

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: www.ijarcsms.com

Training Effectiveness

Tarjani N. Mehta¹

Perusing D.L.L.
MKBhavnagar University
Bhavnagar – India

Krupa J. Bhatt²

Lecturer in M.J. College of Commerce
MKBhavnagar University
Bhavnagar – India

Abstract: Training is an area in which there have been considerable advances over the past few years including new methods, approaches, training aids and technology. Companies have been continuously training their employees. This study has been conducted with a view towards being able to contribute to these programmes in a constructive manner.

Training programmes assists in enhancing the efficiency and effectiveness of a person at work by improving and updating his professional knowledge, skill relevant to his work, cultivating appropriate behavior and attitude towards work and people. Also the training program involves considerable investment in terms of time, money and efforts. Thus it becomes necessary to study the effectiveness of the training program.

Companies for Human Resource Department. The sample survey based on structured questionnaire was conducted among the junior executives, operators and apprentice trainees who have undergone the training programme.

Keywords: Training, Effectiveness, employees, evaluation, on the job training, off the job training.

I. INTRODUCTION

Need for Training

After employees have been selected for various positions in an organization, training them for the specific tasks to which they have been assigned assumes great importance. It is true in many organizations that before an employee is fitted into a harmonious working relationship with other employees, he is given adequate training. Training is the act of increasing the knowledge and skills of an employee for performing a particular job. The major outcome of training is learning. A trainee learns new habits, refined skills and useful knowledge during the training that helps him improve performance. Training enables an employee to do his present job more efficiently and prepare himself for a higher-level job. The essential features of training may be stated thus:

- Increases knowledge and skills for doing a particular job; it bridges the gap between job needs and employee skills, knowledge and behaviours.
- Focuses attention on the current job; it is job specific and addresses particular performance deficits or problems.
- Concentrates on individual employees; changing what employees know, how they work, their attitudes toward their work or their interactions with their co-workers or supervisors.
- Tends to be more narrowly focused and oriented toward short-term performance concerns.

Training is needed to serve the following purposes:

- Newly recruited employees require training so as to perform their tasks effectively. Instruction, guidance, coaching help them to handle jobs competently, without any wastage.
- Training is necessary to prepare existing employees for higher-level jobs (promotion).

- Existing employees require refresher training so as to keep abreast of the latest developments in job operations. In the face of rapid technological changes, this is an absolute necessity.
- Training is necessary when a person moves from one job to another (transfer). After training, the employee can change jobs quickly, improve his performance levels and achieve career goals comfortably
- Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on organizational needs.
- Training is needed to bridge the gap between what the employee has and what the job demands.
- Training is needed to make employees more productive and useful in the long-run.
- Training is needed for employees to gain acceptance from peers (learning a job quickly and being able to pull their own weight is one of the best ways for them to gain acceptance).

II. OBJECTIVES OF RESEARCH

PRIMARY OBJECTIVE:

- To study the effectiveness of Training Programme.

SECONDARY OBJECTIVES:

- To know the employees awareness of Training Programme.
- To know the impact of Training Programme on trainees.
- To identify the employees opinion regarding the Training Programme.
- To understand the existing Training Programme conducted.
- To give suggestions based on findings.

Importance of Training in Companies

Training offers innumerable benefits to both employees and employers. It makes the employee more productive and more useful to an organization. The importance of training can be studied under the following heads:

Benefits to the business:

Trained workers can work more efficiently. They use machines, tools, and materials in a proper way. Wastage is thus eliminated to a large extent.

There will be fewer accidents. Training improves the knowledge of employees regarding the use of machines and equipment. Hence, trained workers need not be put under close supervision, as they know how to handle operations properly.

Trained workers can show superior performance. They can turn out better performance. They can turn out better quality goods by putting the materials, tools and equipment to good use.

Training makes employees more loyal to an organization. They will be less inclined to leave the unit where there are growth opportunities

Benefits to the employees:

Training makes an employee more useful to a firm. Hence, he will find employment more easily.

Training makes employees more efficient and effective. By combining materials, tools and equipment in a right way, they can produce more with minimum effort.

Training enables employees to secure promotions easily. They can realise their career goals comfortably.

Training helps an employee to move from one organization to another easily. He can be more mobile and pursue career goals actively.

Employees can avoid mistakes, accidents on the job. They can handle jobs with confidence. They will be more satisfied on their jobs. Their morale would be high.

