BEHAVIOURAL CONTINUOUS IMPROVEMENT THROUGH TRAINING WITH RESPECT TO INDIGO AIRLINES

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ABSTRACT
Training is an important activity in the organization by which the behaviour of the employees can be improved. Training should be conducted to continuously improve the behaviour of the employees in the organization. In the present research, 31 items were considered for the analysis. The data collection was done in two parts: pre training and post training. For analysing the data, paired t-test was conducted. Paired t-test is useful in comparing the means of two sets of observations. It was found that every item gives positive results after training.

Keywords: Training, Indigo airlines, employee behaviour

INTRODUCTION
Training is an activity to increase the knowledge of an individual to achieve a certain goal or objective. It is organised in a specific way for accomplishing the tasks. Training is needed at every stage of life. In organizations, training plays very important role. It transforms the person for acquiring certain skills. There are many types of training. Some of them are online training, offline training, on the job training, etc. Online training can be given with the help of internet from anywhere and at any place. Offline training means the training which is given manually to the employees to acquire certain skills or knowledge. On the job training is generally helpful for the workers who have to learn and have to gain the practical exposure of working on machines. On the job training is also fruitful to the employees for understanding the practical working exposure in the organization. Training gives the platform for learning and understanding. It gives the basis to the employees in the organization and helps in creating a good work culture. It helps in developing the skills of the people. It helps to continuously improve the people in the organization.

Kaizen is a Japanese philosophy which means ‘continuous improvement. Continuous improvement helps the person to grow. Learning is the continuous process as the training. Kaizen strategy helps the employees for motivation and enhancing their skills professionally and personally both. Kaizen is also helpful to improve the performance of the employees at work place (Sheridan, 1997). Kaizen not only helps to improve the performance of the employees at work place but it also helps in the overall development and growth of the employee. It is useful for the organization’s success also. Earlier, the term Kaizen was used only for improving the production process but now a days, it is being used to improve the performance of the employees also.

The continuous improvement of the employees in the organization helps to improve the performance with the help of improving the behaviour of the employees at workplace. Continuous improvement is benefitted in two ways- enhancing the quality and improving the productivity. Behaviour is the ‘state of mind’ for learning and studying a specific deed. Behaviour of the person is connected with the culture or the atmosphere of working in the organization. The behaviour of the person can be changed.
continuously according to the circumstances. Continuous improvement is often seen as the improvement of employees at work place professionally and personally. Training can be given to improve the employees behaviour and finally to improve the performance of the employees. This represents that training is the crucial part in the organization by which the employees’ performance can be improved. This is also linked with the behaviour of the employees.

The present research is focussed on identifying the pre and post training behaviour of the employees at work place and then evaluating the performance of the employees before and after the training.

REVIEW OF LITERATURE

In organizations, usually the training is used for enhancing the knowledge, abilities and skills of the employees. Meta-analysis gives the proof that training is helpful in increasing the performance of the employees. It is also seen that team building activities are more effective for job satisfaction of the employees. According to this study, the main objective of the training was to improve the job satisfaction of the employees. In this research, the author has identified the effect of training on the employees of the organization with the help of training. But what can be done when job involvement and job satisfaction are not explicit and the implicit organizational goals. It can also be argued that organizations have faith on those employees who are satisfied with the job and those who are fully involved in the job. With respect to the job satisfaction, a study was conducted empirically and it was found that with the help of training the employees are able to satisfy with their job. The results were duplicated in the study, on the basis of the data from German Socio-economic Panel (Georgellis and Lange, 2007). On the contrary, a study was also conducted in the sector of Australian franchise (Choo and Bowley, 2007) which did not proved these results. Thus, provided with the equivocal results empirically, there must be some additional research for exploring the effect of training on the job satisfaction.

With respect to the job involvement, the hypothesis that training helps in improving the job involvement of the employees. The study was conducted on the registered nurses in the public hospitals; Bartlett (2001) has supported the notion that active participation of the employees is related positively for the job involvement. However, in other study, it is found that participating in training is related positively with the job satisfaction and is not related to the job involvement (Osca et al., 2005). Thus, future research is essential for understanding the impact of training on job involvement.

