



TRAINING PROGRAMMES IN PUBLIC SECTOR ORGANISATIONS - AN EVALUATION OF EFFECTIVENESS

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Abstract

The world is fast changing. There is cut throat competition everywhere. There exists tough competition among organizations. They are trying to get more return for their investment. Human capital has now become the precious and effective tool for development. Therefore, it is imperative to make the human capital more capable and efficient in earning profits. Capability of a Person depends on his ability to work and type of training he receives. Hence, now the organizations chalk out training programmes to impart systematic training to its employees so that the output of the individual increases and thereby more profit to the organization, which will lead to its growth and sustainability. In view of the growing importance to industrial sector, it is time to make an analytical study on the effectiveness of training programme on the development so that the problem can be identified. The present paper is attempt in this direction. Both primary data and secondary data were used for the preparation of this paper. It is expected that the outcome of the study will be useful the organizations to improve the quality of training and will lead to efficient and effective performance.

Keywords: Training Programme, Organizational Training, Employee Performance, Employee Satisfaction.

Introduction

In the world, every activity is changing day by day. The techniques used, the machineries used, the methods used, etc. are also being changed. There is cut throat competition everywhere. Now the organizations experience intense pressure due to competition and as a result, they adopt different approaches to survive and excel. Human Capital is considered as a precious tool by organizations as it is a source of competitive advantage. When human capital is knowledgeable and efficient, then only the competitive advantage can be availed. In order to impart required knowledge and abilities to the most precious asset, i.e. human capital, organizations chalk out various Training and Development programmes. Organizational training activities are capable of bringing competitive advantage through their positive impact on employees' productivity and efficiency, which will contribute for the betterment of the organization. There is no doubt that effective training is an investment in the human resources of an organization, which may yield return immediately and in long term. Therefore, the organizations spend lot of money on training and development. However, there is a need to manage the training programmes more effectively so as to reap good returns. By imparting training, the employees will become wise to do their jobs more effectively and efficiently, thereby they can increase the output, which will lead to development. However, there is a need for evaluation of the training programmes to give guidance to organizations on their investment on human capital investment and to determine whether the training is effective and successful or not.

Training is the act of increasing the knowledge and skills of employees for doing a particular job. Every organization should have well trained and experienced employees to perform their duties efficiently and effectively. The importance of giving training to employees has increased as jobs have become more complex. It is now difficult to learn easily as the jobs are complex and when jobs were simple, it was easy to learn. Learning is the major outcome of training. A trained person learns new and useful knowledge, skills and efficiency during the training, which will result in improved performance. Training helps an employee to do his job more efficiently and effectively. Thus, Training is a planned programme aimed to improve performance and bring measurable change in knowledge, skills, attitude and social behavior of employees.

The intensity of the competition in all spheres of businesses is alarmingly increasing day by day in the present circumstances of globalization and liberalization. As a consequence, the employers realize the importance of development of knowledge and skills of the workers. Human resources is therefore, considered as the sum total of inherited intelligence, acquired knowledge, learned skill and accumulated experience over the years. Human Resource is undoubtedly the greatest asset of an organization. As all the activities are done by human beings, the prosperity of the industry depends upon increasing their aptitude, skills and abilities, Therefore, the training has a key role in the development of an organization, but it should not be a one-time exercise, but it is an essential imperative to increase the efficiency of employees in an organization and thereby the growth of the organization.

The Problem Statement

The Present Study is on effectiveness of Training Programmes of Employees of reputed firms located at Thrissur District in the State of Kerala under Public Sector. The firms do not have a separate training department. The Organizations spent considerable amount for the training programmes of employees. The Management is very particular in selecting apt employees with required skills. Also the management stated that they have been providing adequate training to the employees. However, the performance of the organizations is not up to the mark. Hence, it is quite relevant to conduct a study on the training programmes provided to the employees of these selected firms. The present paper attempts to fulfill this.

