



A RESEARCH STUDY ON IMPACT OF TRAINING PROGRAM ON EMPLOYEES JOB EFFICIENCY

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Abstract

For organisational productivity, training assumes great significance. Though it is a type of education, training is job oriented. It is skill learning. Training has greater significance for the success of modern organisations. Core competencies and expertise give the organisation an edge over their competitors, and training plays a vital role in developing and strengthening these competencies. Evaluation is the collection of analysis and interpretation of information about any aspects of a programme of training as part of a recognized process of judging its effectiveness, its efficiency and any other outcomes it may have. Since huge amount of money are spent on training. The last stage in the training process is the evaluation of results.

The study was conducted to evaluate the effectiveness of training programs in general and it was found that the training was effectively implemented and the employees are satisfied towards training program and their job efficiency has improved.

Keywords: Training Evaluation, Satisfaction, Job Efficiency.

INTRODUCTION

Training is process of learning a sequence programmed behavior. It is the application of knowledge. It gives an awareness of the rules and procedures to guide their behaviors. It attempts to improve their performance and prepares them for an intended job. Training is one of the processes required to turn new members of an organization into “productive insiders”.

Training facilitates employees to demonstrate new concepts, build skills, solve difficult interpersonal relationship and technical problems or gain insight into behavior accepted as “the way things are”.

A key assumption of training is that by giving employees skill and insight for identifying and defining organizational problems, individual will have greater capacity to change unsatisfying organizational structures, unproductive and processes. It is a catalytic process that depends largely on the abilities of informed and skilled members to develop their tools for change.

Lynton and Pareek – Training is one that consists largely of well organized opportunities for the participant to acquire necessary understanding and skill”. It has three distinct phases i.e. pre-training, training & post-training.

TRAINING EVALUATION

“Anything that cannot be measured cannot be improved” – Peter Drucker

Evaluation of training effectiveness is the process of obtaining information or data on the effectiveness of training program conducted and assessing the value of training in the light of that information. Evaluation involves controlling and correcting the training program.

Evaluation means appraisal or assessment. In terms of training it is a activity of assessing the impact of the training as compared to the objectives that were set for achievement through the program, evaluation is done by obtaining feedback from the trainees, trainers and the line managers of the concerned departments. Perspectives of colleagues can also be considered to obtain 360 degree evaluation.

Evaluation literally means the assessment of value or worth. It would simply mean the act of judging whether or not the activity to be evaluated is worthwhile in terms of set Criteria.

According to **Hamblin** (1970) defined evaluation of training as:

“Any attempt to obtain information (feedback) on the effects of training programme and to assess the value of training in the light of that information for improving further training”.

REASONS FOR TRAINING EVALUATION

There are various reasons for evaluating training, they are as follows:

1. Evaluation is important when the organization is not aware of the possible outcome of the training.

2. To justify the expenditure on future training programs. Evaluation enables HR department of the training manager to justify the expenditure on future training programs.
3. To measure effectiveness of approaches and techniques. Evaluation helps to assess the effectiveness of different approaches and techniques.
4. Evaluation provides feedback to trainers. It provides feedback regarding the performance and methods employed by the trainers.
5. Motivational for learners, evaluation can be motivational for learners as they know that they can give their opinions and secondly in many cases the data is used for performance evaluation and decisions regarding compensation and promotion.
6. It measures the degree of objectives achieved. It indicates to what extent the objectives have been met and whether and further training is needed for the individual or the group.