Melnyk et al. (1998) described 7 features that differentiate kaizen events from other processes improvement methods. Firstly, kaizen event is a self-sufficient short-term intervention (normally three to five days), with a clearly described, finite life (Cuscela, 1998). Secondly, the choice of kaizen event is dedicated on part of a particular value stream (Laraia et al., 1999). Thirdly, kaizen events are low capital interferences. Events usually have little or no financial plan for capital equipment; thus, the emphasis is to improve the process which already exists, rather to implement solutions which need investment in new technology (Sheridan, 1997). Fourthly, the events of kaizen are based on team work, consist of employees from the directed work area and support tasks including, for example, engineering, production control and purchasing. Kaizen events utilize the employee knowledge for developing better solutions, and are hypothesized for enhancing ownership (McNichols et al., 1999). Fifthly, events of kaizen are action-oriented. Kaizen teams are often given the authority for implementing results as they are developed, deprived of additional direct consent from management (Laraia et al., 1999; Sheridan, 1997). Sixthly, most events of kaizen goals are measurable. Commonly, metrics comprise productivity, work-in-process (WIP), floor space, lead-time, throughput, set-up time, travel time, defect rate, percent on-time delivery, throughput and product design measures for example price, product line diversity, etc. (Kosandal and Farris, 2004). Seventhly, kaizen events are considered to produce a cycle for continuous improvement. With the use of kaizen events at various points in time, series of performance improvement inside a given procedure are created.

The impact of human resource of kaizen events, however, is hardly measured in a direct way (Kosandal and Farris, 2004). Instead, the requested impact of human resource is most often described
only anecdotally, if at all. To study the changes in human resource capabilities, it was essential to define the capabilities. The knowledge, skills and attitudes (KSA) framework from the industrial and organizational (I/O) psychology literature was used to operationalize human resource outcomes. Knowledge as defined by Muchinsky (1997, p. 182) refers to the “body of information necessary” for the employee to perform tasks; skill refers to the “psychomotor abilities” needed to perform tasks with “ease and precision;” and attitude refers to the “cognitive capabilities” required to perform the required tasks (e.g., desire to perform the given activity). The KSA framework was chosen for developing the measures and related instruments because it aligns with the human resource benefits cited within the existing practitioner and research literature.

RESEARCH GAP

Many studies have been conducted on kaizen and training separately but very few studies have been conducted on combining the two factors. Only few studies have been conducted on behavioural aspect. In the present research, we will focus on behavioural continuous improvement with the help of training and the performance of the employees will then be evaluated.

RESEARCH METHODOLOGY

There are two sources of data collection: primary and secondary. In the present research, we have collected the data with the help of primary source. Questionnaires were distributed to collect the data from the employees of Indigo airlines. 150 questionnaires were distributed to the respondents out of which 86 were received. Out of 86, we found 70 questionnaires which were properly filled and those 70 questionnaire were used for the data analysing purpose. The respondents were asked to fill the questionnaires in two parts: one at the time of joining the company and second during the current position. The current position of the employee includes the data collected after training of the employee. The data is then analysed with the help of using paired t-test for comparing the means of the variables.

Paired t-test is normally used for comparison between two sets of means where the one set of mean is compared with the other set of mean in the other sample. The difference is then identified after comparing the mean value of the two observations from different sets of data. In the present study, we have used paired t-test for comparing the means of two sets of observations and the difference was then identified. One set of observations were derived at the time of joining of the respondent in Indigo airline and the second set of observation were derived at the current position of the respondent. Between these two sets of observations, the training was given to the employees of indigo airlines and the data was collected after the training.

Following data is considered for analysing the data

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<td>Post training</td>
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<td>4.45</td>
<td>.41429</td>
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</table>
Pair 1: ‘I am soft spoken’

In pre-time of training means at the time of joining, the mean is 3.32 and after training, the mean is 4.47. It means the difference in the soft spoken skill is positive which is 1.14286. The t-value at 5% level of significance is 10.752 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in the soft skill of the respondent.

Pair 2: I have good communication skills.

At the time of joining, i.e. before training the mean is 3.58 and after training, the mean is 4.48. It means the difference in good communication skill is positive which is 0.90. The t-value at 5% level of significance is 6.441 which are greater than the p-value (1.96). Thus, we can say that there is overall improvement in communication skill of the respondent.
Pair 3: I possess positive body language
At the time of joining, i.e. before training the mean is 3.78 and after training, the mean is 4.60. It means the difference in positive body language is positive which is 0.81429. The t-value at 5% level of significance is 6.153 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in body language of the respondent.

