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EVALUATION OF TRAINING AND DEVELOPMENT PROGRAM FOLLOWED BY ENGINEERING UNITS

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ABSTRACT

Generally speaking, evaluation of the training and development programme is the systematic appraisal by which an organization determines the worth, value, or meaning of something to someone. In evaluating the effectiveness of any training and development programme whatever be the method used the following criteria should always be kept in mind i) Objective, ii) Cost benefit analysis, iii) Flexibility, iv) Results obtained, v) Staff Required and vi) Improvement Possible.

KEYWORDS : Training and Development, Increasing productivity, Increasing efficiency.

INTRODUCTION

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource development. Employee training is specialized function and is one of the fundamental operative functions for human resource management.

The organization needs to know whether their investment in training and development programme is being spent effectively and if it is worth the effort. The top management may be primarily concerned with evaluation as a process by which the effectiveness of the organizations program and operation procedures may be demonstrated. The training institute and staff may wish to evaluate the training process itself, the degree to which current spending priorities in the training budget are justified, or



the performance of the instructional staff.

According to Hinrichs, MCGehee and Thayer` training needs assessment is a critical components of the training system, because it provides data to determine who is to be trained, what training programme are needed and how the results of training programme are to be evaluated.

OBJECTIVES:

The following are the objectives of the study:

- 1.To evaluate the impact of training and development programs conducted by engineering units.
- 2.To know what difficulties faced by engineering units in imparting training to their human resources.

HYPOTHESIS:

Keeping in mind above objectives, some hypothesis were formulated as a base for study.

The hypothesis is as under:

There is a high utilization of training and development programs in medium and large scale engineering units over the small scale.

Primary Data:

The Primary data required for this study is collected through the following ways:

Questionnaire:

Detailed and comprehensive questionnaire was prepared for managers for collection of required data. The pilot study was conducted to pretest the validity of the questionnaire. With the help of this pretested questionnaire the method of enquiry was suitably amended and the final draft of the questionnaire was made and necessary information was collected accordingly.

In all, 85 engineering units from Satara District have been surveyed comprising 25% of small scale units and 25% of medium and large scale engineering units respectively. The units who responded to survey are considered for study to draw conclusions.

To study the differences in selection process of Human Resources followed by small scale and medium and large scale EUs, Pearson’s chi square test is applied. The actual result of this test is compared with .05 level of significance. If the result of chi square test is > .05, it is not significant and if the result is < .05, it is significant.

A comparison between small scale and medium and large scale is made and Chi-square test is applied. The results are shown in table 1& table 2. The data in respect of Results of Training and Development Programmes and Difficulties in Imparting Training is explained further.

Table 1 states that 82% small scale units told that the reducing costs is the result of training and development programme and 90% medium and large scale units responded to the same result. The value of chi square is not significant.

Increasing efficiency was also the result of training and development programme as it is stated by 63% small scale units and 95% medium and large scale units respectively. The chi square value is 6.924 with a P value of .009 which is < .05. It is significant.

Table 1
Effects or Results of Training and Development Programmes Reported by Size Class of Units

Results of training		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 Increasing productivity	Count	34	17	51	4.692	.030	SIG
	Column % N	63.0%	89.5%	69.9%			
2 Increasing efficiency	Count	34	18	52	6.924	.009	SIG
	Column % N	63.0%	94.7%	71.2%			
3 Reducing costs/wastages	Count	44	17	61	.654	.419	NS
	Column % N	81.5%	89.5%	83.6%			
4 Increasing employee moral	Count	26	17	43	9.916	.022	SIG

	Column %	N	48.1%	89.5%	58.9%			
5 Any other	Count		2	2	4	-	-	-
	Column %	N	3.7%	10.5%	5.5%			
Total	Count		54	19	73	-	-	-
	Column %	N	100.0%	100.0%	100.0%			

SIG = Significant, NS= Not Significant Source: Survey data

63% small scale units and 90% medium and large units explained that increasing productivity is the effect of training and development programme. The chi square value is 4.692 with a P value of .030 which is $< .05$ hence, difference is significant.

Towards increasing employee morale, 48% small scale units and 90% medium and large scale units were found to be responded. The chi square value of 9.916 has a P value .022 which is $< .05$. Therefore, difference is significant.