LITERATURE REVIEW

1. (Sujatha, Lakshmi, Selvakumar M, & Kumar, March- April (2013)) , focused more on the emerging need of training and development and its implications upon individuals and the employers. 108 employees were surveyed with the help of questionnaire which consists of questions related to pre training, training and post training. It was found that by identifying learning objectives trainees felt more achievement, came to know across a lot of new ideas, and were happy with the materials and facilities given for the trainees. It was found that Job effectiveness can be maintained with appropriate behavior or relationship among employees working in private banks.
2. (Aneesh & Vidyeeswari, Dec 2014), examined the employee's perception towards training and development program, employee's satisfaction level about the training program, employees perception towards the training need identification systems and to understand the employees satisfaction regarding the trainer and training environment. It was found /that the employees in the organization are satisfied with the training program conducted in the company. Most of the respondents are of the opinion that the quality of in-company programs was excellent but they had an opinion that that they have to increase the duration of training program in the company. After the training program the level of motivation, interpersonal relation, team spirit and confidence of employees has increased, but there was less improvement in intergroup relations.
3. (Venukumar, March 2012), he studied the impact of training and developing programmes in the field of operations where these type of programmes develops the individuals as well as organization, with a sample selection from the organization and as well as from the society. It was found how important in implementing the new trends in training and development in the department of operations and found that stress was a major obstacle for every individual and the organization and to sustain we need to manage it.
4. (Cullen, March 2011), Case study on Effective Training, was conducted at Oil and Gas industry, to discuss how new training videos were developed for high-risk, blue collar workers. It was found that workers in high-risk industries faced hazards that majority people never experience. whereas these industries have higher injury rates than other industries, maybe it is noteworthy that they perform their work with as few injuries as they are doing attributable to the workers concerned in rig moves perform dangerous and different task, NIOSH created a video where they Gathered Information on Work Cultures, About the O&G Industry and gathered as many story and compelled it into content and found that training will not work if it not acceptable to the workers.
5. (Chand & Ambardar, May 2010), investigated the importance and usage of training and development practices used in Indian hotels and identified whether it depends on the enterprise's demographic characteristics of Indian hotel enterprises. The study showed that there are significant differences on usage and importance of training and development practices in Indian hotels. Further it was suggested that there exists a positive relationship between training and development practices variables and hotel category and the type of enterprise.

STATEMENT OF THE STUDY

“Evaluation is the systematic acquisition and assessment of information to provide useful feedback about some object”.

An organization spends a huge amount of money on training and development, so it becomes almost important for the organization to evaluate how far the programme is useful and beneficial to the trainee or employee. Thus Evaluation helps determine the results of the training and development programme. The principle of training evaluation is taken for granted; over 95% of organisations carry out some kind of assessment. Evaluation protocols are systematically used to measure the satisfaction of participants, to measure knowledge acquisition, rarely used to measure changes in professional behaviours, and almost never used to measure the impact on business performance.

This paper highlights how the training is related to the efficiency of the job and individual satisfaction on overall training.

OBJECTIVES

- To study whether the employees are satisfied with the training program
- To study the various types of training provided to the employees in an organization
- To find out correct measures for the increasing the effectiveness of the training.

DATA COLLECTION

Primary data: Structured questionnaires (open-ended and close-ended).

Secondary data: Internet (World Wide Web) and Various Text Books.

Sample size: Sample size i.e. 100 employees.

HYPOTHESIS TESTING

H₀: There is no association between method of training and improvement in job efficiency

H₁: There is association between method of training and improvement in job efficiency

LIMITATIONS

- Some of the employees were unwilling to fill the questionnaire due to their busy time schedule.
- Some questionnaires were incomplete or ambiguous
- Some respondents took a long time to fill the questionnaire
- Sample size is restricted to 100
- Collection of data was limited by time as it was collected with a very short span.

DATA ANALYSIS AND INTERPRETATION

Table 1: Objectives of training were known

Particulars	No of Respondents	% of Responses
Strongly agree	30	30%
Agree	38	38%
Agreeable to some extent	22	22%
Disagree	6	6%
Strongly disagree	4	4%
Total	100	100%

Analysis: The above table indicates that 38% of the respondents agree to the fact of knowing the training objectives beforehand, in addition to 30% who strongly agree. But a small proportion of respondents 22% agree to some extent, 6 % disagree with this notion, 4 % strongly disagree.

Table no 2: Duration of training session was sufficient for learning

Particulars	No of Respondents	% of Responses
Strongly agree	44	44%
Agree	32	32%
Agreeable to some extent	18	18 %
Disagree	6	6%
Strongly disagree	0	0%
Total	100	100

Analysis: It is analyzed from the above table that, 44% of respondents fell that the training session was sufficient for learning.

Table no3: Training method

Particulars	No of Respondents	% of Responses
Job Instruction	30	30%
Class room training	32	32%
Online training	18	18%
Stimulation	5	5%
Total	100	100%

Analysis: It can be noted from the above table that 36% of the respondent opted for class room training.

Table no 4: The training aids used were helpful in improving the overall effectiveness of the programme.

Particulars	No. of Respondents	% of responses
Strongly agree	40	40 %
Moderately agree	20	20%
Can't Say	35	35%
Moderately Disagree	5	5%
Strongly Disagree	0	0%
Total	100	100%

Analysis: It can be analyzed from the above table that 40% of the respondents believe that the training aids used were helpful in improving the overall effectiveness.

Table no 5: Improvement in individual

Particulars	No of Respondents	% of Responses
Very much	28	28 %
Considerable	54	54%
To some extent	18	18%
No Change	0	0%
Total	100	100%

Analysis: It can be analyzed from the above table that 54% of them agree with the fact that there is considerable improvement in the individual who has undergone the training.

