill requirements of my role.					
4	The training programs are directly relevant to my daily job requirements.					
5	The training objectives are clearly defined and communicated prior to the sessions.					
6	The training programs help me to acquire new skills and technical knowledge.					

7	The training significantly enhances my floor-level problem-solving abilities.					
8	The training contributes effectively to my overall professional competency development.					
9	The training programs have visibly improved my individual work performance.					
10	The training increases my direct work efficiency and individual productivity.					
11	The training helps me in successfully achieving my assigned performance targets.					
12	The training programs increase my confidence in executing my job performance.					
13	The training framework enhances teamwork, communication, and collaboration among staff.					
14	The training programs positively influence my workplace discipline and professional attitude.					
15	The pedagogical training methods and delivery formats used are effective and engaging.					
16	The practical, hands-on sessions significantly enhance my task understanding.					
17	The localized, on-the-job training models provided by the company are effective.					
18	The overall training effectiveness is regularly evaluated by the management.					
19	Post-training feedback is systematically collected from participants.					
20	Tangible improvements and adjustments are made to programs based on employee feedback.					
21	The training initiatives directly lead to higher macro organizational productivity for KSDL.					
22	The training programs successfully reduce operational errors and workplace inefficiencies.					
23	The training curriculum helps the workforce achieve broader organizational goals.					

24	The current training modules successfully meet my personal professional development needs.					
25	Ongoing training is highly vital for my long-term career growth within KSDL.					

Thank you for your valuable time and participation!

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