Significance of the Study

It is a proven fact that training strongly influences the productivity, efficiency, innovative ideas and complete knowledge about the job. However, various studies conducted earlier revealed that employees are not capable enough to do their tasks efficiently and effectively. While some employees realize the impact of training on their performance, many could not relate the effect of training on the performance. Therefore, the researchers want to evaluate the effectiveness of training programmes on the employees performance in order to assess whether the training programmes being given are sufficient enough or not and to suggest ways and means to improve the quality of training in the selected organizations.

Objectives of the Paper

1. To examine the present training programmes for the benefit of employees and
2. To analyse and examine whether training provided by the organization is adequate in developing skills and motivating the employees

Hypotheses Formulated And Tested

1. There exists a significant relationship between initial training and experience of employees.
2. There exists a significant relationship between experience and satisfaction level of employees on training programmes.

Research Methodology and Data Base

This is a Descriptive research undertaken with the help of both primary and secondary data. Primary data were collected through a specially designed interview schedule. A pilot study was conducted among 25 sample employees and suitable modifications were incorporated and thus finalized. Secondary data was collected from the publications, journals, books and company records. The universe of the current study consists of 283 employees. The sample size taken for the present study is 110. The Simple random sampling was employed for the selection of sample employees. The mathematical and Statistical tools used include simple percentage and Chi-square test.

Results and Discussions: The results of the analysis based on primary data are presented in the following pages.

Table 1- Category wise Distribution of Sample Employees

| Category | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Managers | 30 | 27.3 |
| Executives | 35 | 31.8 |
| Workers | 45 | 40.9 |
| Total | 110 | 100.00 |

Source: Primary data

The above table shows that out of 110 respondents, 40.9% of the respondents are workers.

Table 2- Department wise Distribution of Sample Employees

| Department | No. of Respondents | Percentage |
|--------------------|--------------------|---------------|
| Production | 51 | 46.36 |
| Engineering | 7 | 6.36 |
| Marketing | 12 | 10.9 |
| Human Resources | 7 | 6.36 |
| Accounts & Finance | 10 | 9.09 |
| Quality Assurance | 10 | 9.09 |
| Technical | 13 | 11.8 |
| Total | 110 | 100.00 |

Source: Primary data

From the above table, it can be seen that 46.46% of the sample employees are working in the Production Department, while 11.8% is in Technical Dept. and 10.9% in Marketing Dept.

Table 3- Educational level of Respondents

| Educational level | No. of Respondents | Percentage |
|------------------------|--------------------|---------------|
| SSLC with technical | 64 | 58.17 |
| Graduates | 18 | 16.37 |
| Post Graduates | 12 | 10.91 |
| Professional Graduates | 16 | 14.55 |
| Total | 110 | 100.00 |

From the above table it is clear that Majority of the respondents (58.17%) is technically qualified while 16% is Graduates, 14.55% is Professional graduates and 10.91% Post graduates..

Table 4- Experience Level of Respondents

| Experience level | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| < 5 years | 12 | 10.91 |
| 5 – 10 years | 13 | 11.81 |
| 10 – 15 years | 14 | 12.73 |
| >15 years | 71 | 64.55 |
| Total | 110 | 100.00 |

Source: Primary data

The above table reveals that out of 110 respondents, the majority of the employees (64,55%) are having more than 15 years of service, while 10.91% have less than 5 years service, 11.81% of employees with 5-10 years service and 12.73% have service between 10 & 15 years.

Table 5- Awareness of Training Programme among Sample Employees

| Response | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Yes | 94 | 85.45 |
| No | 16 | 14.55 |
| Total | 110 | 100.00 |

Source: Primary data

The above table shows that 85.45% of respondents opined that they are aware of the training programmes, while 14.55% stated that they are not aware of training programmes.

Table 6- Purpose of Training Programme

| Purpose | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| New Skills | 55 | 50 |
| High Earning | 10 | 9.1 |
| Adaptability | 12 | 10.9 |
| Promotion | 2 | 1.8 |
| All | 31 | 28.2 |
| Total | 110 | 100.00 |

Source: Primary data

The above table reveals that 50 per cent of respondents are of the view that the purpose of training programme is for new skills, whereas 28.2% states that the purpose of training programme is for new skills, high earning, adaptability and promotion.

