"Impact of Employee Training and Development Programs on Job Performance: An Analytical Study in the Manufacturing Sector"

Sayali N. Jagtap[1], Dr./Prof. Akshay A. Umbarkar[2].

Author 1 - PG student – Department of Business Administration, SIPNA C.O.E.T., Amravati, Maharashtra, India.

Author 2 – Professor/Associate/Assistant Professor – Department of Business Administration, SIPNA C.O.E.T., Amravati, Maharashtra, India.

Abstract

Employee training and development have become crucial components of human resource management, particularly in the manufacturing sector, where productivity, product quality, and operational efficiency largely depend on employee skills and competencies. With rapid technological advancements, automation, and increasing global competition, manufacturing organizations must continuously upgrade employee knowledge and abilities to meet changing job demands. Training programs primarily focus on enhancing job-specific and technical skills, while development initiatives emphasize long-term employee growth, adaptability, leadership capabilities, and career progression. Well-structured training and development programs help organizations improve workforce efficiency, reduce operational errors, minimize wastage, and maintain consistent quality standards.

This study aims to analyze the impact of employee training and development programs on job performance in the manufacturing sector. The research is based on both primary and secondary data. Primary data were collected through structured questionnaires administered to employees working in manufacturing organizations. Secondary data were obtained from research journals, books, and published articles. Statistical tools such as percentage analysis and hypothesis testing were used to evaluate the collected data. The findings reveal a significant positive relationship between training and development programs and employee job performance, leading to higher productivity, improved skills, better work quality, and increased job satisfaction.

Keywords: Employee Training, Employee Development, Job Performance, Manufacturing Sector, Human Resource Management

1.   Introduction

In the contemporary business environment, organizations face intense competition, rapid technological changes, and increasing customer expectations. The manufacturing sector, in particular, operates in a highly dynamic setting where productivity, quality, and efficiency are crucial for organizational success. To cope with these challenges, manufacturing organizations must focus on developing a skilled and competent workforce. Employee training and development have therefore emerged as vital human resource practices that enable employees to perform their jobs effectively and contribute to organizational growth.

Employee training refers to a systematic process of improving job-related knowledge, skills, and abilities, while employee development focuses on enhancing employees' long-term capabilities and preparing them for future responsibilities. In the manufacturing sector, training programs often include technical training, machine handling, quality control, safety procedures, and behavioral skills. Such programs help employees adapt to new technologies, minimize production errors, reduce workplace accidents, and improve overall operational efficiency.
Development initiatives further support employee career growth and leadership potential, leading to higher motivation and organizational commitment.

The relationship between employee training and job performance has gained significant attention among researchers and practitioners. Improved job performance not only benefits individual employees through increased confidence and job satisfaction but also enhances organizational productivity and competitiveness. This study seeks to examine the impact of employee training and development

programs on job performance in the manufacturing sector, with the objective of understanding how effective training initiatives contribute to improved employee efficiency, work quality, and long-term organizational success.

1.1 Need of the Study

The manufacturing sector requires skilled and efficient employees to maintain productivit y, quality, and competitiveness. Although organizations invest in training and development programs, it is important to evaluate whether these programs actually improve employee job performance. This study is needed to understand the role of training in enhancing employee skills, efficiency, and work quality.

The study also helps organizations identify gaps in existing training practices and employee performance outcomes. It provides valuable insights for HR managers to design effective, needbased training programs that support organizational growth and improve overall employee performance.

1.2 Scope of the Study

The scope of this study is limited to analyzing the impact of employee training and development programs on job performance in the manufacturing sector. The study focuses on employees working in manufacturing organizations and examines various aspects such as training methods, skill enhancement, productivity, and work efficiency. The findings of the study provide insights into the effectiveness of training programs and serve as a useful reference for HR managers and organizations to improve training practices and employee performance.

1.3 Significance of the Study

The significance of this study lies in understanding the importance of employee training and development in improving job performance within the manufacturing sector. The study provides valuable insights into how effective training programs enhance employee skills, productivity, and work quality. It also helps HR managers and organizational decision-makers design structured and result-oriented training initiatives, contributing to improved organizational performance and long-term competitiveness.

