

Effectiveness of Training

*Prof. Archana Ramchandra Patil, #Prof. Bristi Biswas

*,#Viva college of Arts, commerce and science, Virar(w.), Maharashtra, India.

*archanapatil56@gmail.com, #bristibiswas50@gmail.com

ABSTRACT - Training is one of the important steps in human resource management. It is the activity of learning or teaching the skills and knowledge needed for a particular job or activity. It is concerned with developing a particular skill to a required standard by guidance and practices. Training is an effective tool due to which an employee comes in a position where he can show his skill & effectiveness. This paper focuses on how training is effective for the employees & how to measure its effectiveness. Training is the act of increasing the knowledge and skills of an employee. Training means changing the behaviour of an employee through learning new methods. Follow up sessions maybe repeated until the desired behaviour has been achieved. Training is necessary to keep the employees updated with the latest trends and technologies that are needed to survive in the competitive environment. Training is needed by every employee at work and different stages of work. The employee can be provided the insights about the new environment and its organisational dimensions.

KEYWORDS : Introduction, importance of training, methods of training, training effectiveness, measurement of training effectiveness.

I. INTRODUCTION

Training is a short term process which trains a semi skilled manager that can be utilised systematically & helps to learn technical know-how & show the skill & its purpose. Hence, training is the primary purpose of teaching & learning process which helps the members of the organisation where the learning process can be applied to perform their jobs effectively. Training is nothing but developing the competencies of an employee for the specific use. The primary objective of training is to improve overall performance of oneself. There is a need of continuous training to maintain, upgrade & update skills throughout working life. Training can be effective when employee demonstrates the desired behaviour change (new skill, new knowledge, etc.) after completing the training. Training has very broader scope. It can include physical training which focuses on physical fitness. i.e. military. This paper mainly emphasises on corporate job training.

II. IMPORTANCE OF TRAINING

1. Training facilitates innovation in the organisation. Employees can come up with new ideas, new schemes, new products etc. It gives competitive advantage to the organisation in the market.
2. Training leads to improvement in the performance of the employees. Therefore, the image of the firm improves in the mind of stakeholders of the organisation.
3. Training improves the efficiency of firm in the form of higher sales, higher market shares, higher profits etc.

4. Training helps to improve knowledge, skills & attitude of the employees which builds team work in the organisation.
5. Training ensures optimum utilisation of all resources of the organisation.
6. Training facilitates motivation of the employees. Due to training, there is higher performance in terms of sales & profits. Thus, / are / by giving monetary & non-monetary incentives.
7. Due to training, the overall performance of the employees improves in terms of product quality, delivery of product, service performance, etc. It leads to customer satisfaction.
8. Due to motivation, there is reduction in employees absenteeism & employees turnover.
9. Training may provide an opportunity for promotion to employees.

III. METHODS OF TRAINING

On the job methods

- **Job rotation** : Employees are transferred from one job to another. It reduces monotony of routine work. Employees get new knowledge. It also reduces employees turnover.
- **Understudy** : The subordinate is trained to perform the duties of superior as superior is likely to be transferred, retired.
- **Mentoring** : Senior employee can act as a mentor for junior employee. Mentoring is guiding & counselling the mentee. Mentor shares his success & failure stories with mentee.

- **Coaching & Counselling:** In coaching, the superior plays an active role. He may assist & advice the subordinate to complete the assigned task. In counselling, the superior plays a passive role. He may only provide advice to the subordinate.
- **Apprenticeship training :** A person gets job training under another person who is already mastered that job. It improves confidence in the trainee to handle the tasks effectively.
- **Planned progression :** It is same as job rotation but it involves higher position & higher pay and job rotation involves less or more same pay & position.

Off the job methods

- **Management games :** Employee can be trained with management games. He can learn by analysing the problems or situations & by making trial-and-error decisions.
- **Role playing :** The trainees play role of someone in the organisation. It improves the perception of trainee & leads to better human relations.
- **In-basket training :** The trainees are presented with a tray of papers & files containing simulated management problems. The decisions taken by several trainees are compared with one another.
- **Case study method :** Trainees are trained with the help of case studies. It develops independent thinking & decision making skill.
- **Sensitivity training :** This training is provided to build feelings towards others so as to develop team spirit.
- **Seminars, workshops & conferences :** In seminars, trainees present their papers on work related developments. Workshop leads to a good interaction between trainer & trainee. Conference is a large gathering representing various sections or divisions of the organisations.
- **Assessment centers :** The trainees are given a problem or situation to make decisions. If poor decisions are made, training is given to improve the decision making abilities of the trainee.
- **Brainstorming sessions :** It enables participants to learn from the views & ideas of other members of the group. It encourages free flow of ideas.