Pair 4: I can easily understand the customer’s queries
At the time of joining, i.e. before training the mean is 3.74 and after training, the mean is 4.44. It means the difference in easily understand the customer’s queries is positive which is 0.70. The t-value at 5% level of significance is 4.624 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in understanding the customer’s queries of the respondent.

Pair 5: While listening, I keep patience
At the time of joining, i.e. before training the mean is 3.50 and after training, the mean is 4.42. It means the difference in this factor is positive which is 0.90. The t-value at 5% level of significance is 5.566 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in patience level of the respondent.

Pair 6: I am able to solve the problem easily
At the time of joining, i.e. before training the mean is 3.80 and after training, the mean is 4.51. It means the difference in problem solving is positive which is 0.7143. The t-value at 5% level of significance is 5.858 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in problem solving skill of the respondent.

Pair 7: My problem solving skills are appreciated by team members
At the time of joining, i.e. before training the mean is 4.01 and after training, the mean is 4.45. It means the difference in problem solving skills are appreciated by team members is positive which is 0.41429. The t-value at 5% level of significance is 3.467 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in problem solving skills and are appreciated by team members of the respondent.

Pair 8: I am confident while taking decisions
At the time of joining, i.e. before training the mean is 3.64 and after training, the mean is 4.55. It means the difference in confident while taking decisions is positive which is 0.91429. The t-value at 5% level of significance is 7.412 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in confidence while taking decisions of the respondent.

Pair 9: I initiate for keeping my work place happy
At the time of joining, i.e. before training the mean is 3.50 and after training, the mean is 4.65. It means the difference in initiate for keeping my work place happy is positive which is 1.15714. The t-value at 5% level of significance is 7.765 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in initiate for keeping my work place happy of the respondent.

Pair 10: I take initiative to work
At the time of joining, i.e. before training the mean is 4.10 and after training, the mean is 4.48. It means the difference in take initiative to work is positive which is 0.38571. The t-value at 5% level of significance is 2.728 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in take initiative to work of the respondent.

Pair 11: I take stress while working
At the time of joining, i.e. before training the mean is 3.72 and after training, the mean is 4.15. It means the difference in stress while working is positive which is 0.42857. The t-value at 5% level of
significance is 2.318 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in stress while working of the respondent.

**Pair 12: I keep good interpersonal relations**

At the time of joining, i.e. before training the mean is 3.14 and after training, the mean is 4.67. It means the difference in good interpersonal relations is positive which is 1.52857. The t-value at 5% level of significance is 10.653 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in good interpersonal relations of the respondent.

**Pair 13: My work is appreciable in team**

At the time of joining, i.e. before training the mean is 2.58 and after training, the mean is 4.55. It means the difference in work is appreciable in team is positive which is 1.97143. The t-value at 5% level of significance is 13.311 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in good interpersonal relations of the respondent.

**Pair 14: I coordinate teams very nicely**

At the time of joining, i.e. before training the mean is 3.22 and after training, the mean is 4.55. It means the difference in coordinating teams very nicely is positive which is 1.32143. The t-value at 5% level of significance is 1.41429 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in coordinating teams very nicely of the respondent.

**Pair 15: People consider me while unwinding**

At the time of joining, i.e. before training the mean is 2.85 and after training, the mean is 4.60. It means the difference in consider me while unwinding is positive which is 1.74286. The t-value at 5% level of significance is 9.717 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in consider me while unwinding of the respondent.

**Pair 16: I timely complete my work**

At the time of joining, i.e. before training the mean is 2.44 and after training, the mean is 4.57. It means the difference in timely complete my work is positive which is 2.12857. The t-value at 5% level of significance is 14.659 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in timely complete my work of the respondent.

**Pair 17: I am a systematic person to follow norms and methods**

At the time of joining, i.e. before training the mean is 2.45 and after training, the mean is 4.45. It means the difference in systematic person to follow norms and methods is positive which is 2.00. The t-value at 5% level of significance is 13.501 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in systematic person to follow norms and methods of the respondent.

