

Designing Implementing and Evaluating Employee Training Programs



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Abstract: This paper explains the design of employee training programs, implementing them in a right way and evaluating the effectiveness of training. Evaluating the training is needed to assess the knowledge and skills gained by the employee after attending the training and also the benefits that are gained by the organisation in spite of spending money and time on employee training.

Keywords: Design of training, implementing the training, evaluating the training, employee training.

I. INTRODUCTION

Employees are trained for the benefit of both organisation as well as to self-improvement of the skills. Either it is a small company or a large company, they need to train their employees to learn the advanced technologies. The attitude towards the co-workers will be changed and a friendly atmosphere will be established. If the employees are given training, it will improve their morale towards their job, learn new skills and will be more committed to organisation. Investing on the training is additional cost to the company in terms of time as well as money. But this will increase the employee efficiency, better coordination between different sections of the company and thus the increase in the overall productivity.

II. LITERATURE REVIEW

Organisation should examine to what extent the training and HRD system is connected with the organizational strategy and to make sure the training and development activities are effective. (Haslinda & Mahyidin, 2009, p.240).

Brinkerhoff, (2005) Moreover, application to the job is an important consideration to measure the effectiveness of a training program. Kim, (2006). Organisation can improve its production and service quality and decrease the production costs by imparting employee training.

Goldstein and Ford (2002) training is considered as the most pervasive methods for improving the employee performance and enhancing employee's skills in a work environment. Haywood (1992) noted that in a practical situation, there are several factors that influence the effectiveness of training in an organization and it is one out of several factors that could enhance individual as well as organizational performance.

Mayer and Pipe (1983) says that strategic plan should be there for training evaluation that helps to evolve a careful method of assessing and reporting training effectiveness, so that the finding and feedback can be used to design improved training methods and mentoring etc wherever needed. Hung (2001) specified that evaluation of training mostly concentrated on the quantity but not on quality of training provided.

Dessler (2005) specifies that training is a process that applies different methods to improve employees' knowledge and skill which are needed to perform their job effectively.

III. DESIGN OF TRAINING PROGRAM

Training will be given if an employee is assigned a different job or when the quality of his work needs an improvement. Training program needs to be designed carefully to yield good results both to the employee and organisation. An efficient training program helps the organisation to retain the skilled employees. This will reduce the cost on recruiting the new skilled and right employee each time an employee exits from the company.

Though all the employees need the training, requirement may not be the same to all. First the management should assess the need for training. A professional of an expert in that particular field needs to be identified to provide the training.

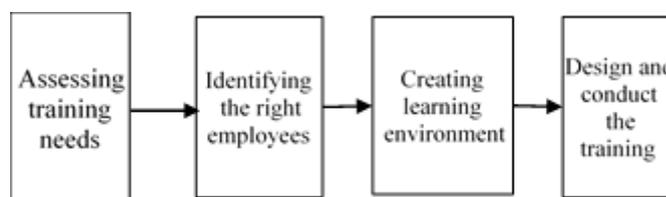


Fig.1 Designing a training program

IV. IMPLEMENTING TRAINING PROGRAM

Implementation of the training is to be done after assessing the needs of the employees. Following points are to be followed for implementing the training.

- Training needs to be captured

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- Right employees to be identified who wants to enhance their skills
- Choose the right expert or professional to provide the training.
- Define the right time for training not to affect the production or day to day activities.

Step by step process of implementation of the training program is explained below.

A. Step 1

Training needs of the organisation are to be analyzed. Should talk with managers to identify the right skills that are to be imparted, right employees who needs the training, right time and right place to conduct the training. Human resource department will be helpful in identifying all of these.

B. Step 2

Design a program that can give maximum benefits and present the design to the management and get the feedback. Justify the budget that is required for training and get the approval. The budget should include the training materials, trainer charges, contingency expenses and loss of production during training program.

C. Step 3

Prepare a chart of training classes. This should be feasible to all employees who are interested to attend training. Working schedules of the concerned departments should not be affected due to the training classes.

D. Step 4

Identify a professional or an expert in the field to give the training. Incase an internal expert is sufficient to impart the required skills, get his availability not to affect his work schedules. Set clear goals and expectations.

E. Step 5

Create an evaluation plan to assess the effectiveness of the training. Design the evaluation and feedback forms to be filled by both trainer and trainees. Feedback is to be analyzed to make use in the future training plans. Get the feedback of the supervisors of the trainees on the work improvement after attending the training.

V. BENEFITS OF THE TRAINING PROGRAM

There are enormous benefits of employee training. Few of them are listed below:

- **Improved productivity:** Skills enhancement will bring confidence.
- **Limited supervision:** As the employees are confident in their work, quantity and time spent on supervision can be reduced.
- **Enhanced employee loyalty:** Employees will get job satisfaction and job security that makes them to be loyal to the employer. This will retain the skilled employees in the company.
- **Chances for promotion:** Enhances skill set makes the employees to climb the career ladder easily.
- **Less accidents:** Training will make the employees to be cautious and thus the number of accidents in the workplace will come down.

- **Elimination of Wastage:** Mistakes due to lack of skills will be come down and reduces the damages and wastages. This will reduce the production cost also.
- **Uniformity of procedures:** Most of the employees are trained for all the skills, standard procedures can be followed through out the organisation.
- **Less employee turnover:** The employee morale will go up and they prefer to stay with the company thus the turnover rate will come down.
- **Attracts new talents:** Job seekers prefers to join the organisation where the employees are given priority and there is a chance to improve their skills and knowledge.
- **Adopting New Technology:** Capacity to adopt new technologies and methods will be increased.

