

## “TRAINING EFFECTIVENESS FROM HRD MANAGER’S PERSPECTIVE”

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### INTRODUCTION

Employees are the most important possessions of any organization and their growth and development are indispensable parameters for the enhancement of people and creating an encouraging working environment.

In essence, the function must be a business partner in the organization. Most observers of the training and development, human resource development, and performance improvement have indicated that for the HRD to become a true business partner, three things must be given importance and looked into :

- The overall strategic and operational framework of the organization should make itself one with the Human Resource Development.
- Essential operating managers should be encouraged to enter into partnerships within themselves.
- There must be a comprehensive measurement and evaluation process to capture the contribution of human resource development.

Management Training and development has received much criticism in the recent years. In most organizations, teaching managers how to manage has been a difficult, haphazard, and often unsuccessful exercise. After years of observing corporations, business and industry still struggle with a variety of approaches to management training. Some researchers suggest that management training has failed because it has no connection to real life in the company.

The five most common reasons for failure of training include :

- Programs are not linked specifically to strategies, challenges or problem in the organization.
- Programs are designed to create awareness and understanding, but not competence.
- Programs focus on individual rather than operating units.
- Participants attend programs for reasons other than personal or organizational need.
- Programs fail to help participants confront reality.

However, in some organizations, the status of the training and development function has been enhanced in recent years. Some organizations have credited training workforce as a major ingredient in achieving organizational objectives and overall success.

The growth of training and development has also contributed to accountability. One of the most significant jumps in formal training and development budgets occurred in 1996, with a 16% increase reflected in a major magazine's annual industry report. As budgets continue to grow, so does the concern for accountability, along with a necessity to show a contribution to the organization. Budgets' growth should cause many organizations to step up to the challenge and measure the success of the training function.

#### **DEVELOPING A RESULTS-BASED FOCUS**

The focus on business results should be integrated throughout the HRD cycle. Training programs should be linked to business results. To help eliminate confusion over the outcome that can be expected from an evaluation program, this paper tries to examine the HRD managers perspective towards Training programs in their organizations. The term 'evaluation' will be used as an all-inclusive term and, occasionally, 'measuring results' will refer to the measurement aspect of the evaluation.

Developing results-based HRD greatly depends on the proper philosophy and attitude among the HRD staff and the employees.

#### **STATEMENT OF THE PROBLEM**

Arranging a performance linked training project is considerable towards escalating the efficiency of employees.

The performances of managers in the respective departments are directly proportionate to the quality of training programs organized for them by the HRD managers. So upgrading and changing the training programmes offered to an individual manager are essential in the manufacturing and information technology industries where revolution is consistent.

#### **OBJECTIVES OF THE STUDY**

To study the perspective of HRD managers towards training programs and understanding from them how results-based are the training programs in their organizations.

#### **HYPOTHESIS**

HRD managers find training programs to be effective in the organizations.

#### **RESEARCH METHODOLOGY**

The study is designed to understand the perspective of HRD managers towards training programs organized and conducted in their organizations.

#### **RESEARCH DESIGN**

The questionnaire used for the study for responses of training manager is developed by Jack J. Phillips. This questionnaire consisted of 30 questions aimed at finding out how results-based are training and development programs in the organization according to the HRD managers. Each of these 30 questions has to be answered by selecting any one of the three responses given below it.

- 1 point for each (a) response.
- 3 points for each (b) response.
- 5 points for each © response.

Thus, the total points per respondent will be between 30 and 150 points.

**RELIABILITY TESTING**

The responses on the scale used for the study was tested for its reliability by using Cronbach's Alpha where the acceptable score is 0.7 and above. The reliability score of the data was observed to be 0.97.

**VALIDITY TESTING**

The researcher has thought a score of 75% on the scale would suffice the purpose of research. This indicates that if the total score of the respondent for all the questions is above 75%, then the training program would be considered effective.

