

A STUDY ON EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMS IN METTALLURGICAL ENGINEERING INDUSTRIES, COIMBATORE.

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ABSTRACT

Training and development is concerned with the structure and delivery of acquisition of knowledge to improve efficiency and effectiveness of organisation. It is concerned with improving the existing skills and exploring the potential skills of the individual upgrading the employees' skills and extending their knowledge. Therefore, training is a key to optimizing utilization human Intellectual technological and entrepreneurial skills. In our India the training and development plays a vital role in growth of the organisation. Each organisation takes part in the economics development of the country.

KEYWORDS: *Training, development, growth, skills and knowledge.*

INTRODUCTION

Management finds deviations between employees' present specification and the job requirements and organizational needs. Training is needed to fill these gaps by developing and molding the employee skills, knowledge, attitude, behaviour, etc..., to the tune of the job requirements and organizational needs as felt Glaxo India, ICICI... The need for training also arises to increased productivity, improved quality of the productive/service; Help a company to fulfil its future personnel needs.

Training and development plays an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development.

All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development.

PHASES OF TRAINING

- Identification of training needs of employees
- Planning of training programme
- Preparation of trainees
- Implementation
- Evaluation

OBJECTIVES OF THE STUDY

- To study on evaluation of training and development activities undertaken by the company.
- To evaluate the participation level of employees in training programme.

- To find out whether all the employees have attained the objectives of the training.
- To study the impact of training on employees performance.

SCOPE OF THE STUDY

Training of employees and managers are absolutely essential in this changing environment. It is an important activity of HRD which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness. Development of self-confidence and assists everyone in self-management.

RESEARCH METHODOLOGY

Research Design

Research design is the plan, structure to answer whom, when, where and how the subject is under investigation. Here plan is an outline of the research scheme and which the researcher has to work.

Sample Size

120 respondents were taken for the study.

Sources of Data

Primary Data: Primary Data may be described as those data that have been observed and recorded by the researcher for the first time to their knowledge.

Secondary Data: Secondary Data refers to the data. Which is not newly generated but rather obtained from published sources, unpolished sources, information about the company, report on the study, review of literature etc.,

Mode of Data Collection: The mode of data collection is survey method. The survey method is more appropriate to the study.

Data collection Instrument: The instrument used for data collection through questionnaire. A questionnaire is simply a formalized set of questions for elicit information.

Tools Used

- Simple Percentage Method
- Chi-Square method
- Likert's Scale Analysis

REVIEW OF LITERATURE

Oladele Akin, (2013) Evaluation is increasingly being regarded as a powerful tool to enhance the effectiveness of training. Three major approaches to training evaluation: quality ascription, quality assessment and quality control are heightened. In order to enhance the effectiveness of training, evaluation should be integrated with the organizational life

Bramely (2015) believes that behavioural change is introduced through training evaluation presents a three part approach:

- Evaluation of training as a process
- Evaluation of changes in knowledge, skills, attitudes and levels of effectiveness

Campbell (2016) suggested evaluation can provide a sense of satisfaction and accomplishment to the personnel associated with a course or programme. Everyone needs feedback on how they are doing, and evidence that training is worthwhile is a source of pride. Apart from this, periodic evaluations are necessary to assure optimum training relevance, effectiveness, and cost efficiency.

Natarajan and Deepasree (2017) made a study on “Training climate in the burn standard company Limited, Salem, a Public sector undertaking. A prepared questionnaire was distributed to 145 employees at random. This result shows that training climate in the organization appears to be at an average level of 50%. There is a good deal of scope for improvement.

INTERPRETATION AND ANALYSIS
SIMPLE PERCENTAGE METHOD
TABLE NO 1
DESIGNATION OF THE RESPONDENTS

INTERPRETATION

It is concluded that 36% of the respondents were belongs to management, 27% of the respondents were belong to workers, 23% of the respondents were chief executives, 15% of the respondents were department head.

