

A STUDY ON EFFICIENCY AND EFFECTIVENESS OF TRAINING

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ABSTRACT

Training plays a significant role in the performance of organisations and to the experiences of people in work. Training results in productivity, health and safety at work place and individual growth. Hence today's organizations adopt their resources for continuous training and development of their manpower. Organizations which are constantly creating new knowledge, extending it through the entire organization and executing it within the current technologies, develop new products and services. Training outcome is the determination of enrichment in the trainees' knowledge, skill and psychological pattern within the institution as an impact of training program. This measurement is useful align the cost incurred in the design and implementation of training with the associated benefits. Thus, it implies whether the training has been able to provide its expected goals and objectives. The aim of this paper is to analyse the model of training effectiveness for the execution by the human resources development executives in their planning, organising and training program.

Key words: Employee Training, Employee Development, Employee Productivity.

INTRODUCTION

1.1 Introduction

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. In addition to the basic training required for a trade, occupation or profession observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

1.1.3. Need for Training

Every organization should provide training to all the employees irrespective of their qualifications and skills. Specifically the need for training arises because of following reasons:

- Environmental changes
- Organizational complexity
- Human relations
- To match employee specifications with the job requirements and organizational needs.
- Change in the job assignment.

1.1.4 Importance of Training

- New candidates who join an organization are given training. This training familiarize them with the organizational mission, vision, rules and regulations and the working conditions.
- The existing employees are trained to refresh and enhance their knowledge.
- If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing a new equipment, changes in technique of production, computer implantment. The employees are trained about use of new equipments and work methods.
- When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

1.1.7 .Objectives of the Study

1. To study the training effectiveness on employee overall performance.
2. To analyse the types of training that is provided to the employees in Service sectors.
3. To analyse overall performance towards improving training activities.
4. To measure employee performance after the training provided.
5. To suggest and conclude the study with its emerging findings.

1.2 REVIEW OF LITERATURE

Phillips and Pulliam (2000) examined and presented an additional instrument of training output ,return on investment (ROI), adopted by companies as the stress placed on Human Resource Departments to provide measures of output for total quality management (TQM) and continuous quality improvements (CQI) and the challenge of outsourcing due to downsizing. Discussion was found in the training and advancement literature about the use of ROI measures of training activities .Training and advancement professionals perceived that ROI was too challenging and not reliable method to adopt for training evaluation (Barron, 1997).

Stufflebeam (2001) referred analysis as a research method and applied support to measure an object's benefit and value . According to Stufflebeam's (2001) investigation was used to analysed the technique of in this literature review. The reason for choosing Stufflebeam's meaning was based on the executability of the definition across multiple disciplines. Based on this definition of evaluation, the Kirkpatrick Model was the most frequently reported model of evaluation.

Bozionelos 2002 Placing employees in staff mentorship positions as mentors is another technique has been identified as increasing employees' skills and efficiency, while also enhancing their reputation among managers, which can lead to greater career success.

Barid, liayd, grith Darrell, lunderson, john,2003.This article focuses on training and development strategies require remodeling due to globalization and fast moving business. In order to enhance performance with less cost and development certain as peers of business, learning opinions frameworks has been defined.

Astroth 2004suggest that training should result in what the designation provides and the skills necessary for work potential.

Jackson 2006 With regard to scheduling staff development, suggests that the timing of staff development can affect the success of the development program, itself. Consequently, she recommends that the timing of the training schedule be developed with consideration of staff needs and wants in terms of strategies for effective implementation. As for the ideal format of staff development, recommends that trainings focus on the "main points" and take into account diverse learning modalities, by including "hands on" activities as well as time for discussion and questions.

Kirkpatrick, 1971 Kirkpatrick's first level of measurement, reaction, is defined as how well the trainees liked the training program. The second measurement level, learning, is designated as the determination of what knowledge, attitudes, and skills were learned in the training. The third measurement level is defined as behavior. Behavior outlines a relationship of learning (the previous measurement level) to the actualization of doing. Kirkpatrick recognized a big difference between knowing principles and techniques and using those principles and techniques on the job. The fourth measurement level, results, is the expected outcomes of most educational training programs such as reduced costs, reduced turnover and absenteeism, reduced grievances, improved profits or morale, and increased quality and quantity of production.

