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IMPACT OF TRAINING PROGRAMMES- A CASE STUDY

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ABSTRACT:

Training programmes contribute directly to HRD of an organization. Training converts people in to human resources. The researcher has collected data from 75 respondents about the impact of training programmes. He has used Likerts 5 point scale and other statistical tools in this micro study. The study reveals that training programmes have helped to improve: job satisfaction relations, communications skills etc. Training has imparted knowledge, skills and has improved behaviour of employees. It is an effective tool in HRD. To know the impact of training, evaluation of such programmes is essential. Trained employees are the most valuable asset of an organization. The attempts to arrange for its growth and improvement are significant for an organization. Training programmes should be conducted regularly in the organization.



KEYWORDS: *Training programmes , job satisfaction relations, communications skills.*

INTRODUCTION:

Training programmes contribute directly to the development of employees in an organization. To develop their human resources, organizations need to organize training programmes where employees can acquire knowledge and skills and develop healthy behavior. A good training system ensures that employees develop in directions congruent with their career plans. Training is a periscope to see the future. It is intended to identify the futures stars and help the organization to develop them further and steer them to where they belong.

Today, training has become an integral part of any organizational activity. Training converts people into human resources so that an organization survives, develops and grows. Intense competition has made organizations to develop their personnel through continuous training programmes.

DEFINITIONS OF TRAINING

Department of Employment Glossary of Training Terms (1981) Britain defines training as “the systematic development of the attitude, knowledge, skill, behaviors pattern required by an individual to perform adequately in the given task or job”.

According to Edwin. B. Floppy ¹, “training is the systematic modification of behaviors’ through learning which increases skills and knowledge to perform a particular job”,

According to Michael. J. Jucious ², "Training is a process by which the attitudes, skills and abilities of employees to perform specific jobs are improved".

PURPOSES OF TRAINING

The major purpose of training is to make the employees much more productive by weeding out performance deficiencies, which are the result of the employees' inability to perform at the desired level. Training increases knowledge, skills and attitudes of an employee for improving his/her performance on the job in keeping with the organization's objectives.

Training involves:

- a) Helps to absorb latest technology which makes the workforce more flexible.
- b) Increases the potential for survival and profitability.
- c) Increase quality.
- d) Tackles human problems effectively.
- e) Leads to self – development and self-actualization.

IMPORTANCE OF TRAINING

The success of every organization depends not on money, machines, and materials but on men who are trained and experienced. These men perform their activities in an effective manner. Training is a process of continuous learning. It helps the employees to understand rules and procedures to guide their behaviors. Training helps an employee to improve his/her performance in the current job and prepares for an intended job.

An effective training system has two key features: One, it is based on a systematic approach to training-needs assessment system and second, it utilizes the training-need information in a cost effective manner for improving job performance.

The impact of training depends upon its serving a need shared by people in an organization. Training is a continuous learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform the job.

Evaluating the impact of training is a continuous process. Evaluation is an integral part of the training system. The impact of training has to be monitored on a regular basis. Top management needs to know the investment made on training. The present study helps in providing the organization to know the impact of training programmes conducted.

RESEARCH METHODOLOGY

The study is a micro study and has been restricted to an organization only. The management of the organization has asked researcher not to disclose its name and other details. Primary data and other information were collected from 75 respondents. The researcher has interviewed all the respondents after collecting the questionnaires. The questionnaire was designed to get the relevant data from the respondents. Researcher has used Likert's 5 point scale and other statistical tools in this study.

OBJECTIVES OF THE STUDY

- A) To assess the impact of training on the employees
- B) To suggest measures based on the findings.

REVIEW OF LITERATURE

Men have been trained in one or the other activity for the last so many years. Training human resources should be proactive and also reactive. B.R. Virmani and Premila Seth ³ have conducted action research on evaluation of training and development. Their main focus was on the methods determining both efficiency and the effectiveness of training programmes. Jackson ⁴ has looked at training as an instrument in Human Resource Development (HRD).

He says that trainers should be able to calculate the value of training to originations by describing the impact of training to originations in the form of financial benefits, increased productivity etc. Paul 5 Has conducted a study on the effectiveness and strength of training methods for a group of 60 trainees. The study revealed that training methods were found to be highly effective by the participants.

ANALYSIS AND INTERPRETATION

The study was conducted to provide an in-depth knowledge on the impact of the training programmes in developing human resources. The responses of the respondents have been measured after training programmes. Table 1 shows the impact of training on the respondents.

TABLE-1 Impact of training on the respondents

Levels	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Improved job satisfaction	8	74.67	1.33	16	0
b) Helped to acquire knowledge	13.33	44	32	8	2.67
c) Helped to acquire skills	13.33	42.67	24	17.33	2.67
d) Improved behaviour	24	58.67	12	5.33	0
e) Improved relations with colleagues	18.67	69.33	10.67	1.33	0
f) Improved relations with customers	52	24	10.67	6.67	6.66
g) Helped for promotion	42.67	42.67	6.66	8	0
h) Increased productivity	12	80	8	0	0
i) Improved communication skills	8	60	16	16	0
j) Improved analytical skills	0	56	16	14	14

From the table, it was observed that majority of the respondents (74.67) agreed that training has improved job satisfaction. 44 and 42.67 percent respondents said that training helped them to acquire skills related to their job. 58.67 percent respondents agreed that training has improved their behaviour. 69.33 percent and 52 percent trainees opined that training has improved their relations with colleagues and customers. 42.67 percent respondents strongly agreed that there is a relation between training and promotions. 80 percent respondents said that training has resulted in increased productivity. 60 percent respondents agreed that there is an improvement in their communication skills after attending training. Trainees agreed (56 percent) that their analytical skills have improved after attending training.

From the foregoing analysis the following are the major findings:

- a) The sample employees are not the fresh employees.
- b) The responses are based on the past memories of respondents.
- c) Trainers are well equipped
- d) Training helps to develop interpersonal skills, helps to do job in a better way, and helps to serve the organization.
- e) Employees are willing to attend training programmes.

CONCLUSION

Trained employees are the most valuable asset of an organization. The attempts to arrange for its growth and improvement are significant for an organization. Training programmes conducted regularly in the organization. As majority of the employees belong to the age group of 30-40, they had good experience on the job ranging from 8 to 10 years. This may be the reason for them to say that they have benefited a lot from the training. Trainers are competent and are suitable for the job. Training has

helped trainees to improve job satisfaction, has helped to improve relations, improved communication skills. Training has positive impact on employees and focused on the needs. This made the trainees to say that training is essential in future also.

Training has improved knowledge, skills and has improved behaviour of employees. Attitudinal change in the behaviour of the employees shows the impact of training. Most of the employees' satisfaction in discharging the job also has improved after attending training programmes. The parameters used for measuring the impact of training programmes in the organization have tilted the balance in favour of it suggesting as effective in HRD. Training evaluation is done for all programmes. The impact of such programmes is positive for employees as well as for others is high and also useful for future.

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