Table 7- Training Programme Undergone In The Initial Stage of Employment

| Response | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Yes | 76 | 69.1 |
| No | 34 | 30.9 |
| Total | 110 | 100.00 |

Source: Primary data

From the above table, it can be seen that 69.1% respondents are of the opinion that they have got training in initial stage of employment, whereas 30.9% stated that did not get training in the initial stage.

Table 8- Length of Duration of Training

| Length | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| 15 days | 11 | 14.47 |
| 1 month | 11 | 14.47 |
| 3 months | 3 | 3.97 |
| 6 months | 2 | 2.63 |
| 1 year | 49 | 64.47 |
| Total | 76 | 100.00 |

Source: Primary data

The above table reveals that majority (64.47%) of them have got one year initial training, while 14.47% says they have undergone 1 month training programme and another 14.47 per cent claims that they got only 15 days training programme in the initial stages. However, 3.97% says they got training for 3 months.

Table 9- Organizational Climate For Maintaining Good Learning Environment

| Responses | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| To great extent | 25 | 22.7 |
| To some extent | 43 | 39.1 |
| To little extent | 29 | 26.4 |
| Can't say | 13 | 11.8 |
| Total | 76 | 100.00 |

Source: Primary data

The above table discloses that about 39 per cent of employees responded that to some extent the organization has been providing sound organizational climate for maintaining good learning environment, while 26.4% says the organizational climate is to little extent and 22.7% opines that the organizational climate is to great extent.

Table 10 - Frequency of Training

| Responses | No. of Respondents | Percentage |
|----------------|--------------------|---------------|
| Every 6 months | 12 | 10.9 |
| Every year | 14 | 12.7 |
| 1 – 2 years | 19 | 17.3 |
| 2 – 3 years | 65 | 59.1 |
| Total | 110 | 100.00 |

Source: Primary data

The above table shows that majority of respondent agreed that they have been trained in the frequency of 2 – 3 years, whereas 17.3% opines they are trained in 1-2 years and 12.7% responds they get training every year and the 10.9% are trained every 6 months.

Table 11 Method of Training Undergone

| Response | No. of Respondents | Percentage |
|---------------------|--------------------|---------------|
| On the job training | 39 | 35.5 |
| In house training | 48 | 43.6 |
| External training | 14 | 12.7 |
| All | 9 | 8.2 |
| Total | 110 | 100.00 |

Source: Primary data

From the table, it can be seen that majority of respondents (43.6%) agreed that the method of training undergone is in house training, while 35.5% says they had undergone on the job training and 12.7% of sample employees had undergone external training..

Table 12 On The Job Training Programmes

| Responses | No. of Respondents | Percentage |
|-------------------|--------------------|---------------|
| Learning by doing | 47 | 42.7 |
| Job Instruction | 25 | 22.7 |
| Coaching | 18 | 16.4 |
| Job rotation | 20 | 18.2 |
| Total | 110 | 100.00 |

Source: Primary data

The table 11 shows that 42.7 % of the sample respondents claim that the type of on the job training undergone by them is learning by doing, while 22.7% says they got job instruction for on the job training, 16.4% said they got coaching as on the job training and 18.2% got job rotation as on the job training programme.

Table 13- Opinion About The Training Programmes Undergone

| Responses | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Excellent | 9 | 8.2 |
| Good | 48 | 43.6 |
| Average | 41 | 37.3 |
| Poor | 12 | 10.9 |
| Total | 110 | 100.00 |

Source: Primary data

From the table 12, it can be seen that Majority of the respondents (43.6%) rated the training programme as good, while 37.3% % of respondents said it as 'average', but 8.2% rated it as excellent and 10.9% as poor.

Table 14- Opinion As Whether Training Helped To Improve The Quality of Work

| Responses | No. of Respondents | Percentage |
|-------------------|--------------------|---------------|
| Strongly agree | 24 | 21.8 |
| Agree | 69 | 62.8 |
| Disagree | 13 | 11.8 |
| Strongly Disagree | 4 | 3.6 |
| Total | 110 | 100.00 |

Source: Primary data

From the table 13 , it can be seen that 62.8% of the respondents stated that the training helped to improve the quality of work, while 21.8 percent of respondents strongly agreed the same, but 11.8% respondents disagreed with the above statement and 3.6% strongly disagreed..

