Training Effectiveness Program of different Companies

Pranav Tolpunuri
pranav.t1999@gmail.com
Thakur Institute of Management Studies and Research, Mumbai, Maharashtra

ABSTRACT

Training program is conducted in every company irrespective of the type of business, it helps every employee to understand the company's objectives, culture, expectations and what role the employee has to play towards company. Company provides On-Job training or Off-job training i.e. some companies provide On-Job training in which they train their employees while allotting the task and train them simultaneously where as some companies provide pre training to the employees before assigning them the actual task. The training program towards employees have various advantages like it help them to understand the job role, improve performance, increase employee's engagement, improves employee's retention & growth, brush-up skills and so on. Training is important because it represents a good opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace. The research describes what are the different types of methods companies use to measure how effective the training program is and what percentage of response the company gets after the training program is conducted.

Keywords— Training program, Training Effectiveness methods, On-Job training, Off-Job training, Feedback form, Percentage of response

1. OVERVIEW OF THE RESEARCH

Employee training programs helps to improve the knowledge and skills of employees to match the various changes in the industry. These improvements will positively affect the productivity of workers, which can increase the profits and efficiency of an organization. Some of the thing's employees may learn through training include work ethics, human relations and safety. Training programs can also help prepare employees who are moving into higher roles and taking on more responsibilities in an organization. These programs will help them learn the skills that are required to function effectively in their new positions.[1] Companies spends a Huge amount towards the training program because they want to train their employees with new skills and to increase the morale and productivity. Company uses different methods to collect the feedback from the employees after and before conducting the training program to get to know how effective the training program was and whether the training program helped companies to achieve these objectives or not. We have conducted a survey among 20 different companies from various sectors i.e IT, banking, Retirement, pharma etc, just to know what methods the companies use to train their employees, how company's measure there training effectiveness and how can the response rate after the training can be increase. Various HR's from different companies have helped with their valuable responses. Mostly two types of training is conducted in the company's i.e On-Job training and Off-Job training, both have some advantages and disadvantages.

2. ON-JOB TRAINING

2.1 Advantages

- It is a relatively cheap form of training as there are no travel costs and training is done by another employee, not as expensive external trainer.
- It can be tailored to the needs of the business, such as using the specific machinery that the business uses.
- Easy to organise and can be completed at short notice.

2.2 Disadvantages

- As the training is usually provided by other employees, it may mean that more people are unavailable to work, lowering productivity levels.

- It is unlikely to bring new ideas and skills into the business.
- The employee providing the training may be ineffective.

3. OFF-JOB TRAINING

3.1 Advantages
- Off-the-job training can bring new ideas into a business.
- As off-the-job training is expensive, employees who receive it may feel more valued by the company and therefore more motivated and loyal.
- The trainer is more likely to provide high quality training, as they will be a skilled expert in this specific area.

3.2 Disadvantages
- It can be expensive.
- There is a risk that the newly trained employee will leave the business.
- Training might not be tailored to the business and the employee is spending time away from the workplace to complete the training.

4. METHODOLOGY

Data is collected from 20 different companies; we have created a google form and circulated around HR's of different companies. The culture, goals. objectives and competitors of all the companies are different therefore there training program are also different. Some of the Basic questions like what methods, Response percentages, Methods use to measure effectives and pre/post training behaviour of employees. Once the data is collected from all the HR's it is formatted in Excel and the analysed them to know how and what can be the best method that a company can practice to increase the feedback percentage and help the company to increase the training effectiveness program of employees. There are three mainly used methods to measure the training effectiveness program i.e Kirkpatrick Model which is based on 4 level of evolution that are reaction, learning, behavior and result, second model is ROI model which is Return Of Investment model it calculates the benefits of the training program on profit earned and the last model is CIPP which stands for Context, Input, Product, and Process.

