

**"A STUDY OF TRAINING EVALUATION PROCESS AT SELECTED ENGINEERING COMPANIES IN PUNE DISTRICT".**

**Prof. Dilip Aher ( Author)**

**Asst. Professor, Sinhgad School of Business Studies, Narhe, Pune ,**

**Dr. Yogesh Bhowte ( Co-Author)**

**Asso. Professor, Sinhgad Institute of Business Administration & Research, Pune ,**

**Abstract -**

After having selected the most suitable person in the organization, the next important function of the Human Resource department is to arrange for training. Training is a specified function and is one of the fundamental operative functions of human resource management. It is a short –term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. Training is a process of learning a sequence of programmed behavior. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills and attitude of employees towards the requirements of the job and organization. Thus it bridges the differences between job requirements and employee's present specifications.

This research paper is mainly related to Evaluation of training programs. Evaluation of training programs refers to the process of collecting the outcomes needed to determine whether training is effective or not. The overall aim of evaluation is to influence decisions about the need for the programme in the future, the need for modifications to the programme and the need to provide cost benefit data about the programme. Evaluation leads to controlling & correcting the training programs.

Evaluation is not just for the trainer or organization , it is absolutely vital for the learner too, which is perhaps the most important reason of all for evaluating people properly, fairly and with as much encouragement as the situation allows.

The training practices mainly comprises of training need identification, preparation of training calendar, conduction of training programs , feedback final evaluation by respective HOD

**Keywords – Evaluation, training program, manpower, skills, knowledge, attitude**

**Introduction –**

Training is one of the most important aspects of manpower development. An organization must undertake to maintain a valuable & knowledge work force. Training is an organizational procedure, which brings about a semi – permanent change in behavior for a definite purpose. The main area involved is skills, knowledge & attitude but always the objective or the definite purpose of training is aimed at specific job based objectives.

All types of jobs require some type of training for their efficient performance & therefore all employees new or old should be trained or retrained. Retraining is arises when an employee is transferred or promoted or when jobs change & new skills must be learnt.

The training is valuable to the employee in terms of better job security to increase the skill, attitude & behavior A skill acquired by an employee through training is an asset to the organization & the employer, thus training programme is a necessary for every organization for the development of the personnel..

Every organization has its own policies & objective before it starts functioning. The organizational effectiveness depends upon the growth of the individual employees. Therefore, the effectiveness of individual or his efficiency plays a major role in reaching organizational objectives through training. Training is necessary for all round development of job related skills & efficiency of the employees at work.

**Objectives –**

1. To study the training practices & its impact on employees performance.
2. To review the actual training programs conducted for various age groups.
3. To observe system followed by organization for evaluation of various training programs.
4. To study according to the sex wise training provided to the employees.

**Literature Review –**

Training & development – K . Ashwathappa . In which Kirkpatrick suggest four level frameworks of evaluation criteria. The first level of measurement **is reaction** – which defined as how well the trainee liked the training program.

The second level is **learning** – which is designed as the determination of what knowledge, attitude & skills were learned in the training. To what extent did participants improve knowledge and skills and change attitudes as a result of the training?

Third measurement level is defined **as behavior**, i.e workers behavior after getting the training, to what extent did participants change their behavior back in the workplace as a result of the training?.

Fourth measurement level **is result** – which is the expected outcomes of most educational training programs such as reduced cost, reduced turnover and absenteeism, reduced grievances, improved profits .What organizational benefits resulted from the training?

### Research Methodology –

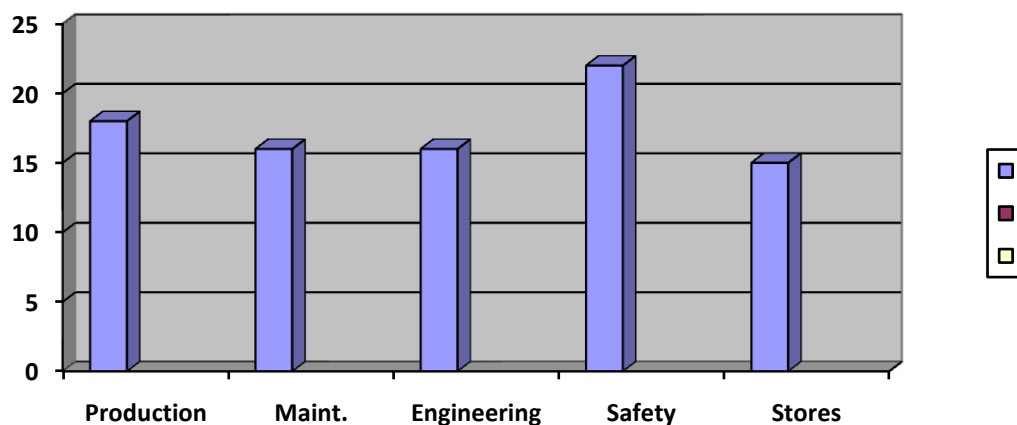
The information needed to proceed in the project had been collected through primary data i.e – Questionnaire, Interview, Discussion & secondary data from official document, company manual, journals, magazines & websites etc.

