

EVALUATION OF TRAINING & DEVELOPMENT

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Abstract: Training and development enhances efficiency and develops a systematic way of performing duties and assigned tasks. Moreover it bridges the gap between job requirement and employees present specification. Training like any other organizational activity requires time, energy and money. It is an investment in employee's productivity and retention by providing for career progression and employees job satisfaction over the long time. Therefore the organization needs to know whether their investment is being spent effectively or not. For this continuous evaluation of training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behavior. The present paper is descriptive in nature falls under the category of general review for understanding conceptual frame of evaluation its needs and purpose and the various models adopted by organization for evaluation purpose. Finally in conclusive remark paper suggests the most widely used model and what are the issues which lead to ignorance of evaluation as well as in the course of evaluation.

Introduction:

Training like any other organizational activity requires time, energy and money. It is a critical investment in a strategy that leads to internal promotion, succession planning and employees development. It is an investment in employees productivity and retention by providing for career progression and employees job satisfaction over the long time. Therefore the organization needs to know whether their investment is being spent effectively or not. For this continuous evaluation of training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behaviour.

Training increasing expenditure of training and development number of organisations is raising questions concerning the return on these investments. There is a decreasing willingness to spend money on faith and an increasing pressure to justify training and development costs. Baldwin and Ford have estimated that "In this context, it is imperative for those in the field to focus on evaluation of training and development and properly demonstrate and communicate to management that training efforts are making worthwhile contribution.

The workers can get the job satisfaction through their increase in profit, but sometimes the workers may find it difficult to concentrate in job as well as training process. Because training is carried out during their working time it. In Guru Krishna Textile Mills Ltd on -lion training is provided to the workers. Because it saves the time of the organization. As fresher and the workers are more they find it difficult to understand the organization does not provide separate room for training, because they have to concentrate in job as well as profit they are many factors which influence the job training.

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by an agency's workforce to achieve the requirements. An effective training needs assessment will help direct resources to areas of greatest demand. The assessment should address resources needed to fulfill organizational mission, improve productivity, and provide quality products and services. A needs assessment is the process of identifying the "gap" between performance required and current performance.

Meaning of training:

Training and development refers to any efforts to advance the present or prospected workers performance, by increasing an employee's capability through learning. This process changes the employee's mind -set and also boosts his/ her skills and knowledge.

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 whereas development is the act of improving by expanding or enlarging or refining and future growth. Training is an organized procedure for increasing the knowledge and skill of people for a specific objective which in general results in the change of behavior and attitude.

Definition:

Dale S. Beach defined training as "The organized procedure by which people learn knowledge and skill for a definite purpose"

Edwin B. Flippo: Training is the act of increasing the knowledge and skill of an employee for doing a particular job".

Training is needed for old employees whenever new machines and plants are introduced as these may have different procedure of working. Training is a continuous programmed before managers who always keep their subordinates up -to- date every training programmed should attempt to bring about positive change in the increase of training.

Difference between Training and Learning

There is a big difference

1. Training, implies putting skills people, when actually we should be developing people from the inside out, beyond skills, i. e., facilitating learning.

2. So focus on facilitating learning, not imposing training.

3. Emotional maturity, integrity, and compassion are more important than skills and processes. If you are in any doubt, analyze the root causes of your organization's successes and your failures -they will never be skills and processes.

4. Enable and encourage the development of the person in any way that you can.

5. Give people choice we all learn in different ways, and we all have our own strengths and potential, waiting to be fulfilled.

OBJECTIVES OF TRAINING:

- To identify the training and development program.
- To analyse the employee improvements after attending the training programme.
- To understand and function of training.
- To identify the problem of training and development program.
- To provide job related knowledge to the workers.
- To impart skills among the workers systematically that they may learn quickly.
- To improve the productivity of the workers and the organization.
- To reduce the number of accidents by providing safety training to the workers.

IMPORTANCE OF TRAINING:

1. Higher productivity:

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the technical skills.

2. Quality Improvement:

The customers have become quality conscious and their requirements keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

3. Reduction of Learning Time:

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

4. Industrial Safety:

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus they are less prone to industrial accidents.

Evaluation: A Comprehensive Approach

Evaluation of training and development is the most essential aspect of training programme. Generally all good training and development programmes start with identification of training and development needs and ends with evaluation (Gopal, 2009). Training evaluation ensures that whether candidates are able to implement their learning in their respective work place or to the regular routines (Nagar, 2009).

Phillips (1991) defined evaluation as a systematic process to determine the worth, value or meaning of something. Holli and Colabrese (1998) defined evaluation as comparisons of an observed value or quality to a standard or criteria of comparison. It is the

process of forming value judgements about the quality of programmes, products and goals. Boulmetis and Dutwin (2000) defined evaluation as the systematic process of collecting and analysing data in order to determine whether and to what degree objectives were or are being achieved. Schalok (2001) defined effectiveness evaluation as the determination of the extent to which a programme has met its stated performance goals and objectives. Evaluation in its crudest form, is the comparison of objectives with effects answer the question of how far training has achieved its objectives. Evaluation can be difficult because it is often hard to set measurable objectives and even harder to collect the information on the results or to decide on the level at which the evaluation should be made.

