An Empirical Analysis on Training & Development Evaluation Across Organizations

**ABSTRACT**

Training evaluation is a continual and systematic process of assessing the value or potential value of a training program, course, activity or event. Results of the evaluation are used to guide decision-making around various components of the training (e.g. instructional design, delivery, results) and its overall continuation, modification, or elimination. The Training Evaluation is designed to assist training representatives such as training managers and supervisors, training coordinators, training facilitators and others who have a significant role in training effectiveness in evaluating training effectiveness and in demonstrating training value to decision makers. Data and information were gathered from sixty employees in Low (Operational) level, Middle level Manager (Tactical) and Top level Managers (Strategic) who volunteered their time to participate in individual interviews and take part in survey conducted through Questionnaires and analysis was done through cluster sampling technique to achieve effective training outcome.

**OBJECTIVES OF THE STUDY:**

- To assess needs, set priorities, direct allocation of resources and guide policy making.
- To determine achievement of objective, identify strengths and weaknesses of a program/course, determine the cost-effectiveness of a program/course and assess causes of success or failure.
- To improve effectiveness, identify and facilitate needed change, and continue, expand or eliminate a program/course which is not required.
- To assess how much of the knowledge and skills learned during training transferred to on-the-job behaviours.

**LITERATURE REVIEW:**


Considers the availability of objective criteria for creativity enhancement from relevant applied research. Uses research to address the problem of creativity within the framework of artificial intelligence. Compares thinking to using a map and discusses creativity in terms of making our own maps rather than just following existing maps. Suggests that creativity includes the individual’s mastering of existing rules, enabling him or her to see when these rules might be broken. It thus follows that basic heuristic competences underlie the creative act. A strategy for stimulating creativity should include a more systematic basis for the development of creative resources, in the concept of heuristic competence.

2. Charlie Cadman, (2013) “Training is now more than simply ticking the right boxes: Organizations build the right skills through targeted employee development”, Human Resource Management International Digest, Vol. 21 Iss: 1, pp.34 - 37

The paper argues that ensuring that employees have the right skills goes far beyond meeting regulatory obligations, and there is now a real opportunity to build strong, long-term employee competency, minimize accidents and create the skills that reflect business needs. The paper reveals that, in times of austerity, by investing in effective Human Resources and leadership training, organizations can not only achieve greater competencies to meet client and service delivery requirements, but can also transform the effectiveness of internal business functions by harnessing the talents of existing employees.

**DATA ANALYSIS & INTERPRETATION:**

**Correlation Analysis:**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Training design</th>
<th>Training objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training design</td>
<td>1</td>
<td>.657**</td>
</tr>
<tr>
<td>Training objective</td>
<td>.657**</td>
<td>1</td>
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</tbody>
</table>

**Correlation Co efficient:**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Correlation Co efficient</th>
<th>training objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training design &amp; Training objective</td>
<td>0.657</td>
<td>&lt;0.001**</td>
</tr>
</tbody>
</table>

**Inference:**

The correlation co efficient between training design & training objective is 0.657 which indicates 65.7% positive relationship between training design & training objective and is significant at 1% level, since P value is less than 0.01.

**Suggestions and Recommendations:**

Evaluation of training within work settings can assist you in learning more about your organization. It is important to understand the purpose of your evaluation before planning it and choosing methods to do it. Some advantages of using evaluations are difficult to directly witness, but when done correctly they can impact organizations in positive ways. Evaluation feedback assists in improving efficiency and effectiveness of training content and methods, use of organization dollars, personnel and other resources, employee performance and organizational productivity.

**Conclusion:**

Through evaluation, trainers should recognize the need for improvement in their training skills, suggestions should be gained from trainees for improving future training, evaluation can be determined if training matches workplace needs. The
goal of training is to increase education and awareness as well as change workplace culture, attitudes, and behaviors. Training evaluation can take place through the use of a post-training feedback, which asks respondents questions to gauge whether the training improved their knowledge and increased their ability to respond where training objectives are achieved through training design.

**REFERENCE**