Methods of sample selection – Probability sampling method is used for sample selection.

**Sample size – total sample size was 100 employees.**

Q1- How many numbers of training programs attended in this year? (Out of 24 program)

S. No	Department	Training program attended in a year	%
1	Production	18	75
2	Maintenance	16	66
3	Engineering	14	58
4	Safety	22	91
5	Stores	12	50

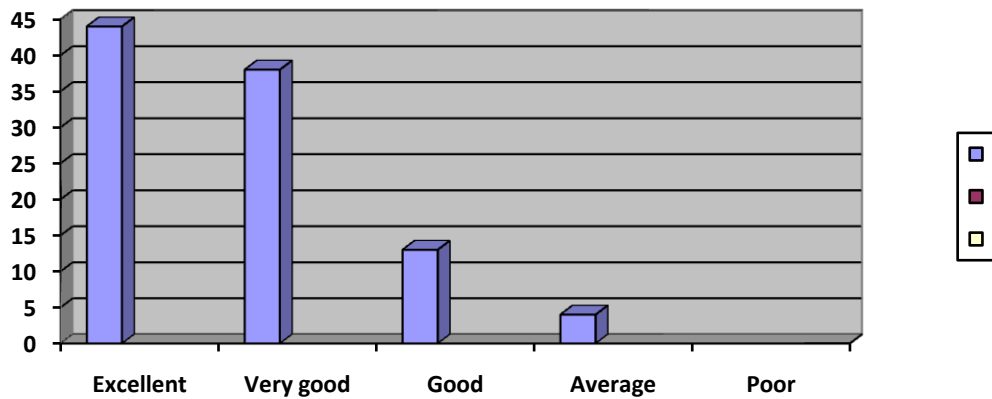


### Interpretation –

Out of the 100 employees, 75 % of Production dept. employees, 66% of Maintenance .dept. Employees, 58 % of Engineering dept. employees, 91% of Safety dept employees & 50% of Stores dept. employees are attended the training program.

Q2 . How do you feel about the training & development programs that you have attended till date?

			%
1	Excellent	44	44
2	Very good	38	38
3	Good	13	13
4	Average	5	5
5	Poor	0	0

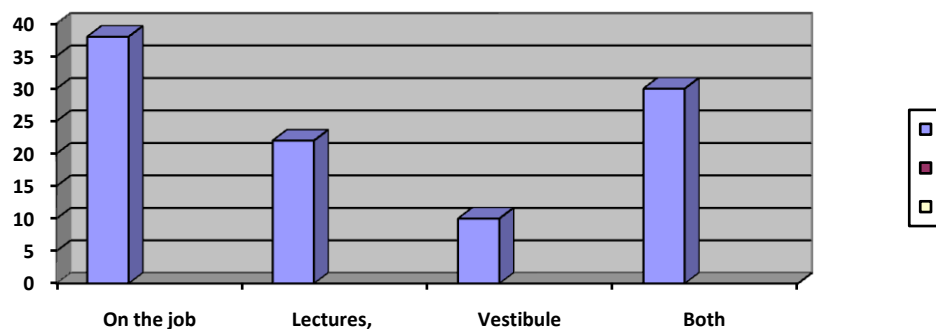


#### Interpretation –

According to the employees opinion, 44% employees feel that the T & D program was Excellent, 38% employees feel that the T & D program was Very good , 13% employees feel that the T & D program was Good & 5 % employees feel that the T & D program was Average.

Q3. Which methods of training programs would be the most appropriate to achieve learning goal?

S. No	Training Methods	%
1	On the job Training	38
2	Lecture , Conference , Audio and Video	22
3	Vestibule Training	10
4	Both On the job as well as Off the job	30

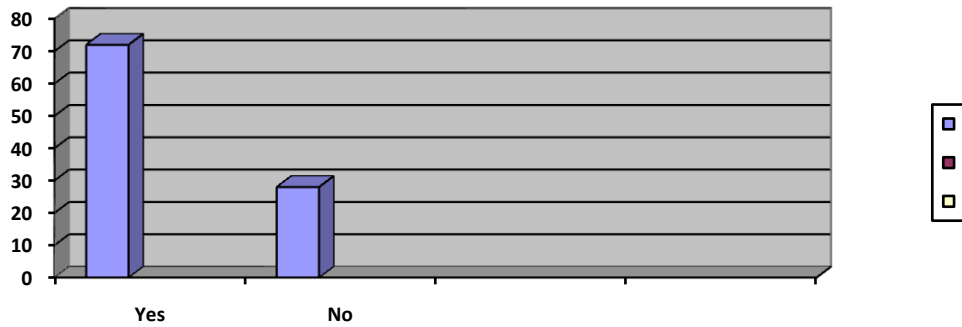


#### Interpretation -

According to the employee opinion , 38 % employees are preferred On the Job training methods , 22% employees are preferred Lectures , Conference , 10% employees are preferred Vestibule training method and 30% employees are preferred both the On the job as well as Off the job training method.