IV. TRAINING EFFECTIVENESS

Most of the companies in the world invest heavy finances on employee training & development. Providing only training is not enough. If management wants to have proper results of training, measurement of training effectiveness is very much essential. While planning for future training programmes, analysis of past training activities must be done. Training effectiveness is a measure that examines the degree to which training improved the employee's skill, knowledge & behaviour pattern within the organisation as a result of training. After delivering the training to

employees, employer must find answers for following questions :

- Was the training helpful for learners to gain required knowledge & skills?
- Were the learners in a position to implement their learning in actual job?
- How is training beneficial for other activities?

Positive answers to these questions said that training is effective & worth for the investment of an organisation. But to find out these answers, there is a need to measure the outcome of training.

V. MEASUREMENT OF TRAINING EFFECTIVENESS

Training involves time, effort & money. Therefore, it is advisable to find out the effectiveness of training programme.

1. **Observation method :** The management must closely observe the activities during the delivery of training programme. In this method, changed skills, knowledge, attitude & behaviour of the trainees can be closely observed.
2. **Test-retest method :** In this method, comparison is made between trainee's level of knowledge, skills & attitudes before and after training programme. Trainees are given a pre test before the start of the training programme to find out their existing knowledge, skills & attitudes and after completion of the programme, a similar test is conducted to assess their behavioural changes.
3. **Pre-post performance :** It is similar to the above method but here focus is on the evaluation of actual job performance. Trainee's performance in pre training period is compared with his performance in post training period. If post training performance is improved then training is said to be effective.
4. **TEST CONTROL METHOD :** Here, trainees are divided into two groups i.e. control group & test group. Control group work on job without any training and test group is given the training & guidance. Performances of both the groups are compared and if the performance of test group is improved, it can be said that training is effective.
5. **KIRKPATRICK'S FOUR LEVEL METHOD :** It is based on the four levels i.e. reaction, learning, behaviour & results
 - ❖ **Reaction :** It measures the trainee's reaction to training programme. Reaction can be evaluate in various terms like quality of training, topic of training, duration of the training programme, etc. It enables to make improvements in future training programmes. It also helps the employer to understand how well the training was received by the trainees. To judge the reaction of trainee,

various questions can be asked. Trainee can also be asked for a short interview. This may include :

- If programme contents were easy to understand.
 - Positive & negative points of training.
 - If programme was as per the perceptions & grasping power of employees.
- ❖ **Learning** : The management needs to measure the knowledge gained by the trainees and the changes in their attitude & skills. Before the training begins trainees should be tested to determine their skill, knowledge & attitude. Once the training is done, trainees can be tested again to check their learning improvement.
- ❖ **Behaviour** : The employer evaluates how far the trainees have changed or improved their work related behaviour after training. What the trainees have learnt at the training session must be put into practice at the work place. It is possible that they actually learned a lot, but that the organisational or team culture obstructs behavioural change. Management should give full support to the employees. They should develop the processes that encourage, reinforce & reward positive changes in behaviour. Effectively measuring behaviour is a long term process that should take place over weeks or months.
- ❖ **Results** : At this level, employer analyse the final results of training. This level is time consuming and costly. It is a difficult task to identify the results, benefits & economies which are related to the training & come up with the effective measures to tackle it for long run. The outputs include increase in productivity, increase in market share, reduction in absenteeism & employees turnover, etc. If the employer gets good results , it can be assumed that training programme is successful.

VI. CONCLUSION

Training is the process to improve the abilities & thereby overall performance of the organisation. In case of some factors such as job satisfaction, enjoyment of learning, exact measurement of effectiveness is not possible but it can be visible through employee's improved work performances. Training cannot be a one time activity, it is a continuous process. In reality, training effectiveness takes training maturity. Measurement of training effectiveness needs a proper methodology. This methodology should be flexible but it needs to be consistent and carry standards. If you don't have mature training function that follows best practices then there is no sense in wasting a lot of money & efforts in training programmes.

REFERENCES

- [1] Telling ain't training-2nd edition, by Harold D. Stolovitch and Erica J. Keeps, 2011
- [2] Design for how people learn(voices that matter), by Julie Dirksen, 2011
- [3] Training on trial: How workplace learning must reinvest relevant, by James and Wendy Kirkpatrick, 2010
- [4] Employee training & development by Raymond Noe, 2006
- [5] Transferring learning to behavior : Using the four levels to improve performance, by Donald L Kirkpatrick and James D. Kirkpatrick, 2005
- [6] How to measure training results : A practical guide to tracking the six key indicators, by Jack Philips and Ron Stone, 2002
- [7] Seven trends in corporate training and development, book by Ibraiz Tarique
- [8] Kirkpatrick's four levels of training evaluation , book by James D. Kirkpatrick and Wendy Kayser Kirkpatrick