A Review on the Evaluation of Training Programs and the Performance of the Employee

D. Prasana¹, Dr. S. Anthony Raj²

¹Research Scholar, Karunya University Business School, Karunya Nagar, Coimbatore, Tamil Nadu, INDIA
²Associate Professor, Boaz, Karunya University Business School, Karunya Nagar, Coimbatore, Tamil Nadu, INDIA

ABSTRACT
Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Training need assessment is carried on to identify the need for training to meet the organization expectation. After the need is identified effective training is built systematically. Evaluation of training effectiveness is the measurement of improvement in the employee's knowledge, skill and behavioral pattern within the organization as a result of training program. This measurement help to match the cost incurred in the design and implementation of training with the associated benefits. The validation the assessment of whether the training has achieved its intended objective and evaluation the measurement of the overall impact of the training program. The result of the training given is known by the performance of the employee. This paper denotes the effectiveness of training program is directly proportional to the performance of the employee.

Keywords--- Training program, NTPC, Policies

I. INTRODUCTION

Training helps the employees to get adapted in the changing work culture and remain in the competitive field. Training & Development are aligned with the employees work. it helps them to handle work with more ease. According to Flippo, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job”. Training can equip individuals or groups with new information, insights and skills; there is no guarantee that these efforts will eventually improve individual performance, performance of workgroup and organization. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. However, for any organization to succeed, training and re-training of all staff in the form of workshops, conferences and seminars should be vigorously pursued.

Training need assessment is carried on to identify the need for training to meet the organization expectation. After the need is identified effective training is built systematically and deliberately tied to other organization initiatives such as employee job description, Competency Models, Performance Appraisals, Selection decisions, Transfer Decision, Promotion Decision, succession planning efforts, Compensation and reward decisions.

Evaluation of training effectiveness is the measurement of improvement in the employee’s knowledge, skill and behavioral pattern within the organization as a result of training program. This measurement help to match the cost incurred in the design and implementation of training with the associated benefits. Thus, it indicates whether the program has been able to deliver its intended goals and objectives. The purpose of this paper is to review the model of training effectiveness for the adoption by the human resources development executives in their planning, designing and implementation training program. Phillips (1991) confirmed that Kirkpatrick's model is probably the widely accepted framework for classifying different areas of evaluation.

Hence the validation the assessment of whether the training has achieved its intended objective and evaluation the measurement of the overall impact of the training program of the organizational training has improved the performance of the employee.

II. EFFECTIVENESS OF TRAINING IN ORGANIZATION
Training is a learning experience that is planned and carried out by the organization to enable more skilled task behavior by the trainee. Training imparts the ability to detect and correct error. Furthermore it provides skills and abilities that may be called on in the future to satisfy the organization’s human resources needs. Training may be carried out off the job or in the classroom and in the latter case; it may be on site or off site; perhaps in a training center or in a house. In any case, trainees are expected to acquire abilities and knowledge that will enable them to perform their jobs more effectively.

P.S Yadapadithaya (2001), Evaluating corporate Training and development: An Indian Experience (International Journal of Training and Development) Organizational training does not come at free of cost. Organizations keep aside fixed percentage of profit for training and development for their employees through the percentage of spending towards organization training vary from organization to organization, most of the organization irrespective of size and nature of business invest a sizable portion of profit for training and development to upgrade their intellectual capitals. Hence the validation the assessment of whether the training has achieved its intended objective and evaluation the measurement of the overall impact of the training program of the organizational training has gained paramount interest in recent years Yadapadithaya (2001). Effectiveness of training continues to be an area of concern for HR managers, HR practitioners and Research Scholars.

Lorraine Dearden, Howard Reed and John Van Reenen (2006) The Impact of Training on Productivity and Wages: Evidence from British Panel Data, Oxford Bulletin of Economics and Statistics, 68, 4 (2006) 0305-9049. In this paper, the author has examined the issue of the impact of private sector training on productivity. Rather than simply use wages as a measure of Productivity, we have presented (for the first time) estimates of the impact of training on productivity over a long time period. We have assembled a dataset that aggregates individual-level data on training and establishment data on productivity and investment into an industry panel.

Muhammad Zahid Iqbal et. al in the year (2011) has done their research in the topic “An Empirical Analysis of the Relationship between Characteristics and Formative Evaluation of Training” Their analysis is about the relationship between characteristics and formative evaluation of Training. This paper attempted to signify the use of formative training evaluation. The authors have carried out a study at three public-sector training institutions to empirically test the predicted relationship between the training characteristics and formative training evaluation under the Kirkpatrick model (reaction and learning). This study explains the causal linkage between components of formative training evaluation, the mediating role of reaction in the relationships between training characteristics and learning was also investigated.

The principal finding revealed that a set of seven training characteristics explained 59% and 61% variance in reaction and learning respectively. All training characteristics were found to have a positive impact on reaction and learning except training contents. The study concluded with areas of future research emphasizing on linking formative evaluation with summative one i.e. Behavior and results.

