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A STUDY OF EFFECTIVENESS OF TRAINING PROGRAM

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ABSTRACT

The research project entitled 'A Study of Effectiveness of Training Program' is an attempt to understand the opinion and attitudes of the various blue collar workers of the Sahyadri Starch & Industries Pvt. Limited Miraj MIDC, towards the maintenance of effectiveness of Training services provided by the Company. The data was collected through well-structured questionnaires, which contains closed end question. In the course of study, it was found that the training programs analyzed were provided to various blue collar workers of Sahyadri Starch & Industries Pvt. Limited Miraj MIDC. Random sampling technique was adopted for selecting sample units from the employees. The methods of data collection for the study include both primary and secondary data. The primary data were collected through questionnaire by conducting personal interview with the employees. The source of secondary data was company profiles and websites. A sample of 50 employees helped to analyze their satisfaction level and provide valuable suggestions. The statistical tool used for analyzing and interpreting the opinions of the employees and the tool includes simple percentage analysis. The results were presented with the help of different charts and diagrams. Findings of the study were drawn from the analyzing of data's, suggestions and conclusions have been made based on the findings.

KEYWORDS

training effectiveness, evaluation.

INTRODUCTION

Every organization desires that it will grow continuously and make and retain its position in the competitive and continuously changing market environment. For this purpose, the employees of the organization must be skilled and talented. But all the employees may not have the desired skills. Their skills can be improved with the help of training programs. It is an important activity for the origination to conduct appropriate and related program for its employees, so that may be able to understand the terms required for the completion of his job.

So the top management must concentrate on the training programs and organize them in such a way that maximum number of employees wants to attend these programs. These must be related to employees and their jobs. Rapidly Companies that pay lip-service to the need for training, by lazily setting aside a few hours a year, will soon find themselves at the receiving end when talented employees leave in frustration and other employees find it difficult to beat rivals with new products and improved ways of selling. To survive and flourish in the present day corporate-jungle, companies should invest time and money in upgrading the knowledge and skills of their employees constantly. For, any company that stops injecting itself with intelligence is going to die. The purpose of this project is making the students understand the basic principles, areas, and methods of training currently in use and to evaluate effectiveness of training in the corporate circles.

REVIEW OF LITERATURE

The primary goal of any training program is to impart to employees a new set of knowledge, skills, abilities, behavior or attitude. Training effectiveness refers to the extent to which the training objectives are achieved (Tai, 2003). In general, training effectiveness is evaluated by measuring a number of training and transfer outcomes. Kirkpatrick (1976) suggested that reaction, learning, behavior and results are four measures that are relevant for the evaluation of training outcomes (Tai, 2003). In Kirkpatrick's model, reactions refer to the extent to which trainees like and how they feel about training. Learning refers to the knowledge and skills acquired by the trainees. Behavior refers to the knowledge and skills transferred to the work situation by trainees. Result refer to the attainment of organizational objectives such as a reduction in absenteeism and personnel turnover, productivity gains and cost reduction (Liao et.al., 2006) Arthur (2003) argued that within the frame work of Kirkpatrick's model, questions about the effectiveness of training or instruction programmers are usually followed by asking, "effective in terms of what? Reactions, learning, behavior or results?" Bedingham (2003) pointed out that the only criteria that makes sense are those which are related to on the job behavior change. Alleger Tannenbaum, & Bennett (1995) stated that it is application to the job that, in most cases, defines training success. Mathieu et.al.(1993) and Tannenbaum et.el.(1991) argued that explicate training effectiveness, it is crucial to identify and measure the impact of individual and organizational constructs on training outcomes including learning and transfer. Hence, it is logical to state that training effectiveness is how trainees are playing what they learned in training on the job or behavior that is retained and applied in the workplace (training transfer). Supervisor –support is one of the key organizational factors that influence training effectiveness. Supervisory support is clearly a multidimensional construct, which could include encouragement to attend, goal setting activities, reinforcement activities and modeling of behavior (Baumgartel et.al., 1984; Eddy et.al.,1967; Huczynski & Lewis, 1980; Madox, 1987). Employees look to their supervisor for important information regarding how to work successfully within the social environment of the organsiation. As Huczynski & Lewis, 1980 state, employee we perceive that a training program is important to the supervisor will be more motivated to attend, learn and transfer trained skills to the job. Facticeau et al., (1995) have observed that the immediate supervisor plays a significant role in their subordinates training motivation. Managerial support (For example, encouraging trainees to use new skills and tolerating mistakes when they are practicing) has been identified as a key environmental variable affecting transfer (Ford et al., 1992 Huczynski & Lewis, 1980) and is likely to be of central importance in creating a "transfer friendly" climate. However, where mangers are highly supportive, individuals are likely to feel more comfortable performing trained skills (Ford et al., 1992). It is highly likely that immediate supervisors cue the implications of training participation to employees through performance evaluations at the end of the year, and through discussions during the performance period (Chiaburu and Tekleab, 2005)

IMPORTANCE OF THE STUDY

If the training is given effectively it can bridge the gap between what the employee has and what the job demands. Training offers innumerable benefits to both employees and employers. It makes the employee more productive and more useful to an organization. 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.