2. Review of Literature

Employee training and development have been widely acknowledged as essential tools for improving employee job performance and organizational effectiveness. According to Aguinis and Kraiger (2009), training and development programs enhance employees' knowledge, skills, attitudes, and motivation, which result in improved individual and team performance. Their study highlighted that organizations investing in systematic training programs benefit through higher productivity, better quality output, and improved employee morale. In the manufacturing sector, where accuracy and efficiency are critical, training plays a significant role in minimizing errors and improving operational performance.

Elnaga and Imran (2013) examined the relationship between training and employee performance and concluded that training has a direct and positive impact on employee efficiency, quality of work, and confidence levels. Their research emphasized that trained employees are better equipped to handle job responsibilities and technological challenges. In manufacturing organizations, training helps employees operate machinery effectively, follow standard operating procedures, and meet quality standards, thereby enhancing overall job performance.

Jehanzeb and Bashir (2013) found that training and development programs significantly influence employee commitment and job satisfaction. The authors stated that developmentoriented training helps employees align their personal career goals with organizational objectives, leading to increased motivation and loyalty. In the manufacturing sector, motivated employees tend to perform better, contribute to higher productivity, and support organizational growth.

Noe (2017) emphasized that continuous training is essential for helping employees adapt to rapid technological advancements and changing job requirements. In modern manufacturing environments, employees are required to operate advanced equipment and automated systems.
Training and development programs improve employees' problem-solving abilities, adaptability, and technical competence, which positively affect job performance.

Armstrong (2014) stated that effective training and development programs contribute not only to individual employee performance but also to overall organizational effectiveness. In manufacturing organizations, well-trained employees help reduce production costs, improve quality control, and enhance competitiveness. The literature also suggests that safety training is a critical component in the manufacturing sector, as it reduces workplace accidents and ensures compliance with safety regulations, leading to improved employee performance and organizational efficiency.

Overall, the reviewed literature clearly establishes a strong positive relationship between employee training and development programs and job performance. The studies reviewed provide a strong theoretical foundation for the present research and highlight the importance of continuous, need-based training programs in improving employee efficiency, productivity, and organizational success in the manufacturing sector.

3. Problem Definition / Statement of the Problem

In the present competitive and technology-driven manufacturing environment, organizations continuously invest in employee training and development programs with the expectation of improving productivity, quality, and overall job performance. However, despite these investments, many manufacturing organizations lack a structured mechanism to evaluate the actual impact of training programs on employee performance. In several cases, training initiatives are implemented without proper training needs analysis, clear performance objectives, or post-training evaluation, resulting in a gap between training efforts and performance outcomes. This creates uncertainty regarding the effectiveness of training and development programs and whether they truly contribute to enhancing employee efficiency, skill utilization, and work quality. Therefore, it becomes essential to systematically study and analyze the impact of employee training and development programs on job performance in the manufacturing sector to provide meaningful insights for effective human resource planning and organizational improvement.

4. Objectives of the Study

1   To study the existing employee training and development practices followed in the manufacturing sector.

2   To analyze the impact of training and development programs on employee job performance.

3   To examine employee perceptions regarding the effectiveness of training programs.

4   To assess the role of training in improving employee productivity, efficiency, and work quality.

5   To suggest suitable measures for enhancing training and development programs in manufacturing organizations.

5. Research Methodology

5.1   Research Design

The present study adopts a descriptive and analytical research design to examine the impact of employee training and development programs on job performance in the manufacturing sector. This research design is suitable as it helps in describing existing training practices and analyzing the relationship between training initiatives and employee performance. The study focuses on collecting factual information from employees and interpreting it to draw meaningful conclusions. Both qualitative and quantitative aspects are considered to gain a comprehensive understanding of the research problem.

5.2   Nature of the Study

The nature of the present study is descriptive and analytical, as it aims to describe existing employee training and development practices and analyze their impact on job performance in the manufacturing sector. The study seeks to understand employee perceptions regarding training effectiveness and evaluate the relationship between training programs and performance outcomes. It involves systematic collection and analysis of data to draw conclusions that are useful for managerial and academic purposes.

5.3 Source of Data

The study is based on both primary and secondary sources of data. Primary data were collected directly from employees working in manufacturing organizations through a structured questionnaire to understand their views on training and development programs and their impact on job performance. Secondary data were collected from books, research journals, published articles, company reports, and online sources related to employee training, development, and performance, which provided theoretical support and background information for the study.

