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Training and Development: An Integrated & Strategic Evaluation Approach to Business Success

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Abstract:

Often heard that, “training is the essence of any business activity to success”. Is this true to an extent or is just a myth? Many managers and leaders might answer this as a true activity that training and developing employees goes hand in hand. Any organization to achieve success must train its employees. “No training in turns no knowledge reinforcement which in turn leads to demoralized employee’s attitude and confidence in job performance. In current scenarios, organizations do not realize the significance of training. Many employees are left empty handed once they are acquired by the companies and hence the results are poor performance. The main aim of making research on such a worldwide accepted though ignored concept is to realize that what impact it creates in employee’s minds when training doesn’t take place in an effective manner or what happens when organizations imparts learning and fails to evaluate it in the correct best possible manner? Basically, the research is conducted to study the correlation between the imparted training and its reaction from learners and the genuine learning. The paper concludes with the motive that organizations realize the true meaning of training and development by following rigorous steps and flawless learning takes place that not only motivates employees but also encourage them to perform well in their jobs and yields a high return on investment. Conducting too long or too short trainings is not the matter of discussion however the question posed is, “does training conducted on fallacious beliefs affects employees behavior and if so to what extent and what impact does it create on business success”?

Keywords: *training, development, training delivery, training cycle, training design, training evaluation, on the job training methods*

1. Introduction

1.1. Training

An action to inflate the critical knowledge and competencies within an individual to perform to his/ her best levels at work. It is a process of bringing out an individual’s self confidence towards achieving the specified standards. It can be imparted as an organized event to discussion groups, teams and on one to one basis with the help of training aids.

1.2. Learning

In a broad sense, the concept of learning does not always get counted in regards to the job performance. It can take place anywhere and at any time. An observation, temptation, eagerness, experience, necessity are the key areas by which people acquire learning process.

1.3. Development

A comprehensive concept to success- training, coaching, mentoring, and certifying, rewarding, praising and overall continuous growth-is employee’s development. Succession planning, promotions, job rotations are major key results of such employee’s development. Growth is a part of overall development.

1.4. Growth

A quantitative measure of an employee’s success in terms of shape, size, structure, form which generally stops at maturation. These 4 terms sounds quite similar when spoken however the end results is all about getting educated, encouraging and grasping knowledge, making one confident and bring justice to themselves and their work.

2. Training Cycle

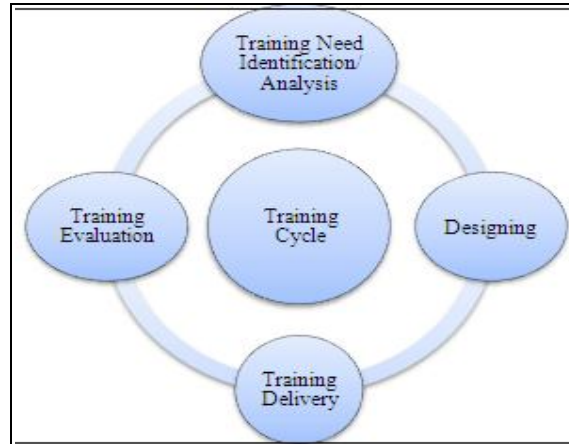


Figure 1: showing training Cycle

2.1. Training Need Identification

Simply answers:

- Who to train?
- Why to train?
- What is the purpose to conduct training?

2.2. Design Training

Setting a blueprint

- To define clear objectives.
- Create a formal structure step by step
- Identify the training aids to ease up the process
- Determine and develop evaluation techniques
- Discover training outcome
- Effective budget identification
- To ascertain compatibility with the existing program.
- What training content will be effective?

2.3. Training Delivery

Ensuring

- Thorough knowledge of the subject matter
- Keeping employees engrossed and active during the training sessions.
- To relate training to actual work scenarios
- To make use of simulative techniques to enrich learning.
- To build trust and rose confidence within an employee to perform well.
- A magical bond within employees to work as one team.

2.4. Training Evaluation

Measuring performance is an integral and important part of any training program. Hence, assessing employees on the following parameters becomes equally important:

- To gain the effectiveness of training employees.
- To ensure that employees are able to handle work situations in an assertive manner.
- To lessen any knowledge gaps, if exists.
- To improve competencies within each individual.

2.5. Methods of Training

Training is of various kinds conducted within an organization, all depending upon the following factors:

- Size of the organization
- Affordability of Trainers
- Budget Constraints
- Time frame or Deadlines

A variety of training methods and techniques are available as per the needs and requirements of the organization which are summarized in the Table 1 below.