Table 15- Opinion As To The Training Helped To Improve Job Satisfaction

| Responses | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| To great extent | 28 | 25.4 |
| To some extent | 51 | 46.4 |
| To little extent | 14 | 12.7 |
| Can't say | 17 | 15.5 |
| Total | 110 | 100.00 |

Source: Primary data

The table 14 reveals that majority of the respondents (46.4%) opined that the training improved job satisfaction to some extent, while 25.4% stated that the training helped to improve job satisfaction to great extent, while 15.5% stated that they can't say and to 12.7% respondents to little extent the training helped to improve job satisfaction.

Table 16 - Problems Faced By Employees During Training

| Response | No. of Respondents | Percentage |
|---------------------|--------------------|---------------|
| Communication gap | 26 | 23.6 |
| Constraints of time | 58 | 52.7 |
| Personal limitation | 20 | 18.2 |
| Less Supervision | 6 | 5.5 |
| Total | 110 | 100.00 |

Source: Primary data

From the table 15, it can be seen that 52.7 percent of the employees faced the problem of constraints of time during training, 23.6 percent faced communication gap, 18.2% had personal limitation and 5.5% respondents, less supervision was the problem during training.

Table 17 - Opinion as to whether Training is waste in the Organization

| Response | No. of Respondents | Percentage |
|-------------------|--------------------|---------------|
| Strongly agree | 6 | 5.5 |
| Agree | 14 | 12.7 |
| Disagree | 62 | 56.4 |
| Strongly Disagree | 28 | 25.4 |
| Total | 110 | 100.00 |

Source: Primary data

The table 16 shows that majority of the respondents (56.4%) disagreed that training is waste in the organization, 25.4% strongly disagreed that the training is waste, whereas 12.7% agreed that the training is waste and 5.5% strongly agreed to the same.

Table 18 - Level of Performance With Respect To Training

| Response | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| To great extent | 12 | 10.9 |
| To some extent | 34 | 30.9 |
| To little extent | 28 | 25.5 |
| Can't say | 36 | 32.7 |
| Total | 110 | 100.00 |

Source: Primary data

The table 17 reveals that 10.9 percent of the respondents feels that level of performance has been increased to great extent through training, 30.9% says it that to some extent the performance has increased with training and 25.7% said performance increased with training to little extent and 32.7% said they cannot say anything.

Table 19 - Feedback About The Progress Achieved Due To Training

| Response | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| To great extent | 21 | 19.1 |
| To some extent | 39 | 35.5 |
| To little extent | 26 | 23.6 |
| Can't say | 24 | 21.8 |
| Total | 110 | 100.00 |

Source: Primary data

The table 18 stated that 35.5 percent of the respondents are agreeing that they have been getting feedback concerned the progress during the training to some extent, 23.6% stated it as to little extent and 21.8% said they cannot say.

Table 20 - Opinion On The Techniques Used In Training Conducted

| Response | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Excellent | 12 | 10.9 |
| Good | 38 | 34.5 |
| Average | 49 | 44.6 |
| Poor | 11 | 10 |
| Total | 110 | 100.00 |

Source: Primary data

From the above table, it is seen that majority of the respondents (44.6 percent) rated the techniques used in training conducted as Average, while 34.5% said it as Good and 10.9% as Excellent and 10% as Poor.

Table 21 - Response On Training Programme As To Improve Relationship Between Superior And Subordinates

| Response | No. of Respondents | Percentage |
|------------------|--------------------|---------------|
| To great extent | 33 | 30 |
| To some extent | 46 | 41.8 |
| To little extent | 18 | 16.4 |
| Can't say | 13 | 11.8 |
| Total | 110 | 100.00 |

Source: Primary data

From the above table, it is found that majority of the respondent (41.8%) agreed that to some extent training helps to improve the relationship between superior and subordinate, while 30% says that to great extent it helps to improve the relationship between superiors and subordinates, for 16.4% to little extent and 11.8% says they can't say.

