

A Review on Training Process and its Impact on Medium Scale Industries

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Abstract: Majority of the companies are organizing many training and development Programs for their employees. It has become essential for employees to take self- development as one of the goals. The training programs are aimed to enhance skills as well as to develop creative thinking, problem solving skills, team spirit and behavioral related traits etc. Management development is aimed at preparing executives for future jobs with the organization or at solving organization wide problems concerning, acquiring or sharpening capabilities required in performing various tasks and functions associated with their present or expected future roles. Both in-house and outdoor training programs are conducted to executives by spending huge budgets with an expected outcome. The Impact of training cannot be measured directly but change in attitude and behavior that occurs as a result of training can be measured. The assessment will be made after each training session by the management, to know the effectiveness of training given to the executives. The study aims in identifying the significance difference of executives on in house and outdoor training programs impact/influence on enhancing the skills development, self-development and behavioral development. This assessment of training outcomes helps to finalize the future training programs. The study is conducted on the employees and executives of large manufacturing industries of Chittoor district, Andhra Pradesh, India.

Objectives of the Study: The primary objective of the study is to investigate the various factors affecting the effectiveness of training and its relationship with the overall performance of the organization. In addition to this, study intend to study the current training evaluation practices in large manufacturing industries and also to identify the differences in executives' perception towards the in house and out bound training programs in enhancing their skills and to decide the future training program on the basis of views and opinions of Executives. As a result, the explicit objectives of the study comprise:

A. To analyze the Effectiveness of Training Evaluation in Nutrine Confectionery Pvt. Ltd., A Case study with following Secondary Objectives:

- i) To find out the training and development activities before and after globalization.
- ii) To identify the changes in training objectives of Nutrine from 1952 to 2014.

- iii) To study the relationship between training and development and training evaluation on the overall performance of the Nutrine.

Types of Training:

Activities involving more physical exertion and brain storming may provide opportunity to learn more managerial skills (A. Chapman, C.A. Lumsdon, (1983). It deals with how both mental physical exercises helped in enhancing their skills like; communication, adapting to situations, team work, taking responsibility working to deadline and identifying their own leadership style (David Pollitt, 2011).

The learning from outdoor training helps the ordinary people to sustain in changed environment and develop the skill to become successful (David Smith, Sheila Vaughan, 1997). Outdoor trainings improve individual and group behaviours. It encourages participants towards self/own learning. It also focuses how virtual reality activities develop insights in individuals and groups (Richard J. Wagner, John Campbell, 1994). Drama based training has been found to be most effective when participants engage themselves to reflect on their own behaviour and work on adapting their behaviour for personal and inter-personal welfare (Robbie Swales, 2010). The author opined that the outdoor training be supposed to outcome personal development, team development and management development (John Bank, (1983).

Factors Influencing Training : Training need identification, training imparted and administrative practices will affect the efficacy of training (Dayal, 1970). Training objectives should always match with the organizational objectives. The training appraisal should be a continuous process and its effectiveness depends on its results (Nandy, 1974). The study reveals that majority of the organizations allocate less amount for the training programmes as the return on training investment is low. The training programmes are more effective when the return on training investment is high (UllhasPagey, 1981). The results of training; knowledge, skills and attitude can be measured through some qualitative and quantitative techniques. The prerequisites of training will also influence the training process (B.R.Viramani1984). Trainer performance & training process have the strongest impact on learning and usefulness. The remaining factors (Training Environment, Training goals, Training content, and Training material) also affect

learning and usefulness (at a satisfactory level)-(Anastasias D.Diamontidis, ProdronsD.Chatzogow, 2012). Determination of training needs is an important factor in training, so the trainer should ensure that the job roles are properly structured and properly resourced before deciding the training (Ian Chaston, 1993). The needs of Employer or individual employee should determine the Training provision. In the Jargon of the Trade, we need a “Learner-Centered training process”, which automatically leads to efficiency in Training, lower the cost and increase motivation (Ian Johnson-1989-vol.31 Iss: 3). Factors like trainers’ capabilities (clarity), venue of the program, practical application, food served, and communication skill of trainer were identified as most successful factors of training (Piyali Ghosh, Jagdamba Prasad Joshi, RachitaSatyawadi, Udita Mukherjee, RashmiRanjan, 2011). Some factors like voluntary attendance, reputation of the training, design of the training, relatedness of training for personal needs, career and job inspires to attend a training programme (SitiFardaniah Abdul Aziz, Shamsuddin Ahmad, 2011). The reactions are intimately connected with learning outcomes but the reactions are won’t reflects the job behaviour. The learning is measured basing on the motivation, increased confidence and usage of learned strategies and the behaviours are estimated by using learning confidence (Warr, Peter; Allan, Catriona, 1999). The training assessment will analyze training programmes in an organized procedure. As evaluation practice gets more criticism majority of the organizations moreover pay no heed or conducts in an unprofessional mode (Hashim, Junaidah, 2001).