On the job training	Off the job training
-Coaching	-Lectures & Conferences
- Mentoring	-Vestibule Training
-Job Rotation	-Simulation Exercises
	<ul style="list-style-type: none"> • Case Studies • Role Plays • Management Games • In-basket Techniques
- Job Instruction Technology	-Sensitivity Training
-Apprenticeship/ Internship	-Transactional Analysis
- Understudy	-Induction/Orientation
-Committee Assignments	

Table 1: Types of Trainings

On the job Methods: “Learning by doing” is the motto of such method.

Off the job methods represents a freedom of expression with a close attention on learning.

2.6. Objectives of Training

- To welcome new employees in the organization in order to ensure a comfortable level.
- To increase the basic knowledge and skills within an individual.
- To encourage career progression path both personally and professionally.
- To offer a real learning platform to employees where they can grow and develop.
- To evaluate the performance levels of the employees at every stage for further promotions, transfers, succession planning.

3. Research Methodology

3.1. Research problem

To study the correlation between the training provided and the actual learning

3.2. Sample size

To find out the information and data and to conduct research on the same, an interview technique and questionnaire method was used. Questionnaires were distributed among all the new and existing trainees working in the corporate. The sample size was kept as 100.

3.3. Data Collection

The data to conduct such research and find solutions to research problems is collected via making use of primary research methods. The questionnaire method: It is created in the most simple, organized and meticulous manner. Rensis Likert 5 scale rating was used as a means to get maximum information from the respondents. The language of the questionnaire was kept straightforward and easy to grasp. Some of the questions were also framed in the yes or no format so that it becomes easy for the participants to quickly answer in limited time frame. The interview technique was an added advantage as it helped in fetching extra information which could not be possible through questionnaires. Corporate trainers and process trainers were interviewed face to face for about 10 minutes. Secondary research methods such as information collected via journals, internet websites, references, books, articles, and magazines also became a part of this research paper.

Categories	Respondents in each Category	Respective percentages
Corporate trainers	20	20%
Process Trainers	20	20%
Training Managers	20	20%
Existing trainees	20	20%
New Joiners	20	20%
Total	100	100

Table 2: Selected number of Respondents

4. Literature Review

When an organization wishes to shift its values, missions and objectives as a whole sole to its people, they believe to adapt some formal training approaches (Shen, 2006; Harzing, 2004). It becomes all the most important for an organization to enhance the knowledge and skills of its employees in order to resist changes in the aura of business which leads to developing managers at all

the levels (Stewart, 1996). Globally, companies believe that training acts not only as a driving thrust in making relationships stronger but also proliferate efficient use of resources, minimize costs, errors and accidents, and lead to an effective retention of workforce.

4.1. Why is it essential to evaluate training?

Is it just to know the effectiveness of the training program or to know the effectiveness of the imparted training or is there another reason to find out that what the impact of the actual learning is? Many questions pose in mind when organizations believe that just by imparting enough training, employees can yield a good profit return on the investment made. But how far is this true? Is there a negative or positive impact or is it just framing a false hope in the minds of the trainees that a new career outlook is shining on their ways so they need to smile and get instant motivation to perform to their best levels? Let's look at some of the case studies and apply hypothesis to them to make this research a meaningful effort

Before we proceed with the case studies, let's understand a simple meaning of training evaluation.

J.P.Huller defined "evaluation" while representing his paper in a national conference and said, "We all in our own roles would like to be treated with respect, to be accepted and trusted by all, hearing everyone saying, "you are very much needed", and what happens after that, we all enjoy, have long slumberous nights and we all become happy". But he signifies that how does this all takes place? The answer is simple, "all this happens when we evaluate and prove our training fruitful".

This gives a clear cut demarcation of why is it highly important for organizations to realize the evaluation bit of training? There can be 3 main reason identified:

- To validate survival and the allocated budget of training function by proving that it actually is useful in meeting up the organizational demands.
- To ascertain whether the training programs should be continued or discontinued.
- Last but not the least, to find out how can the existing training activities can be refined for effective results.

5. Case Study 1

Cross training programs within a company enhances larger benefits in terms of accelerating skills, knowledge and attitude of employees leading to career development.

St. James Gate Brewery, a part of Diageo group in Dublin, is a beer world manufacturing company that has an annual turnover of £13bn. To enjoy a competitive advantage over others, it believes in following certain strategies such as:

- Emphasizing greater attention on major brands in the most sellable markets.
- Gain momentum in maximum customer satisfaction by focusing more on marketing, products offered and delivery process.
- Work on building its goodwill and market image.

In order to continue with growth, it employs 300 employees but found cost of production has risen up and to resist in a highly competitive position, has to:

- Polish its existing workforce skills, and work on improving productivity levels.
- Focus on enhancing performance levels in terms of customer satisfaction, quality and cost.