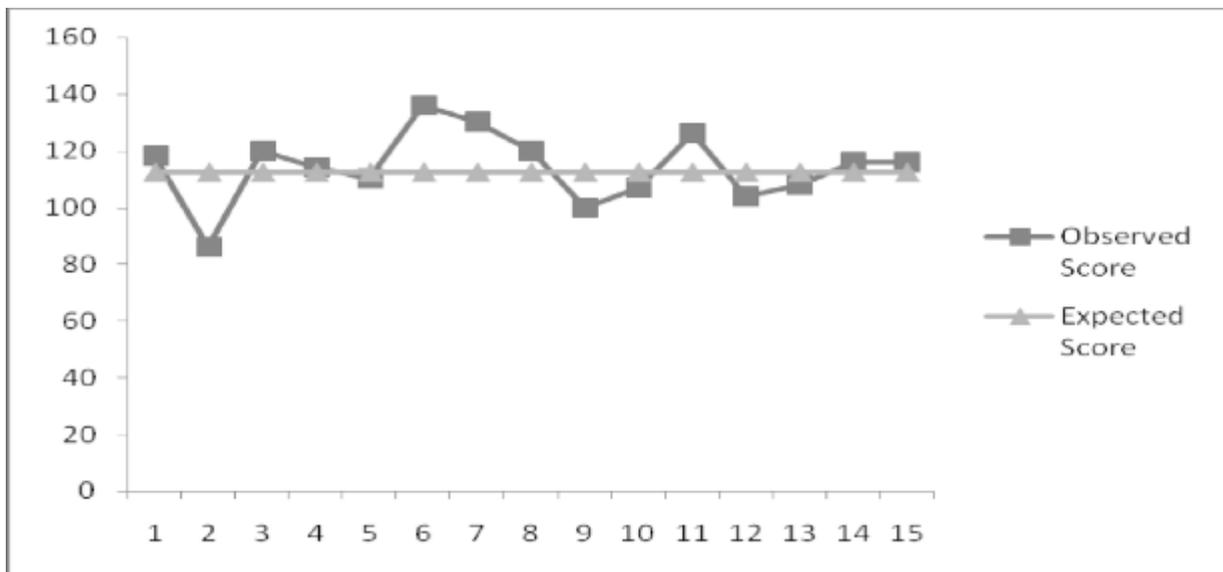
**STATISTICAL TOOLS USED**

Chi Square Test

**RESULTS AND DISCUSSION**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Min Score	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Observed Score	118	86	120	114	110	136	130	120	100	107	126	104	108	116	116
Expected Score	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5	112.5
Max Score	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150

Source: Primary Data of Authors Study



**TABLE 1: PERSPECTIVE OF HRD MANAGERS**

FIG. 1 : PERSPECTIVE OF HRD MANAGERS

IN THE ABOVE FIGURE 'X' AXIS REPRESENTS THE NUMBER OF RESPONDENTS AND THE 'Y' AXIS REPRESENTS THE SCORE ON THE SCALE

## ANALYSIS

The Chi Square Value for the above data given in table 1 is 19.536. Chi Square table value at 14 degree of freedom at 5 percent level of significance is 23.685. This calculated value is lesser than the table value; hence the hypothesis of 'HRD managers finding training effective' is validated and proved.

## INTERPRETATIONS

Table 1 and Fig 1 show that HRD Managers find training function to be effective in the organizations. It was seen that the direction of the training and development functions in the organizations were based on a mission, a strategic plan and an operating goal.

Most new training programs are initiated on after needs analysis has indicated that the program is needed. When a major organizational change is made, HRD managers systematically evaluate the skills and knowledge needed by the employees.

The responsibility of training results is shared by training staff, participants and managers all working together to ensure success. New training programs are developed in the most economical and practical way to meet deadlines and cost objectives.

To ensure that training is transferred into performance on the job, a variety of training transfer strategies appropriate at each situation is encouraged.

The results of training programs are communicated routinely to the participants. Managers' involvement in the training programs is very specific and with clear share of responsibility.

A zero-based budget system is followed for training activity. The top management's involvement in the implementation of Training and Development program includes program participation to see what's covered, conducting major segments of the program and requiring key executives to be involved.

When an employee completes a training program and returns to the job, his or her manager is likely to support use of the program material and give positive rewards when the material is used successfully.

## CONCLUSION

On the basis of the above research we can conclude that, though the training functions in the organizations are criticized for various reasons, the people responsible to organize and arrange for the training programs find it very effective.

## SCOPE FOR FURTHER RESEARCH

This study was focused only on manufacturing and information technology industries having a turnover of above 50 crores in and around Pune. Future research can replicate this study in other sectors within or outside the city of Pune.

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