Thus, training can contribute to higher production, fewer mistakes, greater job satisfaction and lower labour turnover. Also, it can enable employees to cope with organizational, social and technological change. Effective training is an invaluable investment in the human resources of an organization

Areas of Training cover by Companies

The Areas of Training in which training is offered may be classified into the following categories.

Communications: The increasing diversity of today's workforce brings a wide variety of languages and customs.

Computer skills: Computer skills are becoming a necessity for conducting administrative and office tasks

Ethics: Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.

Human relations: The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.

Quality initiatives: Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.

Safety: Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.

Knowledge: Here the trainee learns about a set of rules and regulations about the job, the staff and the products or services offered by the company. The aim is to make the new employee fully aware of what goes on inside and outside the company.

Technical Skills The employee is taught a specific skill (e.g., operating a machine, handling computer etc.) so that he can acquire that skill and contribute meaningfully.

Social Skills The employee is made to learn about himself and others, and to develop a right mental attitude towards the job, colleagues and the company. The principal focus is on teaching the employee how to be a team member and get ahead.

Techniques: This involves the application of knowledge and skill to various on-the-job situations.

In addition to improving the skills and knowledge of employees, training aims at moulding employee attitudes: When administered properly, a training programme will go a long way in obtaining employee loyalty, support and commitment to company activities.

III. METHODS OF TRAINING

There are various methods of training. The choice of any training methods depend upon several factors like cost of training, number of worker, depth of knowledge required, background of the trainees, purpose of training and so on.

The training methods may be divided into two groups:-

- **On the job training**
- **Off the job training**

On the job training: -

The most important type of training is training on the job. The experience of the actually doing something makes a lasting impression and has reality that other types cannot provide this training is for everybody from clerk to company president.

INTERNSHIP AND APPRENTICESHIP

VESTIBUL

SCHOOL COACHING

JOB ROTATION SIMULATION

ON THE JOB TRAINING

- **Vestibule training:** -

This method attempts to duplicate on the job situation in accompany classroom. It is classroom training, which is often imparted with the help of the equipment and machine, which are identical with those in use in the place of work. It is very efficient method used to train semiskilled personnel, particularly when many of the employees have to be trained for the same kind of work at same time. It is also save costly machines from being damaged by mishandling of the untrained workers.

- **Apprenticeship training:** -

Apprenticeship training programme tends towards more education than on the job training or vestibule training here major part of the training time is spent on – the – job productive work. Each apprentice is given a programme of assignment according to s predetermined schedule, which provides for efficient training and skills.

- **Simulation:** -

It is extension of vestibule training. The trainee works in the closely “duplicated real job condition”. This is essential in cases in which actual on – the – job practice is expensive, might result in serious injury and a costly error.

- **Demonstration and examples:** -

Here the trainer describes and demonstrates how to do a certain work. He performs the activity himself going through a step-by-step explanation of the „why“ , „how“ and „what“ of what he is.

- **Coaching:** -

Under this method the supervisor imparts job knowledge and skill to his subordinate. The emphasis in coaching on learning by doing.

- **Under study:** -

The supervisor gives training to a subordinate as his under study or assistant. The subordinate learn through experience and observation. It prepares the subordinate to assume the responsibility of superior job in case superior leave the organization.

- **Job rotation:** -

The purpose of position rotation is to broader and background the trainee in various job. The trainee is periodically rotated from job to job instead of sticking to one job only so that he acquires practical knowledge of different job that is diversified

knowledge. Job rotation is thus used by many organizations for all-round personality development of worker and more adaptability in them.

OFF THE JOB TRAINING METHODS ARE AS FOLLOWS:-

▪ Lectures:-

It is regarded as one of the simplest ways of imparting knowledge to the trainee, especially when facts, concepts or principles attitude, theories and problem solving abilities are to be taught, lectures are supplemented with discussion, film shows, case studies, role playing etc.

▪ Case Study:-

Under this method, a real business problem of the situation demanding solution, is presented to the group and members who are to be trained to identify the problems present, they must suggest various alternatives for tackling them, analyze them and find out their comparative suitability and decide.

▪ Conference and Seminars: -

A conference is basic to most participative group centered method of development. It led emphasis on small group discussions on organized subset matter and on the active participation of the members involved.

IV. EVALUATION OF TRAINING PROGRAM

INTRODUCTION AND PURPOSE OF EVALUATION OF TRAINING PROGRAM:

The process of examining a training program is called training evaluation. Training evaluation checks whether training program has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplace, or to the regular work routines.