In a nutshell, the major focus was on to move on from a single skill technicians to multi talented team-based operatives which could only be possible by introducing a large scale re-training program and developing employees by providing an OCTAPACE culture (concept developed by Udai Pareek).

A cross training program was designed and adopted the "train the trainer" technique for:

- Ensuring that every technician becomes multi skilled instead of single skilled worker and can be used as a resource whenever needed such as mechanical, laboratory and electrical skills.
- Enabling workers to work on "no delimitation" values by offering OCTAPACE culture.

The company was highly benefited using this particular training program where in it resulted in high improved skills of the workers, reduced absenteeism and boredom, an enjoyable working environment and leads to further career development both on personal and professional levels.

Evaluation Techniques and methods:

Following the above case study, the cross training program conducted by St. James Brewery used the Kirkpatrick/Philips ROI methodology to evaluate the effectiveness of training program.

The formula for calculating ROI:

$$\frac{\text{Total Training Benefits-Overall program cost}}{\text{Overall program Cost}} * 100\%$$

The Philips Model of ROI used by the company measures the training outcomes at 5 levels is shown in Table 3 below:

Levels	Brief description
Reaction, Satisfaction, & Planned Action	81% increase in self confidence, motivation and self development.
Learning	Enhanced the knowledge, skills in significant areas of operations
Application and Implementation	85% increase in cooperation and trust levels for solving problems.
Business Impact	In two months comparatively, the planned maintenance level increased
Return on Investment (ROI)	121% increase in ROI

Table 3: Training Outcomes using Philips Model of ROI

Hence, this proved that bringing a cross training idea enhanced not only the personal and professional competencies of the technicians but also proved fruitful in reaching standards in terms of customer satisfaction, reducing cost and maintaining quality.

6. Case study on Indian Call Centers

Indian Call centers due to poor and ineffective training and development facilities showed a major downturn that lead to loss of business for many. Globalization has given a rapid boom to the Indian call centers in the early 1990 when the call volumes shown a rise and was handled with the help of ultra modern technology. This gave a boost up to a new revolution and outsourcing of call centers concept came into existence in India in the late 1990's and early 2000. MNC's set up globally started outsourcing their business moving from providing simple data entry basic services to high volumes of voice based and back office services to Indian markets, the ITES-BPO centers noticed a steady growth with an immense need for training to serve the foreign customers. Trainings such as voice and accent, process training, communications became the hour of the need. The booming period widened the roots of India in terms of earning profits by providing knowledgeable agents (both on technical and non technical front) at a very low cost service (called cheap labor in India) which showcased stability and growth for several years. Finally, the tables turned and a saturation point was reached. High volume of complaints, low quality services, high turnover costs, technology malpractices, breaking down of securities and privacies and all such fraudulent activities made MNC's started losing interests, trust and confidence and hence Indian call centers were shaken by a dramatic strong hit. Many researchers and scholars say that as per their fact findings, the major reason behind this was, "lack of adequate training".

It's a devastating fact hard to gallop though true. Lack of multilingual trained and knowledgeable agents, with high accent neutralization problems not able to understand or unresponsive, rude and abrupt agents, rising attrition rates, demanding cost on training and development including frequent foreign trips for trainers or agents for on the job, ongoing training and troubleshooting and a lack of cultural differences between Indian agents and foreigners leads to a greater loss in the productivity, performance and quality levels. So, in a nutshell, training became the major reason for a sudden demise of a rising star.

Considering an in-depth study of both the case studies, a business can come to a standstill without sufficient training.

7. Hypothesis Development

It becomes highly crucial to develop hypothesis in such researches so that acceptance or rejection can shed some significant value on the study.

This research proposes four major hypotheses:

- H1: Training methods, techniques and aids used by the companies serves as a developmental tool for employees in their career progression.
- H2: Companies use correct evaluation techniques and models to motivate employees to perform their jobs in an effective manner.
- H3: Trainings conducted on fallacious beliefs affects employees' behavior and business success.
- H4: Allocated budget on training and development yield enough return on investment.

8. Data Analysis and Interpretation

Out of the total sample size of 100, only 90 participants gave precise responses to our questionnaires. On going through each questionnaire consisting 14 mixed bag objective type questions, only 80 were found to be correct and hence, the respondent rate was calculated to be 88.88%. These 80 correct questionnaires were only considered for study using Statistical Package for Social Sciences (SPSS).