4.1 Data

Company Name	Method of Training	Method to Measure	Feedback	Percentage of Response	PostTraining	Behaviour Of Employees
Erp analysts	On-Job Training	ROI	Group Discussion	60-80%	Assessment	No
TATA AIG	On-Job Training	ROI	Group Discussion	80-100%	Work Base Evalution	Yes
Firstsource	Both	ROI	Survey Form(SC)	60-80%	Assessment	No
Compass group	On-Job Training	ROI	One-One Discussion	40-60%	Quiz	No
Epicenter Technology	On-Job Training	CIIP	Survey Form(SC)	80-100%	Assessment	Yes
R&T	Both	ROI	Survey Form(SC)	60-80%	Quiz	Yes
Llyods Banking Group	Both	ROI	Survey Form(SC)	60-80%	Assessment	No
TCS	On-Job Training	ROI	Survey Form(SC)	60-80%	Assessment	Yes
Aditya Birla Capital	On-Job Training	CIIP	Group Discussion	60-80%	Work Base Evalution	No
Hinduja	Both	ROI	Survey Form(SC)	60-80%	Interview Base	No
A 4 star hotel	Both	Others	Survey Form(SC)	60-80%	Work Base Evalution	Yes
Iffco Tokio General Insurance Company Ltd	On-Job Training	ROI	One-One Discussion	60-80%	Work Base Evalution	Yes
Crimson Interactive	International	ROI	One-One Discussion	60-80%	Work Base Evalution	Yes
Glenmark pharmaceuticals	On-Job Training	ROI	Survey Form(SC)	40-60%	Assessment	No
Capgemini	Both	Kirkpatrick model	All the above	80-100%	Assessment	No
Compuage Infocom Ltd	On-Job Training	ROI	Survey Form(HC)	80-100%	Work Base Evalution	No
Cosmos	Both	ROI	Survey Form(SC)	60-80%	Work Base Evalution	Yes
A to z sales and services	On-Job Training	ROI	One-One Discussion	60-80%	Work Base Evalution	No
Infosys	Both	CIIP	Survey Form(HC)	60-80%	Interview Base	No
Gebbs	Off-Job Training	Kirkpatrick model	All the above	80-100%	Interview Base	Yes

Primary data is being collected, Google form has been created to understand the methods which has been used by the companies to measure the training effectiveness and how the companies collect the feedback from the employees regarding the training program & workplace.

5. DISCUSSION

While conducting the research about how to increase the training effectiveness of the company and how can a company increase their feedback response percentage, we had a discussion with HR's of various companies and came up with various suggestions as follows:

- Company should conduct online feedback forms to get the fast response.
- Company should try to encourage and appreciated the employees towards there training program.
- Company should allow employees to come up with new ideas or listen to their actual problem they are facing in workplace.
- Timely feedback forms should be taken from all the employees.
- Conduct a survey immediate after the training to collect feedback.
- One to one discussion with the trainer to suggest some good methods.
- If 100 employees have attended the training program send feedback form to all the participants and ask everyone to respond.
- Examination should be conducted so that everyone has to attend the exam with or without wish.
- Deadlines should be there to give the valuable feedback.

6. CONCLUSION

From the above data analyzation, we came to the conclusion that most of the company believes in On-Job Training as it is not time consuming and it saves extra budget that companies spend in training. Apart from that the methods companies use to measure the training effectiveness i.e. how effective the training was, that has been provided to the employees is based on ROI methods which means that the company measure their effectiveness base on the profit they earn from that particular program and training. The percentage of response the company get after the training programs they collect the feedback through survey form and to increase the percentage company should collect the feedback immediate after the training is conducted which means daily or weakly base feedback is given, Feedback is collected on the hard copy so it helps the company to have a hand-on feedback. Some companies collect feedback with one-one discussion in which all the employees have to attend a interview so the feedback percentage is much high as compare to other methods.

7. ACKNOWLEDGEMENT

8. REFERENCES

1. https://www.indeed.com/career-advice/career-development/importance-of-training
2. https://www.bbc.co.uk/bitesize/guides/zrm3382/revision/4