Kurremula Rajesh, Dinesh Vanam, Rama Veerin Kumar,(2011), “A Study On Training And Development Of Employee In Ntpc Ltd.”, Ramagundam, Vol.1 Issue 3, December 2011, International Journal of Multidisciplinary Management Studies, states that Training has become a major growth industry in recent years. Every organization needs to have well trained and experienced people to perform the activities that have to be done. In rapidly changing society employee training is not only an activity that is desirable but also an activity that an organization must commit resources to, if it is to maintain a viable and knowledge workforce. Employees are not at all satisfied with training need analysis (TNA). In NTPC employees are not satisfied with skill based training programs, In NTPC for new joiners does not have an induction programs.

Alyahya, Mohammed Saad,(2011), Dr. Norsiah Binti Mat “Evaluation of Effectiveness of Training and Development: The Kirkpatrick Model”, Asian Journal of Business and Management Sciences ISSN: 2047-2528 Vol. 2 No. 11 [14-24], states that Evaluation of training effectiveness is the measurement of improvement in the employee’s knowledge, skill and behavioral pattern within the organization as a result of training program. This measurement help to match the cost incurred in the design and implementation of training with the associated benefits. Thus, it indicates whether the program has been able to deliver its intended goals and objectives. The purpose of this paper is to review the model of training effectiveness for the adoption by the human resources development executives in their planning, designing and implementation training program. Phillips (1991) confirmed that Kirkpatrick's model is probably the widely accepted framework for classifying different areas of evaluation. The result of survey conducted by ASTD (1997) indicated that majority (81%) of HRD managers attached importance to evaluation and over half (67%) applied Kirkpatrick's model. The model was assessed as a valuable framework designed with four level s of measurement to evaluate the effectiveness of educational training. The widely accepted framework for the evaluation of training program has originated from Kirkpatrick. Kirkpatrick's model is consistent with a goal – focus approach.

J Swaminathan, U Gowri Shankar (2011), Perceived effectiveness of training and development: a case study in stc technologies pvt ltd., Chennai While planning the training program age is to be considered.
Since the increase in the number of training programs decrease the overall satisfaction to some extent the required training program only to be given to the employees. Based on the opinion current need identified is career development and organization development. Similarly the opinion as need for developing new skill identified is related to self development by the training program. The opinion about training helps to work better and improves job satisfaction and working condition.

Sheeba Hamid , (2011), “A Study of Effectiveness of Training and Development Programs of UPSTDC, India – An analysis”, South Asian Journal of Tourism and Heritage, Vol.4 (1)It has been confirmed that organizations with more progressive people oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that helps improve morale and productivity

By Dr. K. Francis Sudhakar, Mr. M. Kameshwara & Rao, Dr. B. Koteswara Rao Naik Volume 1, Issue 2 (November 2011).” Employee’s perception about the training & Development: A qualitative study” The training program should be designed with a proper structure and goals so that the employees will be interested to participate. The interest of each and every individual is very important for the organization to conduct the training program. Some of the employees take the training program as an important aspect of the work life and some thinks that it benefits both the organization and employees. The perception of employees reveals the level of their interest and desire, commitment and participation in the training program. Hence the perception of the employees is very important not only for the organization and the employees. Dr. V.Rama Devi; Mr.Nagurvali Shaik(2012), Training & Development –A Jump Starter for Employee Performance and Organizational Effectiveness” International Journal of Social Science & Interdisciplinary Research Vol.1 Issue 7,July 2012, states that Training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness. Performance of an employee is a dependent factor on variables like knowledge, skill and abilities. Training and development provides employees required knowledge, skills and abilities to do a job. Training is a tool to fill the gap and the firms should use it wisely to improve employee productivity.

Afshan Sultana (2012) “Impact Of Training On Employee Performance: A Study Of Telecommunication Sector In Pakistan”, Interdisciplinary Journal Of Contemporary Research In Business ,Institute Of Interdisciplinary Business, Vol 4, No 6 ,There is a positive relationship between training and employee performance. Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior. It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and those organizations that do not.

Wendy F. Carr (2002),” Designing an Effective Training Evaluation Process “states that the Evaluation methods should be determined based on the goals of the training process and should meet the demands of the various stakeholders involved. Every organization has multiple stakeholders and not everyone within the organization has the same information needs. Typically, organizational stakeholder groups include the training department, employees and business units. Their information requirements fall into two categories: whether the competencies have been learned and whether the learning has been applied toward improved performance.

III. CONCLUSION

An extensive study of literature was undertaken to ascertain research gap to identify the relevant issue of study from EBSCO, Scopus, Springer, Science direct, and University News, Indian journal of training and development. The researcher has identified that there is a need for the assessment of whether the training has achieved its intended objective and evaluation the measurement of the overall impact of the training program of the organizational training. Kirkpatrick’s Model is probably the widely accepted framework for classifying different areas of evaluation it used to evaluate the effectiveness of training. Measuring the impact of training on workplace performance and its contribution to organizational results is a matter of great concern for management in all types of organizations. The study includes the recent trend in Management like Internationalization , Employer dissatisfaction about Quality of MBAs , Accreditation, Bench Marking and Employee Engagement.

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