

“TO STUDY THE IMPACT OF TRAINING”

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Abstract:

The training has emerged as a significant investment in the corporate world. No professional, institution or organization can survive without training of its manpower. Training becomes inevitable. On the other hand, impact of the training is never immediate on the output of the organization. It is a long drawn multi stage process.

Training is defined as a process of giving value adding inputs to individuals I groups in the form of the knowledge, skill or attitude which are specific to the job of individuals I groups & which finally lead to improvement in the performance of individuals & groups, ultimately leading to improvement in the performance of the Organization.

First impact of training is on Reaction: *The group receiving training must react positively to the inputs. When reaction impact is adverse, process of training stops then & there itself. Even if reaction is positive, there is no guarantee that employees will learn. Trainer must take the responsibility of ensuring that reaction is positive & adequately positive. Reaction is caused by many external variables which need to be controlled by the trainer.*

The next stage in training process is learning: *Learning is the function of many other variables. If learning takes place adequately there is possibility that training process will go further. Learning is not the terminal objective of training. If learning has taken place adequately there is possibility of change in the job behavior of employees. Again change of job behavior is not the function of training alone. There are many other external variables. But one thing is sure, if there is no change in job behavior of the individual, training process stops then & there itself.*

If there is adequate change in the Job behavior & Job behavioral change is positive then that can cascade the change in the behavior pattern of total environment around the individual, i.e., organizational behavior. Thus, the impact of the change in behavior of individuals percolates down into the change in organizational behavior. If there is change in the overall organization behavior then only there will be overall impact on organization performance.

KEYWORDS:

Training, Development, Appraisal, Trainee, Learning, Environment.

INTRODUCTION

MAIN FEATURES OF TRAINING PROGRAMMES CONDUCTED AT JSW ARE AS FOLLOWS:

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Detailed department wise/function wise study of individual needs for training.
Company wise study of the skill gap of the technical personnel in all the processes in all the key operations in different plants and functions.
Focus on all breakdowns in the training programmes.
OEM Training on the equipment operations and maintenances.
Enormous professional care in the designing of programmes.
Development of the course materials for all the programmes.
All the presentations on the power points.
Judicious mix of on the job and class room training.
Combination of impact creating training methodologies like experiential learning methods, workshops, group discussions, project methods, etc.
Effective time management in the programme.
Rigorous evaluation and feedback on the programmes.
Pre & Post Training written tests on the programmes.

REVIEW OF LITERATURE

Training -

Training means enhancing the capabilities of human beings by allowing them to undergo learning experiences. Thus, training programmes are the learning situations that result in enhanced capabilities for people who undergo them.

Training is defined as a process by which people are assisted in a continuous and planned manner to develop the job competence, personality and other capabilities. It refers to the programmes undertaken by an organization to promote the intellectual, social and psychological development of employees so as to help them in achieving their highest potential. It is the total all round development of people so that they can contribute their best to the business and the society.

Training in organizational context is a process by which the employees of an organization are helped in a continuous planned way to; acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and or organizational development purposes.; and develop an organizational culture in which Supervisor subordinate relationships, team work and collaboration among sub- units are strong and contribute to the professional well-being, motivation, and pride of employees.

OBJECTIVES OF THE TRAINING

1. To develop the capabilities of each employee in relation to his or her present role, and in relation with his or her expected future roles.
2. The dyadic relationship between each employee and his/her supervisor.
3. The team spirit and functioning in every organizational unit.
4. Collaboration among different units of the organization.

RESEARCH METHODOLOGY:

Research methodology is a systematic approach of identifying the problem, collecting information, analyzing and provide alternative solution. The researcher collects both the primary data & secondary data.

SOURCES OF DATA COLLECTION:

For the project report the required information is being extracted through primary as well as secondary sources.

PRIMARY DATA:

Primary data is the one which all collected from fresh sources and for the first time while carrying out the research. For the purpose of the project the method of "Questionnaire" was selected.

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SECONDARY DATA:

Secondary data is that data which has been already collected for some other purpose. There are two types of sources for collecting secondary data, they are as follows.

INTERNAL SOURCES:

An internal source of secondary data includes the data generated within the organization:

Company files and folders.
Company manual/Handbook.

EXTERNAL SOURCES:

External sources are the sources outside the organization

Books
Internet

OBSERVATIONS

1. The study has been carried out with a random sample (44% of total) of 800 employees who have undergone minimum two or more training programmes. However we got complete responses from 542 employees.)
2. Apart from the research impact study the other observations are as we know Ispat is steel manufacturing industry. Some managers in the industry from specific departments gives special training to their department members in order to increase the production, stress relaxation and motivation.
3. Trainings are given as per the demand of the employees working in the industry, for this the company have separate training need identification system.
4. Trainers are internal and external also. When the trainer is internal (i.e. from industry), as he is familiar to the employees, they can easily interact, and open up easily.
5. For trainers also, training programmes-are arranged (like Train the Trainer).
6. Apart from shift training schedules activities like CSR, Quiz competitions are arranged.

FINDINGS

1. Trainees are picked randomly from different departments to form a group for shift training.
2. Training is given on safety, shutdown management, technical subjects related to the manufacturing process, hazard management, motivation, stress relaxation.

Positive point is that employees get information about each and every aspect of the training programs.

Negative point is that the trainees having no technical background or who do not require such trainings are made compulsory to attend all the trainings.

Some managers who gave the special training to their department employees, are highly motivated, giving higher performances.

SUGGESTIONS

1. Trainees having no technical background and who do not require the training are made compulsory to attend the programs. Behavioral and Attitudinal trainings should be given to all the trainees but technical only to selective people. This can be useful for workers i.e. for level 3 as they are lacking in quality of output, improvement in IPR, efficiency of work.
2. To fill in the training impact gap, company should arrange more outdoor training programmes as the employees will feel fresh and will learn more to improve through it.
3. As the employees are very busy and are engaged in hard work all the time, special meditation rooms should be provided where they will relax, get empowered mentally and gain energy to achieve their personal as well as organizational goals.
4. Feedback (interviewed) should be collected from the trainees that how they implemented the learning facts in their work and how much it worked.

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CONCLUSION:-

Training is the corner stone of management, since it makes the employees more effective and productive. It is intimately connected with all personnel managerial activities in an organization. It is also an integral part of the whole management programme.

The finding of the study shows that training and development boost the moral of employees, improve the performances and gives them an opportunity to get lucrative jobs and excel in their jobs also. The finding shows that the training aimed at providing the trainee the opportunity of changing their behaviors and contribute to their effectiveness and upgrading their skills.

Thus the impact of training not only helpful for the performance of employees but it is also a useful parameter from company's point of view.

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