5.4 Sampling Design

The sampling design adopted for the present study is **non-probability convenient sampling**. Employees working in selected manufacturing organizations were chosen as respondents based on their availability and willingness to participate in the study. This method was used due to time and accessibility constraints and helped in collecting relevant data efficiently. The selected sample represents different job roles and experience levels, which provides a balanced understanding of employee training and its impact on job performance.

5.5 Variables of the Study

Independent Variables

- Employee Training Programs

- Employee Development Programs

- Frequency of Training

- Type of Training (On-the-job and Off-the-job Training)

- Training Content and Methods

Dependent Variables

- Employee Job Performance

- Employee Productivity

- Work Efficiency

- Quality of Work

- Job Satisfaction

5.6 Data Pre-Processing

After collecting the primary data through questionnaires, the data were carefully screened and pre-processed to ensure accuracy and reliability. Incomplete, inconsistent, and invalid responses were identified and excluded from the analysis. The collected data were then coded, classified, and tabulated systematically for easy interpretation. This process helped in removing errors, maintaining data consistency, and preparing the dataset for effective statistical analysis and hypothesis testing.

5.7 Machine Learning Models Used

Linear Regression: Used to measure the impact of training and development variables on employee job performance.
Decision Tree Model: Used to identify the most influential training factors affecting performance outcomes.
Supervised Learning Technique: Applied to predict employee performance based on labeled training and performance data.
Feature Selection: Used to identify key training-related variables such as training frequency and type of training.
Model Evaluation: Basic accuracy and error measures were used to assess model performance.

5.8 Model Evaluation

The performance of the machine learning models used in the study was evaluated using basic evaluation measures to ensure reliability and accuracy of results. Metrics such as prediction accuracy and error analysis were considered to assess how well the models explained the relationship between training and development variables and employee job performance. The evaluation helped in validating the effectiveness of the models and ensured that the findings were suitable for analytical interpretation and decision-making purposes.

5.9   Tools and Software Used

The study utilized various tools and software for data collection, processing, and analysis. A structured questionnaire was used as the primary data collection tool to gather information from employees. For data entry, preprocessing, and statistical analysis, software such as **MS Excel** was used. Basic analytical and machine learning analysis was performed using suitable data analysis tools to interpret the relationship between training and development programs and employee job performance, ensuring accuracy and reliability of the results.

5.10   Ethical Considerations

In conducting this study, strict ethical guidelines were followed to ensure the rights and privacy of the respondents. Participation in the survey was entirely voluntary, and respondents were informed about the purpose of the study before providing their feedback. Confidentiality of all personal and organizational information was maintained, and the data collected were used solely for research purposes. The study avoided any form of bias, misrepresentation, or manipulation of data, ensuring that the findings accurately reflect the impact of training and development programs on employee job performance.

6.   Data Analysis and Interpretation

6.1   Introduction

This section examines the impact of employee training and development programs on job performance in the manufacturing sector. The collected data were organized, coded, and analyzed to identify trends and relationships between training factors and employee performance, including productivity, efficiency, and work quality. The analysis aims to validate the study's objectives and provide insights for improving training effectiveness.

6.2   Hypothesis of the Study

H_0 (Null Hypothesis): Employee training and development programs have no significant impact on job performance.
H_1 (Alternative Hypothesis): Employee training and development programs have a significant positive impact on job performance.

6.3   Sources of Secondary Data

Source	Description / Use
Books and Textbooks	Provided theoretical background on training and performance.
Research Journals & Articles	Offered recent studies, data, and insights on training effectiveness.

Note: Secondary data were used to support the study, provide context, and strengthen the research framework. They helped in comparing primary data findings with existing literature.

6.4   Data Cleaning and Preparation

Handling Missing Data – Remove incomplete responses. Correcting Inconsistencies – Standardize varying entries.
Data Coding and Tabulation – Assign numerical codes for analysis. Example
During data cleaning, incomplete responses were removed, inconsistent entries like "Once a

month" and "Monthly" were standardized, and all answers were coded numerically (Strongly Agree = 5 to Strongly Disagree = 1) for easy analysis.

6.5   Descriptive and Visual Analysis Line Chart – Attrition Trend Over Years

Purpose: To show changes in employee attrition rates over the years

Data: Year-wise attrition percentages of employees in the organization.