TABLE NO 2
TRAINING METHODS UNDERGONE IN METALLURGICAL ENGINEERING INDUSTRIES

Training Method	No. Of Respondents	Percentage
On the Job	70	58
Training Class	50	42
Total	120	100

INTERPRETATION

It is concluded that 58% of respondents have undergone on the job training and 42% of the respondents have undergone training classes.

CHI-SQUARE ANALYSIS-1

To find the relationship between age of the respondents and overall satisfaction about training programs.

Hypothesis

Ho= There is no significant difference between age of the respondents and overall satisfaction about training programs

H1= There is significant difference between age of the respondents and overall satisfaction about training programs

TABLE NO 3**AGE OF THE RESPONDENTS * OVERALL SATISFACTION ABOUT TRAINING PROGRAMS**

Chi-square Tests	Value	df	Asymp.sig.(2-sided)
Pearson Chi-square	23.041	4	.000
Likelihood Ratio	24.407	4	.000
Linear-by-Linear Association	6.226	1	.013
N of Valid Cases	120		

INTERPRETATION

Since the calculated value is 24.407 which is greater than table value 23.041 at 4 degrees of freedom, we accept the alternative hypothesis and there is significant difference between age of the respondents and overall satisfaction about training programs.

CHISQUARE TEST ANALYSIS-2

To find the significant relationship between gender of the respondents and training contributes to a large extent in improving the confidence of an employee

Hypothesis

Ho= There is no significant relationship between gender of the respondents and training contributes to a large extent in improving the confidence of an employee

H1= There is significant relationship between gender of the respondents and training contributes to a large extent in improving the confidence of an employee

TABLE NO 4**GENDER OF THE RESPONDENTS AND OPINION ABOUT TRAINING TO ENHANCE CAREER
Cross tabulation**

Chi-square Tests	Value	df	Asymp.sig.(2-sided)
Pearson Chi-square	24.456	4	.001
Likelihood Ratio	27.561	4	.000
Linear-by-linear Association	0.12	4	.164
N of Valid Cases	120		

INTERPRETATION

Since the calculated value is 27.561 which are greater than table value 24.456 at 12 degrees of freedom and 5% level of significance, we accept the alternate hypothesis. Hence we infer there is significant relationship between gender of the respondents and training contributes to a large extent in improving the confidence of an employee.

LIKERT'S SCALE ANALYSIS

TABLE NO 4

Opinion about Training and Development is given adequate importance in the organization

OPINION	NO. OF RESPONDENTS	PERCENTAGE	LIKERT'S SCALE (f)	TOTAL f(x)	LSV f(x)/100
Strongly Agree	15	12	5	75	0.75
Agree	39	32	4	156	1.56
Neutral	31	26	3	93	0.93
Disagree	16	13	2	32	0.32
Strongly Disagree	19	16	1	19	0.19
	120	100		375	3.75

High value = 5

Mean/Mid Value= 3

Low Value= 1

LSV=3.75

INTERPRETATION

3.75 is the value of Likert's Scale greater than the mean value shows that most of the respondents opinion about the Training and Development is given adequate importance in the organization.

FINDINGS

- Most 36% of the respondents were belongs to management.
- Most 58% of the respondents have under gone on-the job training.
- There is significant difference between age of the respondents and overall satisfaction about training programs.
- There is significant relationship between gender of the respondents and training contributes a large extent in improving the confidence of an employee.
- Most of the respondent's opinion about Training and Development is given adequate importance in the organization.

SUGGESTIONS

- Employees can be motivated with rewards and recognition.

- The organization must improve upon their working conditions.
- Proper training and development activities have to be provided to the employees.
- Awareness about career planning and development has to be made among employees.

CONCLUSION

Training and development programmes motivate and inspire employees to work harder and keep them loyal towards the organization. Training helps the employees to know the career opportunities available in organization. This knowledge enables the employees to select the career most suitable to his potential and this helps to improve employee's morale and productivity. And study concludes that in industry because of its monotonous task and due to tough pressure as well as more stress and frustration, need to be handling the careers of most valuable asset that is the people.

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