The process of evaluating training and development has been defined by Hamblin (1974) as, "any attempt to obtain information (Feedback) on the effects of training programme and to assess the value of the training in the light of that information. In other words evaluation may be defined as the systematic collection and assessment of information for deciding how best to utilise available training resources in order to achieve organisational goals. In other words training evaluation refers to process of collecting and measuring the outcomes needed to determine whether training is effective. The evaluation design refers to the collection of information -including what, how and from whom -that will be used to determine the effectiveness of the training programme (Noe, 2008).

Evaluation of training and development involves assessing whether it is achieving its objectives, it is effective or not. Training effectiveness refers to the benefits that the company and the company may include increased sales and more satisfied customers. However it is very difficult to measure the effectiveness of training and development because of its abstract nature and long term impact on the trainees and the organisation(prasad,2005).

Training Evaluation: Purpose And Need

An evaluation of a training programme can help an organisation meet different goals during the life of training programme. Evaluation of training programme has two basic rules aims -assessing training effectiveness and using it as a training aid. The primary aim of evaluation is to improve training by discovering which training processes are successful in achieving their stated objectives. Since evaluation affects learning, it can also be put to use as a training aid(knowledge of results facilitates good learning). The other purposes of training evaluation include the following:

- To determine whether the training and development objectives are being met.
- To determine the effectiveness of the different components of training and development programme.
- To determine whether the training and development programme justifies the cost.
- To assess which participants gained the most or the least from specific programmes.
- To conform to policy guidelines and documentation of training and development efforts.
- To determine if the extent of transfer of learning.

Models For Training Evaluation

1.Reaction level:

programme evaluation involves two general approaches -formative evaluation also known as internal and summative evaluation also known as external evaluation .Likewise reaction evaluation is a type of formative evaluation when the results are used for programme modification and the redesign of contents, course material and presentations.

The main purpose of reaction evaluation is to enhance the quality of training programmes which in turn leads to improved performance by measuring the participant,s reactions to training programme.

2.Learning level:

Evaluation at this level wants to differentiate between what they already knew prior to training and what they actually learned during the training programme. In other words it can be said that learning evaluation is the measurement of the increase in the knowledge or intellectual capability from before to after the learning experience.The evaluation should focus on measuring what was covered in the training even

3.Behaviour level:

Behaviour evaluation is the extent to which the trainees applied the learning and changed their behaviour, and this can be immediately and several months after the training, depending on the situation. This level evaluation wants to measure the transfer that has occurred in the learner,s skill to apply what he has learned in the classroom.change in the job behaviour is difficult and interpret than reaction and learning evaluation.

4.Result level:

Result level evaluation is the effect on the business or environment resulting from the improved performance of the trainee. Level four outcomes are not limited return on training investment (ROI). It can also include others major results that contribute to the well functioning of an organisation, it includes any outcome that the most people would agree is good for the business.

5.Context evaluation:

It involves evaluation of training and development needs analysis and formulating objectives in the light of these needs. It is aimed at determining the extent to which goals and objectives of the programme matched the assessed need of the organisation whether needs assessment is accurately identified an actual and legitimate need of organisation and relevant work culture.

6.Input Evaluation:

Input evaluation involves an examination of the intended content of the programme. It is designed to assess the extent to which programme strategies, procedures, and activities support the goals and objectives identified in the needs assessment and context evaluation. It involves evaluation of determining policies, budgets, schedules and procedures for organising programme.

Literature Review

Ramachandran (2010) has made an analytical study on effectiveness of training programme of different cadre of employees working in a public sector organization. The result reveals that employees different in effectiveness of training programme on the basis of demographic characters.

Saharan (2011) highlighted that most organization are taking feedback from employees for training effectiveness to maximize its benefits. In the ceaseless drive for a competitive edge, companies subscribe to the belief that smarter, better trained workers increase changes for success.

Nagar (2009) has viewed that training budgets are growing at a phenomenal pace as organization use training to build required skills, indoctrinate new employees transform banking culture merge new acquisition into the organization and build multiple skills for radically changing jobs.

Griffin (2010) finds that there is a mismatch between organizations desires to evaluate training and the extent and effectiveness of actual evaluation. There are a numbers of reasons for this including the inadequacy of current methods. The author has proposed a productivity based framework to focus data collection and the utilization of a metric to present results.

Conclusions:

Training evaluation is the most important aspect of training and development. It is a subject which has been much discussed but superficially carried out. There are various reasons for that which has been discussed earlier. One of the main reasons is that all models are descriptive and subjective in nature its indicators for evaluating training and development is not clearly given and explained. From the above discussion it has been found out that Kirkpatrick model is widely used model at reaction level but in this case also what should be the main indicators at reaction level and other levels is not explained properly. So after discussing a lot on the models for evaluating training and development it can be suggested that there are enough model for training evaluation. They should be further modified by giving its main indicators and explained properly about each issue so that evaluation of training and development can be properly carried out with greater effectiveness.

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