VI. EVALUATION OF TRAINING

A. Need for evaluation

Effective training program is not just designing and conducting an employee training. The outcome of the training should be measured in terms of the performance of the trainees. Thus the evaluation method need to be designed along with the design of training program. Planning to be done to assess the performance of the trainee during design and implementation stage itself.

It is not worth spending money and time on something which does not yield any output. Neither the management nor the employees will accept to spare their time if they are not well explained on the benefits and outcome of the training. Hence it is an integral part of the training. To measure the output of the training one need to know what is to be measured, how it is to be measured and the right way to measure with right tools. Employee training has to be measured

- in terms of knowledge and skills gained,
- how efficient is their performance
- impact on communication between employees
- Productivity of the company.

B. Method of Evaluation

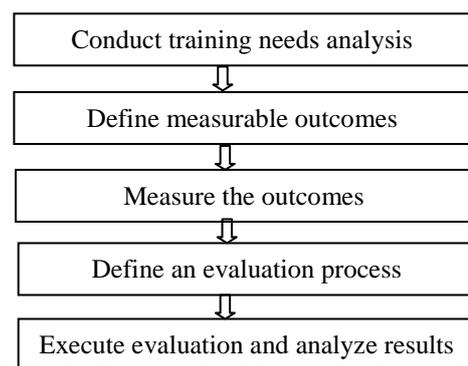


Fig.2 Block diagram of training evaluation method

Evaluation needs are to be analysed before starting an evaluation process. Outcomes that are expected out of the training are to be defined and then measured as per the defined process. Outcomes measured are to be evaluated and the evaluation results are to be analyzed.

C. Measurable outcomes

Measuring in terms of knowledge and skills: Training material should be easily understandable and absorbable by the employees. Tools like quizzes and tests are to be conducted to the trained employees and are to be evaluated as per the pre-prepared keys. Employees who have scored higher ranks are to be rewarded to encourage the other employees to follow the same path and hon their skills.

Measuring the efficiency: Utilizing the HRM tools, the day to day activities of the employees. The difference in their regular work, dealing with co-employees before and after training is to be observed. Measure it qualitatively and quantitatively. Measure and compare daily outputs before and after training. Watch the employees whether they are using the techniques and methods that are taught in the training program. Define a baseline to compare the pre training and post training performances.

Culture among the employees: cultural environment among the employees will be improved for sure after the training. The employees will gain skills and their confidence level will be high which creates a friendly environment among the employees and overall culture in the company will be improved and employee to employee interaction will be effective.

Impact on the employee satisfaction: The most important factor to be measured in employee training is their satisfaction. A satisfied employee will be loyal to the company and it reassures them that the company will be helpful to them to gain skills. The efficiency of the employees will be improved.

VII. METHODOLOGY

A questionnaire is circulated among 120 employees of two different organizations. The questions are related to the need, effectiveness and benefits of the training. Responses of the participants is tabulated in table 1. Corresponding bar chart is shown in fig.1 for easy inference.

Table.1 Responses on training needs and benefits

Questions	Training Evaluation				
	SA	A	N	DA	SD
1. Training is effective in gaining knowledge and skills	43	59	9	7	2
2. Trainees are able to apply the learned skills easily	48	55	4	9	4
3. Training improves the work performance	41	48	12	11	8
4. Employee retention rate is increased after training	33	52	12	13	10
5. Productivity is improved after conducting training program	59	51	1	5	4
6. Employee morale is improved	47	53	8	5	7
7. Business results are effective	39	64	6	5	6
8. Inter departmental communication is improved after training	48	59	7	2	4
9. Training does not play any role in employee	4	2	5	58	51

	career growth					
10	Mean	40.2	49.2	7.11	12.7	10.6

(SA-Strongly agree;A-Agree;
N-Neutral;DA-Disagree;SDA-Strongly Disagree)

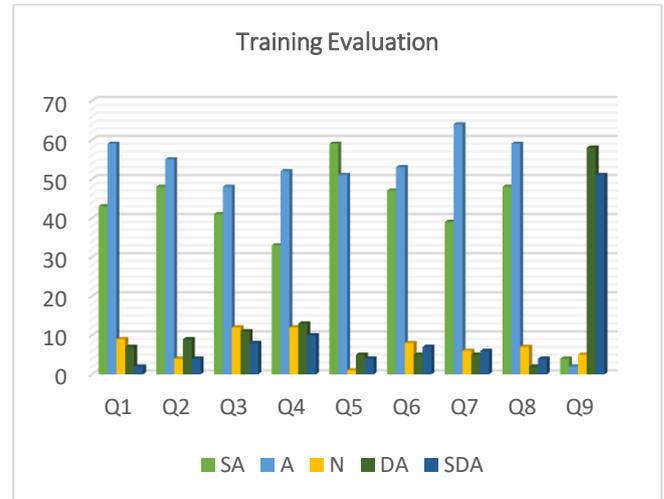


Fig.3. Chart for Training evaluation

VIII. RESULT ANALYSIS

From the responses of survey mean of each variable is calculated. It is observed that the mean of ‘strongly agree’ is 40.2 and ‘agree’ is 49.2. For Strongly disagree the mean value is 10.6. From these values it is confirmed that the majority of employees agrees that the training brings many benefits in their work life that includes their morale, performance, productivity etc.

IX. CONCLUSION

Important aspect of employee training is to improve individual and organizational performance and productivity. Though few of the outcomes of the training are measurable, few are not measurable. Intangible benefits like job satisfaction of the employee, enjoyment of learning will not have any scales to measure. Measuring training alone is not sufficient, the outcome of the measurement is to be utilized to improve the training programs in the future or to decide whether to modify the design or to discontinue the training etc. If the training goals and business goals are in the same line it will help to put the business in the right path and to meet the objectives and achieve the goals. Employees at all levels will have a vision to travel towards the success of their career which in turn will become the success of the business.

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