Outcomes and Impacts of Training:

The study concentrates on the learner’s objective, organization’s objective, time duration, cost effectiveness and hand to hand help of the co-workers need to be considered in designing and deciding the training (Abby Day and John Peters, 1990). The training programs are perceived as more successful as it focuses more on improving the job related skills and also the return on investment is more visible in formal training programs hence they are given priority (Almuth McDowall and Mark N.K.Saunders, 2010). Training exercises should be tied to business objectives with the classes customized to concentrate on the job-specific skills required to meet objectives, The entire program should also be geared to words career development and provide for employee feedback (Dennis G.Armstrong, Brian H.Klener-1996-vol.9.ISS: 1 PP.8-12). It has been found that the trainings have had an overall positive effect on the employees. The employees have gained more knowledge and have definitely benefited from the exposure that trainings

provide. Moreover, their managers' sheer interest in the training has also been beneficial (EbrahimSoltaniandYing-Ying Liao, 2009). There should be a relation between business plan and development program, content relevance, relevance to individual needs and facilitate transfer of training (J. Kenneth Graham, W.L. Mihal, 1986). Training is a major factor in creating a Competency Advantage, Quality training goes hand in hand to establish excellence in the Organization work culture (Jaideep G. Motwani, Mary L.Fahim, YounusKathwala, 1994). The participants' favorable action on knowledge, attitude and skill is an indication for their favorable reaction to outdoor training programs (Lau Yin Yin, Dr. TurimanSaundi, Dr. Shamsuddin Ahmad and Dr. Brahman Abu samah). As per the researcher the improvement in performance shown by the trainee after attending the training is an opportunity to assess the impact of outdoor management development program and estimate the return on investment (Phil Donnison, (1995). The paper aims in evaluating the outcomes of various outdoor management development programs. The researcher categorized the articles basing on certain criterion, out of which one criterion includes personal/self development, management/leadership skills development, team building development and development of learning autonomy empowerment (Philip J. Jones, Clifford Oswick, 1993).

Training Evaluation Process:

Implementation and evaluation of the training are the aspects which mostly matters the organisations during the process of training. Several models were developed for effective evaluation of the training activities. But it is said that evaluation of training only provides the evidence but not with the success in modifying the quality of the workforce (Roger A. Plant and Robert J. Ryan, 1992). Evaluating a training activity in an organisation is as important as organising the training activity. But unfortunately most of the companies are not evaluating the benefits associated with the training after the successful completion. Training can be evaluated by number of methods. Evaluating provides only the required evidence with respect to training but not the testimony of benefit (Dr. R.A. Plant and R.J. Ryan, 1994). Training evaluation should be considered as an important criterion during the process of training as companies invest huge sum of money in training. Evaluation depicts the true picture of the effects of training. But many barriers inhibit the organisation from conducting evaluation such as complexity in knowing how and what to evaluate, the concerned training directors do not possess the abilities to conduct

successful evaluation, being unaware of what to evaluate and how to conduct the evaluation. Evaluations reveal trainee's satisfaction with respect to training, the relevance of training to the job, skills enhancement and changes in organisational performance after the course of training (Sandi Mann and Ivan T. Robertson, 1996). Training could be termed as successful if the trainees are satisfied with the course of training. The judgement of the trainee counts a lot to the training organisations as their opinion reflect the changes to be done to the deliverance of the training method. Belief in the evaluation results of the training matters a lot before deciding upon a certain training process. Several models can be used for effective evaluation of a training activity (Martin Mulder, 2001).