STATEMENT OF THE PROBLEM

From the perspective of employees, is the training program adopted at Sahyadri Starch & Industries Pvt. Ltd. Miraj MIDC effective or not.

OBJECTIVES OF THE STUDY

1. To know the effectiveness of the training program conducted by the company.
2. To study the process and functions of training.
3. To know whether employees are aware about their responsibilities and authorities.

METHODOLOGY AND TOOLS

The present study is confined to Sahyadri Starch & Industries Pvt. Ltd. Miraj MIDC. 50 blue collar workers were selected randomly and interviews were conducted. Primary data have been collected with the help of structured and non-disguised close ended questionnaire. The data collected from the primary source are analyzed with various statistical tools. Here secondary data were collected from official records, website and files and from managers /team leads with their permission. The statistical tool used for analyzing and interpreting the opinions of the employees and the tool includes simple percentage analysis. The results were presented with the help of different charts and diagrams. Findings of the study were drawn from the analyzing of data's, suggestions and conclusions have been made based on the findings.

RESULTS AND FINDINGS

In Sahyadri starch & Industries Pvt. Ltd. HR department conduct briefing and debriefing sessions for employees under training. After training program, the trainee's reactions to the overall usefulness of the training including the coverage of the topics, the method of presentation, the techniques used to clarify things are taken by the Team leaders and Supervisors. They do it by using questionnaire. They ask questions like what were your learning goals for the Programme. Did you achieve them? Did you like this programme? What suggestions do you have for improving the programme? Should the organization continue to offer it? The training evaluation information (about costs, time spent, outcomes, etc.) are provided to the instructors, trainees and other parties concerned for control, correction and improvement of trainees' activities. These evaluation reports are then checked and viewed by higher authorities. Both On the job & Off the job training methods are used for training. Workers said that they get sufficient duration of time for training and practice. Training helped workers to acquire technical knowledge about their machines and jobs. Trainer method of training and delivering knowledge was effective.

SUGGESTIONS

1. Employee should attend the training which is conducted for them and company should make sure that all employees attend training programs specified for them.
2. All trainees should be provided with enough practice during training sessions.
3. Line managers should provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.
4. Employees in the organization should participate in determining the training they need.
5. Training should be given to bridge the gap between what the employee has and what the job demands.
6. Some employees feel off the track. They need more training and proper direction. They should be provided required training.

CONCLUSION

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. Training is the process through which employee gain technical knowledge and skills to perform their job. Effectiveness of training program directly or indirectly affects Productivity, Quality, Cost control, Employee satisfaction, Employee absenteeism, reduction in wastage, Customer satisfaction etc. Hence knowing Effectiveness of training program in organizations is one of the important aspects to survive and flourish in the present day corporate world.

LIMITATIONS

Sample consisted of 50 employees and the limitations of sampling method do apply to the survey. Time constraints did not permit inclusion of all employees situated in the various branches. It is difficult to effectively control variables that may have affected the subject's responses.

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APPENDIX

QUESTIONNAIRE

Name of employee
Age
Designation
Department

1. Before joining actual work did you get the training?
 - a. Yes
 - b. No
2. What kind of Training method was used in training program?
 - a. On job training
 - b. Off job training
 - i. Job Instruction Training
 - i. Lecture method
 - ii. Job Rotation
 - ii. Vestibule training
 - iii. Coaching
 - iii. Role playing
3. How do you rate the Trainer? (Knowledge, Ability to deliver & communicate)
 - a. Excellent
 - b. Very good
 - c. good
 - d. Poor

-
4. Was the training program well planned?
a. Yes b. No
5. What is the frequency of the training program in a year?
a. Once in week b. Once in month
c. Half yearly d. yearly
6. Do you think the duration of the training program is appropriate?
a. Yes b. No
7. Are you provided enough practice during training session?
a. Yes b. No
c. Partially true
8. Are the employees helped to acquire technical knowledge and skills through training?
a. Yes b. No
c. Partially true
9. After undergoing this training, are you being able to perform your duty in the organization in better way?
a. Yes b. No
c. Partially true
10. Did the Line managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training?
a. Yes b. No
c. Partially true
11. Is there a well-designed and widely shared training policy in the company?
a. Yes b. No
c. Partially true
12. After the training, has your contributions towards achieving the goal of the organization increased?
a. Yes b. No
c. Partially true
13. Did the training manage to infuse proper knowledge and skills into you?
a. Yes b. No
c. Partially true
14. Do the Employees in the organization participate in determining the training they need?
a. Yes b. No
c. Partially true
15. Training of workers is given adequate importance in your organization?
a. Yes b. No
c. Partially true
16. Did the HR department conduct briefing and debriefing sessions for employees sponsored for training?
a. Yes b. No
c. Partially true
17. What do you think of effectiveness of entire training program?
a. Very effective b. effective
c. Fairly effective d. Not effective.
18. Any suggestions for improvement

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