**Pair 18: I possess good leadership qualities**

At the time of joining, i.e. before training the mean is 2.50 and after training, the mean is 4.65. It means the difference in possess good leadership qualities is positive which is 2.15714. The t-value at 5% level of significance is 14.086 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in possess good leadership qualities of the respondent.

**Pair 19: I confront easily with my peer members**

At the time of joining, i.e. before training the mean is 2.84 and after training, the mean is 4.65. It means the difference in confront easily with my peer members is positive which is 1.64286. The t-value at 5% level of significance is 8.508 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in confront easily with my peer members of the respondent.
Pair 20: I have goal and role clarity
At the time of joining, i.e. before training the mean is 3.10 and after training, the mean is 4.58. It means the difference in possess goal and role clarity is positive which is 1.48571. The t-value at 5% level of significance is 9.292 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in possess goal and role clarity of the respondent.

Pair 21: I know very well about my job
At the time of joining, i.e. before training the mean is 2.61 and after training, the mean is 4.57. It means the difference in know very well about my job is positive which is 1.95714. The t-value at 5% level of significance is 13.282 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in know very well about my job of the respondent.

Pair 22: My pay is increased
At the time of joining, i.e. before training the mean is 2.34 and after training, the mean is 4.40. It means the difference in pay is increased is positive which is 2.05714. The t-value at 5% level of significance is 13.646 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in possess pay is increased of the respondent.

Pair 23: I achieve my targets, objectives easily
At the time of joining, i.e. before training the mean is 2.60 and after training, the mean is 4.52. It means the difference in achieve my targets, objectives easily is positive which is 1.92857. The t-value at 5% level of significance is 12.203 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in achieve my targets, objectives easily of the respondent.

Pair 24: I get promotions
At the time of joining, i.e. before training the mean is 3.01 and after training, the mean is 4.50. It means the difference in get promotions is positive which is 1.48571. The t-value at 5% level of significance is 7.623 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in get promotions of the respondent.

Pair 25: I can handle complaints of customers effectively
At the time of joining, i.e. before training the mean is 2.34 and after training, the mean is 4.47. It means the difference in pay is increased is positive which is 2.12857. The t-value at 5% level of significance is 14.115 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in possess pay is increased of the respondent.

Pair 26: I can work in teams
At the time of joining, i.e. before training the mean is 2.44 and after training, the mean is 4.61. It means the difference in work in teams is positive which is 2.17143. The t-value at 5% level of significance is 12.849 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in work in teams of the respondent.

Pair 27: I have increased my capacity to learn new things
At the time of joining, i.e. before training the mean is 2.84 and after training, the mean is 4.52. It means the difference in increased my capacity to learn new things is positive which is 1.68571. The t-value at 5% level of significance is 10.155 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in increased my capacity to learn new things of the respondent.

Pair 28: I do my work with less errors
At the time of joining, i.e. before training the mean is 2.94 and after training, the mean is 4.57. It means the difference in do my work with less errors is positive which is 1.62857. The t-value at 5%
level of significance is 9.487 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in do my work with less errors of the respondent.

**Pair 29: I can make reasonable decisions**

At the time of joining, i.e. before training the mean is 2.52 and after training, the mean is 4.58. It means the difference in can make reasonable decisions is positive which is 2.05714. The t-value at 5% level of significance is 12.007 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in can make reasonable decisions of the respondent.

**Pair 30: I have increased my productivity in terms of output**

At the time of joining, i.e. before training the mean is 2.72 and after training, the mean is 4.54. It means the difference in increased my productivity in terms of output is positive which is 1.81429. The t-value at 5% level of significance is 11.119 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in increased my productivity in terms of output of the respondent.

**Pair 31: I am able to understand without more explanation**

At the time of joining, i.e. before training the mean is 2.57 and after training, the mean is 4.58. It means the difference in able to understand without more explanation is positive which is 2.01429. The t-value at 5% level of significance is 12.834 which is greater than the p-value (1.96). Thus, we can say that there is overall improvement in able to understand without more explanation of the respondent.

From the above analysis, we can say that after training each and every factor has improvement.

**CONCLUSION**

Training plays very important role in changing the behaviour of the employees in the organization. Behaviour of the employee is dependent on the training of the employees which they get in the organization. At the end, it can be concluded that training is important criteria for the overall performance of the employees in Indigo airlines.

**REFERENCES**