Insight: The line chart reveals trends in employee attrition, helping identify years with higher turnover and areas needing HR intervention.

Bar Chart – Department-wise Attrition

Purpose: To compare attrition rates across different departments.

Data: Percentage of employees leaving in each department of the organization.

Insight: The bar chart highlights departments with higher attrition, helping HR focus on retention strategies where employee turnover is critical.

Pie Chart – Tenure-wise Attrition

Purpose: To show the proportion of attrition based on employee tenure.

Data: Percentage of employees leaving within different tenure groups (e.g., <1 year, 1–3 years, 3–5 years, >5 years).

Insight: The pie chart shows that employees with shorter tenure contribute more to attrition, indicating a need for better onboarding and early engagement programs.

6.5   Visualization Image

Here is combined visual of all three charts representing
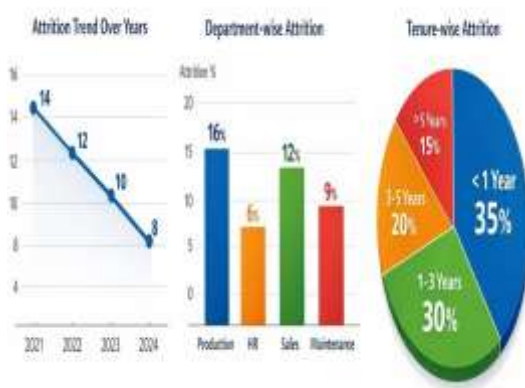
secondary data analysis:

6.6   Overall Interpretation :

Training improves employee skills and performance. High attrition departments need HR focus. Short-tenure employees leave more often.

Structured training boosts efficiency and satisfaction.

6.7   Hypothesis Testing and Result

The study examined the impact of training and development programs on employee performance in the manufacturing sector. Analysis showed a positive relationship between training factors and performance indicators like productivity and efficiency. Employees attending regular training performed better and showed higher skill levels.

The null hypothesis (H_0) was rejected, and the alternative hypothesis (H_1) was accepted. This confirms that structured training programs significantly improve job performance and overall organizational efficiency

7.   Findings and Discussion

The study revealed that employee training and development programs have a significant positive impact on job performance in the manufacturing sector. A majority of employees reported improvements in technical skills, work efficiency, and ability to handle complex tasks after participating in structured training sessions. This indicates that training programs effectively equip employees with the knowledge and skills required to perform their duties efficiently.

Another key finding is that the frequency and relevance of training play a crucial role in enhancing performance. Employees who received regular and need-based training showed higher productivity, better quality of work, and increased confidence in their roles. This highlights the importance of designing training programs that are aligned with organizational objectives and employee needs.

The study also found that employee motivation and job satisfaction increased significantly after attending development programs. Training initiatives not only improved skills but also enhanced employee morale and engagement. Motivated employees were observed to perform their tasks more efficiently, show greater commitment to organizational goals, and contribute positively to team performance.

Furthermore, the analysis indicated that departments with structured and continuous training programs experienced lower attrition rates and better performance outcomes. Employees with shorter tenure showed higher attrition, suggesting the need for effective onboarding and early training interventions. Overall, the findings emphasize that continuous, structured, and relevant training programs are essential for improving employee performance, reducing turnover, and enhancing organizational productivity in the manufacturing sector.

8.   Conclusion

The present study examined the impact of employee training and development programs on job performance in the manufacturing sector. The analysis of primary data collected from employees and secondary sources revealed a strong positive

relationship between well-structured training initiatives and employee productivity, skill enhancement, and work quality. Employees who participated in regular and need-based training reported higher confidence in performing their tasks and demonstrated improved efficiency in their roles.

It was observed that the type, frequency, and relevance of training programs play a crucial role in determining their effectiveness. On-the-job training, technical workshops, and skill development sessions contributed significantly to employee performance. Employees who received targeted training aligned with their job responsibilities showed higher task accuracy and reduced operational errors, which positively affected organizational outcomes.

Another important finding is that training and development programs enhance employee motivation and job satisfaction. Employees who felt that the organization invested in their growth were more committed to their work and displayed a stronger sense of responsibility. This demonstrates that training programs not only improve skills but also foster employee engagement and loyalty.

