AN ANALYSIS ON EFFECTIVENESS OF TRAINING – EMPIRICAL STUDY

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Abstract: The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one’s capability, capacity, and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology. In addition to the basic training required for a trade, occupation or profession, observers of the labour-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development. In this article, there will be an introduction on training and its development process. There will also be a discussion on the various advantages and disadvantages of training broadly taken from various sources.

Keywords: Training and development, Training need analysis

1. Introduction

Training, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that training methodology is not implemented correctly it will affect the organizational performance and limit goal achievement. Through training[4]we can easily identified the which type of training is suitable for the particular employee. Acquiring and retaining high quality talent is critical to an organization’s success.[7] As the job security we have to upgrade our knowledge through training effectiveness method competitive and the available skills grow more diverse, training helpful to make out a skill matrix and find out the employee fit for the organizations. It helps to achieve the company target.

2. Review of literature

Oatey (1970) has opined that training is an activity which deliberately attempts to improve a person’s skill at a task. Training both socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. According to Yoder (1970) the use of the terms, training and development in today’s employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

According to Hesseling (1971) training is a sequence of experiences or opportunities designed to modify behaviour in order to attain a stated objective. Kane (1986) has suggested that if the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization’s needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.[8]

Raymond (1986) explained that the influence of trainees' characteristics on training[9] Effectiveness has focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behaviour theory and research into a model which describes how trainees' attributes and attitudes may influence the effectiveness of training.[10]

Adeniyi (1995) observed that staff training and development is a work activity that can make a very
significant contribution to the overall effectiveness and profitability of an organization.[11]

Oribabor (2000) reported that training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Isyaku (2000) postulated that the process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.

2.1 Methods of Training

Training is a learning process that involves the acquisition of knowledge, concepts of rules, or changing of attitudes and behaviours to enhance the performance of employees.[12]

Training is its activity leading to skilled behaviour

- It’s not what you want in life, but it’s knowing how to reach it
- It’s not where you want to go, but it’s knowing how to get there
- It’s not how high you want to rise, but it’s knowing how to take

3. Induction training

Induction training is important as it enables a new recruit to become productive as quickly as possible. It can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training will vary from job to job and will depend on the complexity of the job, the size of the business and the level or position of the job within the business.

The following areas may be included in induction training:

- Learning about the duties of the job
- Meeting new colleagues
- Seeing the layout of the premises
- Learning the values and aims of the business
- Learning about the internal workings and policies of the business[13]

4. On-the-job training

With on the job training, employees receive training whilst remaining in the workplace.[14] The main methods of one-the-job training include:

- **Demonstration / instruction** - showing the trainee how to do the job[15]
- **Coaching** - a more intensive method of training that involves a close working relationship between an experienced employee and the trainee[16]
- **Job rotation** - where the trainee is given several jobs in succession, to gain experience of a wide range of activities (e.g. a graduate management trainee might spend periods in several different departments)
- **Projects** - employees join a project team which gives them exposure to other parts of the business and allow them to take part in new activities. Most successful project teams are "multi-disciplinary"

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<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tr>
<td>Generally most cost-effective</td>
<td>Quality depends on ability of trainer and time available</td>
</tr>
<tr>
<td>Employees are actually productive</td>
<td>Bad habits might be passed on</td>
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<tr>
<td>Opportunity to learn whilst doing Training alongside real colleagues</td>
<td>Learning environment may not be conducive</td>
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<td>Potential disruption to production</td>
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5. Off-the-job training

This occurs when employees are taken away from their place of work to be trained. [20]

Common methods of off-the-job training include:

- Day release (employee takes time off work to attend a local college or training centre)
- Distance learning / evening classes
- Block release courses - which may involve several weeks at a local college[21]
- Sandwich courses - where the employee spends a longer period of time at college (e.g. six months) before returning to work
- Sponsored courses in higher education[19]
- Self-study, computer-based training

The main advantages and disadvantages of this form of training can be summarized as follows:
Table 2. advantages and disadvantages of on the job training

<table>
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<th>Advantages</th>
<th>Disadvantages</th>
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<td>A wider range of skills or qualifications can be obtained</td>
<td>More expensive – e.g. transport and accommodation</td>
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<td>Can learn from outside specialists or experts</td>
<td>Lost working time and potential output from employee</td>
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<td>Employees can be more confident when starting job</td>
<td>New employees may still need some induction training</td>
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<td>Employees now have new skills/qualifications and may leave for better jobs</td>
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5. Advantages

➢ Identify the right candidate to the using training methods

➢ Training and development method are organized so its shows fairly acceptable output in organization personal performance

➢ Training helps to achieve employees career goal

6. Disadvantages

➢ Doesn’t have a proper timing to interact with employees to analysis what type of training is suitable for the employees[22-24]

➢ Clear description of how a particular training program can add value to the business operations. Relevant data on the productivity gains that an enterprise can realize from a learning program and improvements to the supply and value chains should be communicated before the training program[25-29]

➢ Upgrade training programs will create awareness among the employees[30]

7. Conclusion

➢ Most of the organizations are believe that a realistic approach is the most optimal way to use the new learning. It may be beneficial for an organization to discuss the specific advantage, Development trainings can bring to an employee professional development[6]. And organization’s proactive involvement may eradicate misperceptions and prevents employees from misconstruing the benefits of these new learning[4]

➢ Proper assessment of employees and training method should be based on the need of an employee

Reference