Training evaluation framework in organization : Evaluation of the training programmes is one aspect which organisations are mostly concerned about. But different organisations follow different methodology in evaluating the training activities. For effective evaluation of the training, a four phase evaluation system is followed which includes designing of training program, launching and evaluating the initial training program, feedback and design of evaluation instrument and ongoing training and evaluation (Tony Lingham et al, 2006). Most of the companies follow Kirkpatrick's traditional method for the evaluation of training activities in an organisation. But it can also be measured with much effectiveness by considering the Kirkpatrick's mirror evaluation system where the business objective of the organisation is considered initially, followed by the behaviour of the employees, learning and the reaction of the employees towards training activities. And from here, the traditional Kirkpatrick's method is being followed for evaluation (Steve Dyer, 1994). Systems-based structure for evaluating training and the training needs of a satellite-based distance-learning programme are because of cost considerations and time constraints (Hall, Michael A and Nania, Sharon 1997). Training evaluation should be pertinent, adequate and effective with respect to job performance (Dr.M.A.Ogunu 2002). Even after making huge costs on training and evaluation majority of the firms are failing in producing the results. The return on training investment is possible if the training and its evaluation practices are viewed strategically than tactically (Aniruddha Bannerje, 2004). Training evaluation can be of formative and summative mode. Formative evaluation improves programme design and development whereas summative evaluation concentrates on training outcomes (Wang, Greg G, Wilcox, Diane, 2006). Evaluation of training in an organisational culture approach is another important aspect about which organisation considers. Training should be focused on enhancing the organisational performance and ultimately in

achieving the objectives of the organisation. There are both driving forces and restraining forces to organisational change. It depends on the organisation's attitude to inculcate change in the organisation (Philip Lewis and Adrian Thornhill, 1994).

Training Evaluation Effectiveness:

Training is Indispensable to the organizations in terms of growth and most of the companies treats training plays a vital role in the economic well-being of nation. Training required for all levels of people irrespective of industry. Training is the most crucial method for achieving individual productivity as well as improving the job performance in the organization. Companies generally follow two training methods. Those are on-the job training in which the employee undergo training at the work place itself. Whereas other method is off the job training is provided outside the work place. Job training is strongly effects on the productivity of the employee as well as it improves the creativity skills and finally it improves the work quality. All these results show effects on the organizational growth (MehradadAlipour et.al 2009). Every organization provides training to their employees. But very few organizations are measuring the effectiveness of training. Effectiveness can be measured only if he training programme suitable to the respective candidate. Performance of the employee should be measured at the end of the training, as Kirkpatrick proposed the four levels of evaluation models named as the reactions, learning, behaviour and outcome of the employees after training programme. Effectiveness should be measured in terms of behaviour of the employee and work quality of employee. Effectiveness can be compared with pre training to post training. The study left to the future researcher to study shift of training function from evaluation of training to training effectiveness (Priyanka Upadhaya, Asthoushpriya, 2013).

Evaluation of training is nothing but effectiveness of the employee in respect of knowledge he/she gained out of training and improvement in the skill and behavioural pattern of the employee within the organization. Some organization evaluates the effectiveness of the evaluation as the cost incurred for the training and cost involved in the design of the training. Companies compare these two aspects in terms of profitable aspects. Training effectiveness results effects on the human resources development executives planning, designing and implementing new programmes. Training effectiveness improvement can be possible by the following methods. Employee's awareness towards the objectives of training should be very

important. Continuity of training plays a very crucial role. Apart from these two aspects implementation of training programmes in their work place is most crucial part in the success if effectiveness of training programmes (Mohammed saad, Norsiahbinti mat. Deception detection training generally followed in these industries. Because in these industries need to identify emotional expressions of the people. Especially when the main problem comes to forensic industry is people usually will not tell the truths. If that is the case police people need to identify the real

1. To identify the bottlenecks in implementing the Kirkpatrick training evaluation model: the four-level, in large manufacturing industries.
2. To identify the difference in the executives' perception on training outcomes of in house and outdoor training programmes like skill development, team building and training relatedness.

Conclusion:

Through extensive literature and the articles of Kirkpatrick as well as his book the researcher has taken four propositions; Measuring the thought and feeling of trainees was easy, needs less effort and cheaper hence majority of the companies are evaluating immediate reactions after training, Measuring level of knowledge and capabilities after training also was easy, needs less efforts and cheaper when compared to measuring behavior and results hence majority of the companies are evaluating immediate learning after training, Measuring the extent of behavior, capabilities improved and implementation/application of learning from training was difficult, requires more efforts and costlier when compared reactions and learning and vice versa with respect to results hence few companies only are evaluating behavior, Measuring the effects on the business or environment resulting from the trainee's performance was difficult, require more efforts and costlier when compared to measuring reactions, learning and behavior, hence very few companies are evaluating the results and all these four propositions are supported.

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