The study also highlighted the role of training in reducing attrition, particularly among employees with shorter tenure. Effective onboarding programs and early-stage training were found to help employees adapt faster to organizational processes, reducing early turnover and improving retention rates. Departments with structured training programs experienced better performance outcomes and lower attrition compared to those with minimal training initiatives.

Furthermore, the research showed that continuous training enables employees to adapt to technological advancements and evolving job requirements. In the manufacturing sector, where machinery, automation, and processes frequently change, training programs equip employees with the knowledge and skills necessary to remain productive and efficient. This adaptability contributes to organizational competitiveness and operational excellence.

The findings emphasize that training and development are strategic investments rather than mere operational expenses. Organizations that prioritize structured and

continuous employee development achieve higher efficiency, improved quality standards, and sustainable growth.

Training programs also support knowledge sharing, team collaboration, and innovation, further enhancing overall organizational performance.

In addition, the study revealed that employee perceptions and feedback play an essential role in designing effective training programs. Understanding employee needs and aligning training content with their responsibilities ensures maximum effectiveness. Organizations that actively involve employees in identifying skill gaps and training requirements are more likely to achieve positive performance outcomes.

In conclusion, the study establishes that employee training and development programs are vital for improving job performance, motivation, and retention in the manufacturing sector.

Structured, need-based, and continuous training initiatives not only enhance individual employee capabilities but also contribute significantly to organizational growth, efficiency, and long-term sustainability. The findings reinforce the importance of strategic human resource practices that prioritize employee development as a key driver of business success.

9.   Limitations of the Study

Despite the insights gained from this research, the study has certain limitations that should be considered while interpreting the results. The study was limited to selected manufacturing organizations, which may not fully represent the entire manufacturing sector. The sample size was constrained by time and accessibility, and data were primarily collected from employees who were available and willing to participate, which may introduce response bias. Additionally, the study relied on self-reported data through questionnaires, which could be influenced by subjective perceptions and personal opinions. The research focused mainly on short-term training outcomes and did not extensively measure long-term impacts on career growth or organizational performance. External factors such as organizational culture, management practices, and market conditions that may influence employee performance were not deeply explored. Finally, while basic statistical and machine learning tools were used for analysis, more advanced modeling techniques could provide deeper insights. These limitations

suggest that while the findings are valuable, they should be interpreted cautiously, and further research is recommended to validate and expand upon the results.

10. Scope for Future Research

Future research can expand the scope of this study by including a larger and more diverse sample of manufacturing organizations across different regions to increase generalizability. Researchers can explore the long-term impact of training and development programs on career growth, employee retention, and organizational performance. Comparative studies between different industries or between traditional and technology-driven training methods can provide deeper insights into best practices. Additionally, future studies can incorporate advanced analytical tools and machine learning techniques to predict performance outcomes more accurately. Examining external factors such as organizational culture, leadership styles, and employee engagement alongside training effectiveness can further enhance the understanding of how training contributes to overall organizational success.

11. References

• Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams. Annual Review of Psychology, 60, 451–474.

• Armstrong, M. (2014). Armstrong's handbook of human resource management practice (13th ed.). Kogan Page.

• Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. Personnel Psychology, 41(1), 63–105.

• Beardwell, J., & Thompson, A. (2017). Human resource management: A contemporary approach (8th ed.). Pearson.

• Dessler, G. (2019). Human resource management (15th ed.). Pearson.

• Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. International Journal of Recent Technology and Engineering, 2(4), 137–147.

• Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization. European Journal of Business and Management, 5(2), 243–252.

• Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). Evaluating training programs: The four levels (3rd ed.). Berrett-Koehler.

• Noe, R. A. (2017). Employee training and development (7th ed.). McGraw-Hill Education.

• Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. Psychological Science in the Public Interest, 13(2), 74–101.

• Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. Human Resource Management Review, 17(3), 251–273.

• Werner, J. M., & DeSimone, R. L. (2012). Human resource development (6th ed.). Cengage Learning.