There are many limitations on small scale units therefore, in comparison to medium and large scale units, these units are responded less towards increasing productivity, increasing efficiency and increasing employee morale as the results of training and development programmes.

The other effects/results of training and development programmes which are stated by EUs and employees are as under:

- 1) Through enhancement of knowledge, employees can reduce the timing of jobs due to training and development programmes was told by the respondents.
- 2) One of the important point raised by both types of respondents i.e. Engineering units and employees was that training and development programmes increase the confidence of human resources.
- 3) Improvement in the quality of the product is also possible due to training programmes. Workers can get advanced technical knowledge which results in the betterment of jobs.
- 4) It is examined that rejection is reduced tremendously due to training and development programmes of human resources.
- 5) Development of personality of managers/employees is also the effect of training and development programmes is stated by both type of respondents.

It is concluded that reduction of cost/wastages and increasing the production are most important effect/results of training and development programmes.

As a part of evaluation of training and development programme author made effort to know about the difficulties faced while conducting training and development program by engineering units, the information collected in this respect is shown in table 2.

Table 2
Difficulties in Imparting Training

Difficulties		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 Inadequate teaching staff	Count	10	7	17	.951	.329	NS
	Column N %	34.5%	50.0%	39.5%			
2 Finance	Count	16	3	19	4.359	.037	SIG
	Column N %	55.2%	21.4%	44.2%			
3 Availability of tools and equipments	Count	15	6	21	.297	.586	NS
	Column N %	51.7%	42.9%	48.8%			
4 Workers participation	Count	2	3	5	-	-	
	Column N %	6.9%	21.4%	11.6%			
5 Any other	Count	3	1	4	-	-	
	Column N %	10.3%	7.1%	9.3%			
Total	Count	29	14	43	-	-	
	Column N %	100.0%	100.0%	100.0%			

SIG = Significant, NS= Not Significant Source: Survey data

It is examined from the table that 49% i.e. 42 out of 85 EUs were found not to be facing any difficulty regarding imparting training as the question not related to them. From the remaining 43 engineering units, inadequate teaching staff and finance were the main problems while imparting training, which is stated by 40% and 44% EUs respectively. The difficulty of availability of tools and equipment was stated by 49% of EUs and workers participation was also the difficulty which is faced by 12% of EUs. Efforts were made to know about any other difficulty in this regard, it is stated by 9% EUs that extra time is require to train the human resource, therefore, during training period a regular routine of the organization affect adversely. According to employee respondents that managerial will affect many times on getting the opportunity of training.

It is clear from the analysis of the information that majority of the EUs do not face any difficulty in imparting training as the question is irrelevant to them. Availability of tools and equipments, finance and inadequate teaching staff are the difficulties in imparting training is stated by 49%, 44% and 40% of EUs respectively.

The table further states that 52% small scale units and 43% medium and large scale units opined that availability of tools and equipment is the difficulty faced by them in imparting training to managers and employee. The chi square value is not significant.

In respect of finance, as a difficulty in imparting training to managers/employees, 55% small scale units and 21% medium and large scale units responded. The value of chi square is significant. Financial position of small scale EUs is comparatively weak and as training programmes are not conducted by these units, the small scale units responded highly towards finance as their difficulty.

35% small scale units told that they face the difficulty of inadequate teaching staff in imparting training to managers/employees, as against this, 50% medium and large scale units responded to the same. The value of chi square is not significant.

FINDINGS:

- 1.It can be concluded that reduction of cost/wastages by 84% and increasing production by 70% EUs was found to be stated as important effects/results of training and development programmes.
- 2.It is clear from the analysis of the information that availability of tools and equipments by 49%, finance by 44% and inadequate teaching staff by 40% engineering units stated as the difficulties in imparting training to human resources. Only 12% engineering units told that workers participation is also the difficulty faced by them.

CONCLUSION:

Evaluation of training programmes is needed to determine whether the training objectives are accomplished and to ensure whether any changes in trainee capabilities are due to the training programme, to determine the cost effectiveness of training and organizations is benefiting tangible due to training. Keeping in mind such purposes and to make training result oriented evaluation of training by engineering units is to be done. Use of techniques of evaluation like experimental and control group approach or longitudinal or time series analysis or using questionnaire to trainees after completion of the training programme may be done.

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