1.3ANALYSIS AND INTERPRETATIONS

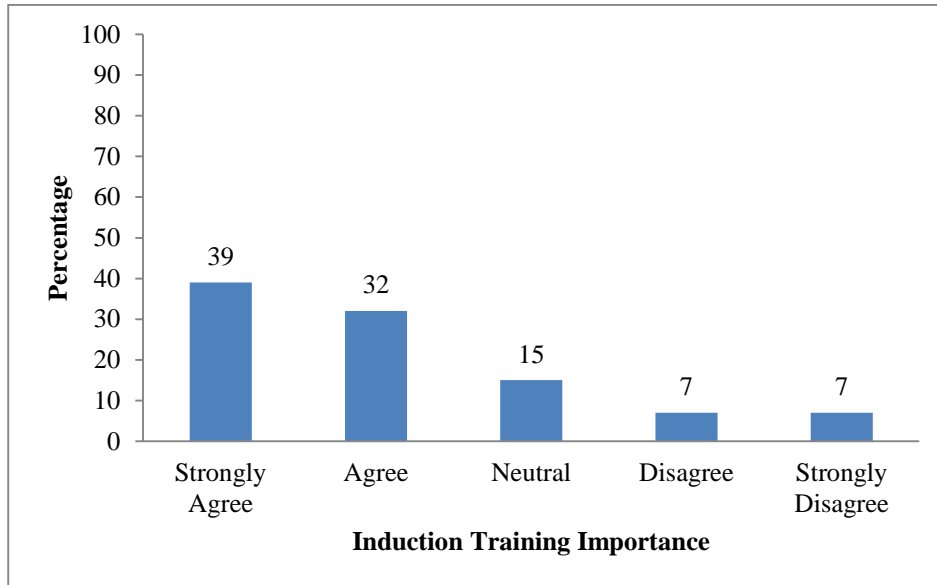
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Training necessary For Employees	45	20	14	15	6
Induction training Importance	39	32	15	7	7
Get innovative ideas	43	20	15	14	8
My career path is Shape attending training	27	30	22	10	11

1.3.1 Percentage Analysis

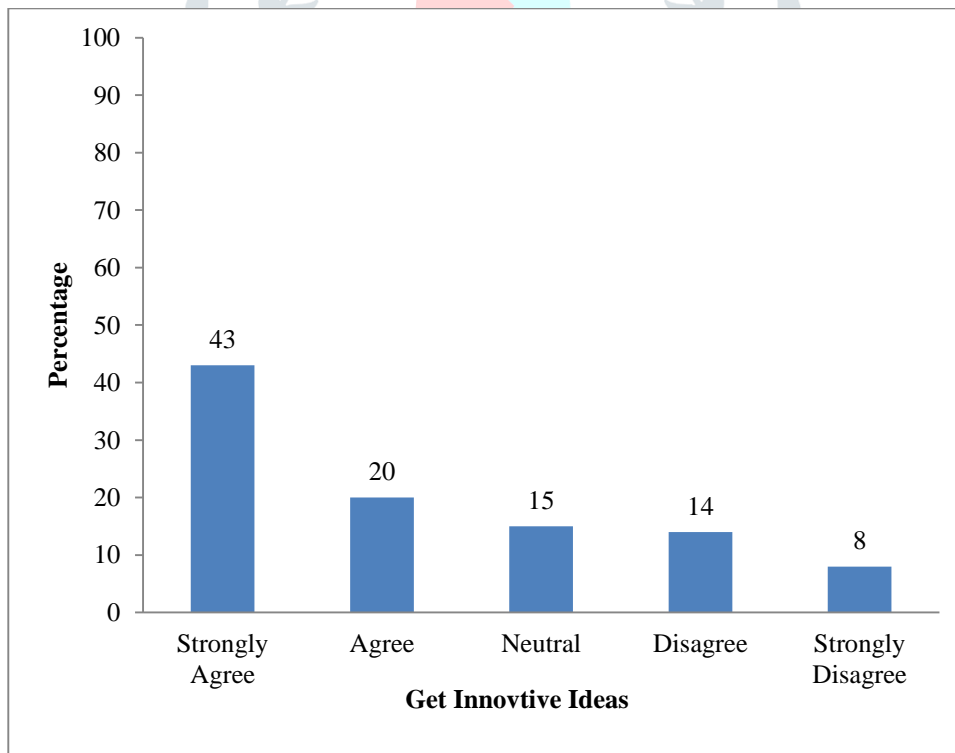
Percentage is used in making comparison between two or more series of data. Percentages are used in to describe relationship it can be used to compare in relative terms the distribution of two or more series of data.

$$\text{Percentage Analysis} = (\text{No. of Respondents} / \text{Total No. of Respondents}) * 100$$

Induction training importance



Get Innovative Ideas



1.3.2 Weighted Average Method

An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average weighted are the equivalent of having that many like items with the same value involved in the average.

$$\text{Weighted Average Mean} = \frac{\sum wx}{\sum x}$$

Where,

W=Relative Weight (%)

X=value

Weighted Age

Highly Satisfied – 5

Satisfied – 4

Neutral – 3

Dissatisfied – 2

Highly Dissatisfied – 1

Employee Pay & Promotion

Opinion	No.of.Respondents	Weighted Age	Total weight($\sum WX$)
Highly Satisfied	36	5	180
Satisfied	26	4	104
Neutral	19	3	57
Dissatisfied	15	2	30
Highly Dissatisfied	4	1	4
Total	100	15	375

$$\text{Weighted Average Mean} = \frac{\sum WX}{\sum W}$$

$$= \frac{375}{15}$$

$$= 25$$

INFERENCE

From the above table, it is inferred that the employee pay and promotion is 25% it is highly favourable.

1.4 SUGGESTIONS

1. Organisation can arrange the training programmes at department wise in order to give focus Over the department particularly.
2. Improve induction training program to the new comers of the organisation for first impression is to be best.

3. Training programme must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.

1.5 CONCLUSION

This study was a learning experience for me and I came to know the training effectiveness programs in the organisation was positive in response but still more training effectiveness is needed in the organisation. So that the employees are motivated time by time and they should know their strength & weakness so that they can work on it & improve their knowledge & skills for the betterment of their organization.

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