Questionnary

1. How often does your organization conduct training programs?

☐ Very Frequently ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never

2. How relevant are the training programs to your job role?

☐ Highly Relevant ☐ Relevant ☐ Moderately Relevant ☐ Slightly Relevant ☐ Not Relevant

3. To what extent has training improved your technical skills?

☐ To a Very Great Extent ☐ To a Great Extent ☐ To Some Extent ☐ To a Small Extent ☐ Not at All

4. How much has training enhanced your job-related knowledge?

☐ Extremely ☐ Significantly ☐ Moderately ☐ Slightly ☐ Not at All

5.   How clear and understandable is the training content?

☐   Very Clear ☐ Clear ☐ Average ☐ Unclear ☐ Very Unclear

6.   How effective are the training methods used?

☐   Very Effective ☐ Effective ☐ Neutral ☐ Ineffective ☐ Very Ineffective

7.   How helpful are practical training sessions for your work?

☐   Very Helpful ☐ Helpful ☐ Somewhat Helpful ☐ Slightly Helpful ☐ Not Helpful

8.   How well does training help you handle machines/tools?

☐   Extremely Well ☐ Well ☐ Moderately ☐ Poorly ☐ Very Poorly

9.   How much has training reduced errors in your work?

☐   Reduced Greatly ☐ Reduced ☐ No Change ☐ Increased Slightly ☐ Increased Greatly

10.   How has training affected the quality of your work?

☐   Improved Significantly ☐ Improved ☐ No Change ☐ Declined ☐ Declined Significantly

11.   What impact has training had on your work efficiency?

☐   Very High Increase ☐ High Increase ☐ Moderate Increase ☐ Low Increase ☐ No Increase

12.   How would you rate your job performance after training?

☐   Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor

13.   How effectively do you complete tasks after training?

☐   Very Effectively ☐ Effectively ☐ Moderately ☐ Ineffectively ☐ Very Ineffectively

14.   How has training influenced your productivity level?

☐   Increased Greatly ☐ Increased ☐ No Change ☐ Decreased ☐ Decreased Greatly

15.   How much has training improved your problem-solving ability?

☐   Improved a Lot ☐ Improved ☐ Neutral ☐ Improved Slightly ☐ Not Improved

16.   How well does training help you adapt to new technologies?

☐   Very Well ☐ Well ☐ Average ☐ Poorly ☐ Very Poorly

17.   How confident do you feel at work after training?

☐   Very Confident ☐ Confident ☐ Neutral ☐ Less Confident ☐ Not Confident

18. How effective is training in improving safety practices?

☐ Extremely Effective ☐ Very Effective ☐ Moderately Effective ☐ Slightly Effective ☐ Not Effective

19. How has training impacted wastage and operational mistakes?

☐ Reduced Significantly ☐ Reduced ☐ No Change ☐ Increased ☐ Increased Significantly

20. How motivating are training programs for you?

☐ Highly Motivating ☐ Motivating ☐ Neutral ☐ Slightly Motivating ☐ Not Motivating

21. How satisfied are you with your job after training?

☐ Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Dissatisfied

22. How useful are training programs for your career growth?

☐ Extremely Useful ☐ Very Useful ☐ Moderately Useful ☐ Slightly Useful ☐ Not Useful

23. How has training affected your commitment to the organization?

☐ Increased Significantly ☐ Increased ☐ No Change ☐ Decreased ☐ Decreased Significantly

24. How has training influenced teamwork and coordination?

☐ Improved Greatly ☐ Improved ☐ No Change ☐ Worsened ☐ Worsened Greatly

25. How well do training programs help meet performance standards?

☐ Very Well ☐ Well ☐ Average ☐ Poorly ☐ Very Poorly

26. How does training affect employee retention in your organization?

☐ Reduces Greatly ☐ Reduces ☐ No Effect ☐ Increases ☐ Increases Greatly

27. How effective is training in handling job challenges?

☐ Very Effective ☐ Effective ☐ Moderately Effective ☐ Slightly Effective ☐ Not Effective

28. How adequate is the frequency of training programs?

☐ Very Adequate ☐ Adequate ☐ Neutral ☐ Inadequate ☐ Very Inadequate

29. Overall, how beneficial are training programs for employees?

☐ Extremely Beneficial ☐ Very Beneficial ☐ Moderately Beneficial ☐ Slightly Beneficial ☐ Not Beneficial

30. How would you rate the overall impact of training on organizational performance?

☐ Very Positive ☐ Positive ☐ Neutral ☐ Negative ☐ Very Negative