Purpose of Evaluation

Feedback:

It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

Research:

It helps in ascertaining the relationship between acquired knowledge, transfer of knowledge at the work place, and training.

Control:

It helps in controlling the training program because if the training is not effective, then it can be dealt with accordingly.

Power games:

At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

Intervention:

It helps in determining that whether the actual outcomes are aligned with the expected outcomes.

V. METHODS OF TRAINING EVALUATION

As Organization spend a large amount of their time and resources in the training and development of their employees, it is important to evaluate these programs for their effectiveness.

- **Cost-Benefit Analysis:**

A Cost- benefit analysis helps in analyzing and evaluating any development efforts. A Cost-benefit analysis measures the benefits from the development program, against the monetary costs of development. These costs include the costs of materials, supplies, lost work time, travel expenses, consultant fees, and the like. Though it is easy to calculate the monetary costs it is difficult to translate the benefits into economic terms. For example, an improvement in an individual's Leadership skills cannot be measured in monetary terms. Though the cost benefit analysis sounds appealing, it may not always be practically useful.

- **Gap Analysis:**

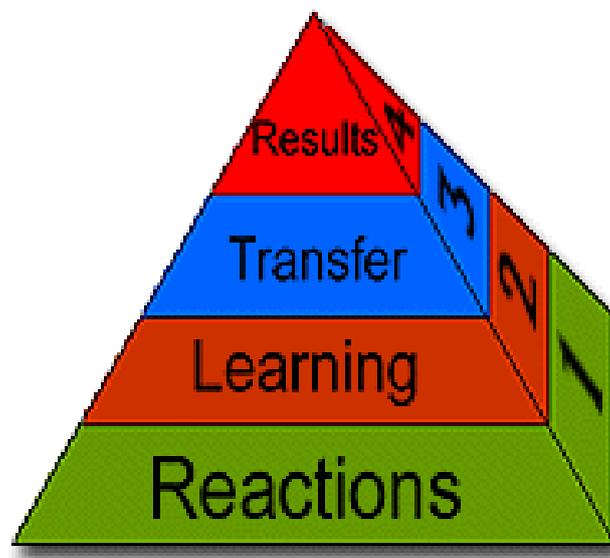
Another strategy to evaluate development efforts is to measure the extent to which the objectives of the program are met. Identifying the gap between the actual and desired level of performance helps in measuring the level of success of the development program. However this strategy depends on the quality of the objectives set.

- **Kirkpatrick Model:**

In the late 1950's D.L Kirkpatrick developed a model for evaluating workplace education programs. Kirkpatrick's system has four levels of evaluation. He proposed applying each level of evaluation to a program, which includes the participant's reaction, participant's learning, change in participant's behavior and impact of the program on the organizational effectiveness.

KIRKPATRICK'S MODEL IN BRIEF

ASSESSING TRAINING EFFECTIVENESS often entails using the four-level model developed by Donald Kirkpatrick (1994). According to this model, evaluation should always begin with level one, and then, as time and budget allows, should move sequentially through levels two, three, and four. Information from each prior level serves as a base for the next level's evaluation. Thus, each successive level represents a more precise measure of the effectiveness of the training program, but at the same time requires a more rigorous and time-consuming analysis.



VI. CONCLUSION

- Training should provide to all the employees for increasing their working efficiency.
- Provide the better environment to trainees to their training period.
- During the training period give the adequate knowledge about the organization climate in which they will work after completed their training.
- Efforts may be made to encourage employees to feel that they are the part of the reputed company and the training the training programmers are very important for them to increasing their working efficiency.
- The effects should be takes place to improve the relationship that feels trainers and trainees.

References

1. Research Study of NLP Training Effectiveness Dr Matt James.htm
2. www.scribd.com
3. www.researchandmarkets.com
4. http://humanlinks.ws/orgsn/training_effectiveness.htm
5. www.final-yearprojects.co.cc
6. www.answers.yahoo.com
7. en.wikipedia.org/
8. www.allprojectreports.com

AUTHOR(S) PROFILE



Tarjani N. Mehta completed her BBA in Finance from MJCC MKBhavnagar University. And MBA in Human Resources from Shahjanand Institute of Management Akvada Bhavnagar Gujarat Technological University (GTU).

Currently she is perusing Diploma Labor Law from M.K. Bhavnagar University.



Krupa J. Bhatt completed B.com and M.com in Accountancy from SNTD Bhavnagar Bombay University. Visiting lecturer at MJCC MKBhavnagar University.