Table 22 - Opinion About Trainers

| Response | No. of Respondents | Percentage |
|--------------|--------------------|---------------|
| Excellent | 12 | 10.9 |
| Good | 48 | 43.6 |
| Average | 39 | 35.5 |
| Poor | 11 | 10 |
| Total | 110 | 100.00 |

Source: Primary data

The above table reveals that majority of the respondents (43.6%) rated the trainers as 'good', while 35.5% of the respondents rated them 'Average'.

Table 23 - Level of Satisfaction on Training Programme

| Response | No. of Respondents | Percentage |
|----------------------|--------------------|---------------|
| Highly Satisfied | 12 | 10.9 |
| Satisfied | 47 | 42.7 |
| Moderately Satisfied | 42 | 39.1 |
| Dissatisfied | 8 | 7.3 |
| Total | 110 | 100.00 |

Source: Primary data

The above table shows that 42.7 percent of the respondents are satisfied with training programme, while 39.1 percent are moderately satisfied, 10.9 percent highly satisfied and 7.3 percent are dissatisfied with the training programmes.

Testing of Hypotheses: To analyze the relationship between experience and initial training, the following hypothesis were framed.

Ho: There is no significant relationship between experience of employees and initial training.

H1: There is significant relationship between experience of employees and initial training.

Ho: There is no significant relationship between experience of employees and satisfaction level of employees on training programmes.

H1: There is significant relationship between experience of employees and satisfaction level of employees on training programmes.

The Results Of Hypotheses Testing Are Shown Below

| Attributes | Calculated Value – chi square | Critical Chi-square | Degree of Freedom | Result |
|--|-------------------------------|---------------------|-------------------|-----------------|
| Experience and initial training | 1.723 | 7.815 | 3 | Not significant |
| Experience and Satisfactory level of training programmes | 10.33 | 12.592 | 9 | Not significant |



From the above, it can be seen that there is no significant relationship between experience and initial training because the calculated value of chi-square is less than the table value. So the null hypothesis is accepted. Since the calculated value of chi-square is less than table value, the null hypothesis is accepted that there is no significant relationship experience and satisfactory level of training programme.

Conclusion and Implications

Training is essential for any organization to develop. There is no doubt that organizational training has great impact on employees. If the organizational training is not effective, it will adversely affect the performance of employees. Training and Development programmes help the employees to enhance their performance. There is a close relation between training and employee's performance. Training helps organizations in achieving their strategic objectives and gives organizations a competitive edge. Organizations train and develop their employees to enhance their effectiveness. The aim of any organization is to earn more profit. By imparting training, the employees can increase their productivity and thereby more profit and more development of the organization. However, it is not only essential to conduct training programmes, but it is equally important to evaluate the programmes to see that they are useful to the employees for better performance and are producing desired results. Proper evaluation is the base for effective training. Thus, it can be concluded that effectiveness of training & development depends on training needs determination, training design, trainer performance and trainee performance. Therefore, necessary care has to be given to all the influencing factors to make the training & development effective and thereby produce desired results for the organisation. To sum up, there should be a proper training programme for all the employees of the organization to make them efficient and effective in their jobs. All the organizations should devote time and fund for the training programme, which will eventually benefit the organization.

On the basis of above findings and conclusions, the following implications are made.

1. The training programmes should be made compulsory for all employees. The Human Resource department should take an initiative to educate the employees about the advantages of training. Human Resource department can take initiative to formulate training policy in co-ordination with top management.
2. Majority of the respondent agreed that in house training is essential in an organization. The firm should follow "On the job training method" and should provide "Off the job training method" as and when required.
3. The trainer should be more friendly and cordial so that the trainees will be free to interact with him properly. It is necessary to the training is relevant to employee's job. It may also be ensured that proper skill improvement training is given so that the performance of the employee can increase.
4. The employees may be given opportunity to open up and discuss about training programme and in which area they require training. Hence employees' opinion also to be considered while introducing training programme.
5. Individual attention may be provided to trainees in order to encourage their participation and make them perform better at their job.

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