Q4. Are you satisfied with the training programs?

S. No	Satisfaction level	%
1	Yes	72
2	No	28



#### Interpretation –

According to the employee's opinion, 72 % employees are satisfied with the training program and 22 % employees are not satisfied with the training program.

#### Hypothesis Testing:

##### Hypothesis no 1

H0 – There is no significant relation between age and the sort of job currently doing in the company for employee's performance.

H1 - There is significant relation between age and the sort of job currently doing in the company for employee's performance

Sort of Job/Age	18-30	30-45	Above 45 years	Total
Target oriented	9	11	9	29
Routine work	28	15	9	52
Both	2	16	1	19
Total	39	42	19	<b>100</b>

By applying Ch2 test –

Observed(O)	Expected(E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
9	11.31	-2.31	5.33	0.47
11	12.18	-1.18	1.39	0.11
9	5.51	3.49	12.18	2.21
28	20.28	7.72	59.59	2.93
15	21.84	-6.84	46.78	2.14
9	9.88	-0.88	0.77	0.07
2	7.41	-5.41	29.26	3.94
16	7.98	8.02	64.32	8.06
1	3.61	-2.61	6.81	1.88
			<b>Total</b>	<b>21.85</b>

Degree of Freedom = 9-1 = 8

For V = 8 , table value (X<sup>2</sup>) at 0.05 = **15.507**

**The computed value is greater than table value, therefore the null hypothesis is rejected and Alternative hypothesis is accepted i.e-** There is significant relation between age and the sort of job currently doing in the company for employee's performance.

### Hypothesis no 2

H<sub>0</sub> – There is no significant relation between according to sex and nature of work for provide training..

H<sub>1</sub>- There is significant relation between according to sex and nature of work for provides training.

Sex	Skilled	Unskilled	Total
Male	40	20	60
Female	10	30	40
Total	50	50	100

**By applying Ch2 test –**

Observed (O)	Expected (E)	( O –E)	( O- E)2	(O-E)2/E
40	30	10	100	3.33
10	20	-10	100	5.00
20	30	-10	100	3.33
30	20	10	100	5.00
<b>100</b>	<b>100</b>	<b>0</b>		<b>16.66</b>

Degree of Freedom (  $\nu$  ) = 3

For  $V = 3$  , table value ( $\chi^2$ ) at 0.05 = **7.815**

**The computed value is greater than table value, therefore the null hypothesis is rejected and Alternative hypothesis is accepted i.e** There is significant relation between according to sex and nature of work for provide training.

**Findings –**

1. Most of the companies are followed an effective training process.
2. The Medium and large scale industries are appointed / hired trainers from different reputed firms to ensure better training to its employees. In small scale industries no such type of training program was conducted.
3. Only large scale industries are implemented on the job as well as off the training methods to improve the level of knowledge & performance of the employees.
4. There are proper gaps (15 days as well as one month) between the two training sessions, so employee can apply learned knowledge.
5. Most of the companies are followed the Questionnaire method for training evaluation, very few companies are adopt Kirkpatrick model of evaluation.
6. Training cost should be taken into consideration by the Small scale industries, so these industries don't provide training to their employees.

**Suggestion –**

1. Company can appoint internal trainer, as they are skilled, knowledgeable in their field.
2. Proper criteria should be taken while selecting the trainers as well as trainees.
3. Certain factors has taken into consideration for selection of an appropriate training methods i. e – Nature of problem area, Level of Trainees in Organizational Hierarchy, Availability of Competent Trainers, Availability of Finance and availability of time.

4. Proper component of Training Design should be implemented, such as Trainer, Trainees, Training Climate and Trainees Learning style.
5. Factors of training are taken into consideration i.e – Employee turnover, Employment status, Education level, Training policy and performance.
6. Training should be provided to the employees according to the organizational need i.e – Technological Advances, Organizational Complexity, Change in the Job Assignment and Human Relations.

### **Conclusion –**

The careful analysis of available data shows that the training practices in, Pune are more or less same with standard training practices. The employees in the company are satisfied with the training programs.

The objectives of training program such as employee performance, updation of employee skills, prevention of employee Attrition and gaining organizational excellence should be fulfill with the help of training evaluation.

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