Table no6: Level of satisfaction

Particulars	No of Respondents	% of Responses
Highly satisfied	44	44%
Satisfied	32	32%
Neither satisfied nor dissatisfied	18	18%
Dissatisfied	6	6%
Highly dissatisfied	0	0%
Total	100	100%

Analysis: The above table indicates that 44% of the respondents are highly satisfied with the training programme and 32 % were satisfied.

Table no 7: The training manages to infuse knowledge and skill

Particulars	No of respondents	% of Responses
Very much	39	39%
Considerable	32	32%
To some extent	28	28%
Not at all	1	1%
Do not know	0	0%
Total	100	100%

Analysis: From the above table it can be analyzed that 39 % of them agree that training manages to introduce proper skills and knowledge in to the individual.

Table no 08: Rating of training faculty

Particulars	No of respondents	% of Responses
Excellent	56	56%
Above average	38	38%
Average	4	4%
Satisfactory	1	1%
Below average	0	0
Total	100	100%

Analysis: It can be analyzed from the above table that, 56 % of the respondents are happy with the training faculty, they feel that their training was excellent.

Table no 09: Improvement in training program

Particulars	No of Respondents	% of Responses
Very much	6	6 %
Considerable	36	36%
To some extent	34	34%
Not at all	20	20%
Do not know	4	8%
Total	100	100%

Analysis: It can be analyzed from the above table that 36 % of respondents agree with the fact that training needs a considerable amount of improvement.

Table no 10: Relevant to career development

Particulars	No of respondents	% of Responses
Strongly agree	12	12
Agree	58	58
Agreeable to some extent	30	30
Disagree	0	0
Strongly disagree	0	0
Total	100	100

Analysis: It can be analyzed from the above table that 58% of the respondents agree that the training programmes were in accordance to their career development.

Table no 11: Overall impression about training program

Particulars	No of respondents	% of Responses
Very beneficial	11	11 %
Beneficial	65	65%
Less beneficial	24	24%
Do not know	0	0%
Total	100	100%

Analysis: It can be analyzed from the above table 65% of the respondents agree that the training program was beneficial, while 11% agree that it was very beneficial, 11% answered that it was less beneficial.

Table no 12: Exiting and good learning experience in training program

Particulars	No of respondents	% of Responses
Strongly agree	4	4 %
Agree	62	62%
Agreeable to some extent	24	24%
Disagree	10	10%
Strongly disagree	0	0%
Total	100	100%

Analysis: It can be analyzed from the above table that 66% respondents believe that the training sessions were exciting and a good learning experience. 24% respondents agree to some extent while 10% differ in opinion, no one opted for strongly disagree.

Hypothesis Testing

Table no: 13: Job efficiency * Training method Cross tabulation

		Training method				Total
		Job instruction	Class room training	Online training	Stimulation training	
Strongly disagree	Count	6	2	2	2	12
	% within Job efficiency	50.0%	16.7%	16.7%	16.7%	100.0%
Disagree	Count	4	5	1	2	12

	% within Job efficiency	33.3%	41.7%	8.3%	16.7%	100.0%
Neutral	Count	5	6	0	1	12
	% within Job efficiency	41.7%	50.0%	0.0%	8.3%	100.0%
Agree	Count	9	7	6	3	25
	% within Job efficiency	36.0%	28.0%	24.0%	12.0%	100.0%
Strongly agree	Count	10	16	9	4	39
	% within Job efficiency	25.6%	41.0%	23.1%	10.3%	100.0%
Total	Count	34	36	18	12	100
	% within Job efficiency	34.0%	36.0%	18.0%	12.0%	100.0%

Table No:14

Chi-Square	Value	DF	Significance
Pearson	13.39105	12	0.03723

Analysis

The small value of Pearson's Chi-square test clearly states that there exists a significant relationship between training methods and job efficiency.

Interpretation

From the Chi-square test output table it can be inferred that a significance level of 0.03723 has been achieved .P-value is 0.03723>0.05 then we accept the alternate hypothesis.

CONCLUSION

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules or changing of attitudes and behaviors to enhance the performance of employees. It can be evident from the research that a company has to invest on training and developing its employees on the regular basis which would help the company grow and also in employee retention. An effective training should result in improvement of morale of employees and so should decrease in the rate of turnover, absenteeism, accident. The company should dedicate more time and adopt better techniques on training that will help in enhancing skills of employees.

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