The research hypothesis can be proved using Goodness of CHI-SQUARE test. The formula for calculating the Chi-Square test is: O (Observed frequency) and E (Expected Frequency)

$$\text{CHI-SQUARE test} = (O-E)^2 / E$$

Significance level =0.05%, i.e. means that 95% of decisions taken to conduct the research are correct.

Data Analysis

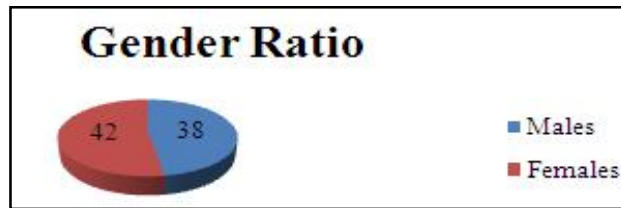


Figure 2: representing Gender Ratio

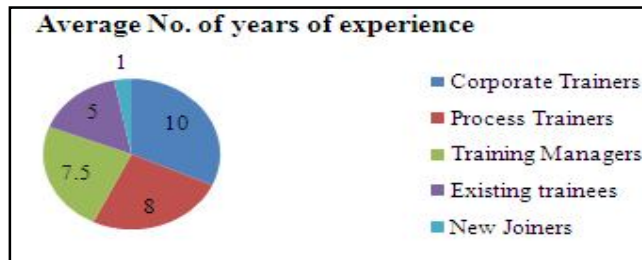


Figure 3: representing Average Number of Years of Experience

An in-depth analysis of Questionnaire, telephone survey and interviews conducted for the research (Table 4). Questionnaire has been divided into 2 parts. The first one (as depicted in Table 4 below) is using Rensis Likert 5 points rating scale in which (existing trainees and new joiners respondents) needs to circle their opinions by giving ratings of 1 being strongly disagree, 2 being disagree, 3 not sure, 4 being agree and 5 being strongly agree. The second part of the questionnaire (as depicted in Table 5 below) is general for all respondents. The data analysis is as follows.

Hypothesis Results (Table 5)

H0:H1

H1: Training methods, techniques and aids used by the companies serves as a developmental tool for employees in their career progression.

H0: Training methods, techniques and aids used by the companies does not serve as a developmental tool for the employees in their career progression.

Variable	Observed Frequency	Expected Frequency	Difference	Difference square	Difference sq./ Exp. Frq.
Yes	42	40	2.00	4.00	0.10
No	38	40	2.00	4.00	0.10
Total	80				0.200

Table 4: Results for Chi-Square Test for Hypothesis 1

Hence, $(\chi^2) = 0.200$

Probability value =0.655

Result is not significant at $p < 0.05$

As a result, the chi-square value obtained is less than the table value of 3.841 with DF=1. Therefore, we SELECT the null hypothesis (H0) and REJECT the alternative hypothesis (H1). Hence, many respondents throughout the industry believe that “Training methods, techniques and aids used by the companies does not serve as a developmental tool for the employees in their career progression”.

H0:H2

H2: Companies use correct evaluation techniques and models to motivate employees to perform their jobs in an effective manner.

H0: Companies does not use correct evaluation techniques and models to motivate employees to perform their jobs in an effective manner.

Variable	Observed Frequency	Expected Frequency	Difference	Difference square	Difference sq./ Exp. Frq.
Yes	48	40	8.00	64	1.60
No	32	40	8.00	64	1.60
Total	80				3.200

Table 5: Results for Chi-Square Test for Hypothesis 2

Hence, $(\chi^2) = 3.200$

Probability value = 0.074

Result is not significant at $p < 0.05$

As a result, the chi-square value obtained is less than the table value of 3.841 with DF=1. Therefore, we SELECT the null hypothesis (H0) and REJECT the alternative hypothesis (H1). Hence, on accessing through the results of what respondents say, it's clear that "Companies does not use correct evaluation techniques and models to motivate employees to perform their jobs in an effective manner."

H0:H3

H3: Trainings conducted on fallacious beliefs affects employees' behavior and business success.

H0: Trainings conducted on fallacious beliefs does not affect employee's behavior and business success.

Variable	Observed Frequency	Expected Frequency	Difference	Difference square	Difference sq./ Exp. Frq.
Yes	60	40	20	400	10.00
No	20	40	-20	400	10.00
Total	80				20.00

Table 6: Results for Chi-Square Test for Hypothesis 3

Hence, $(\chi^2) = 20.00$

Probability value < 0.001

Result is significant at $p < 0.05$

As a result, the chi-square value obtained is more than the table value of 3.841 with DF=1. Therefore, we REJECT the null hypothesis (H0) and SELECT the alternative hypothesis (H1). Hence, professionals and employees say, that "Trainings conducted on fallacious beliefs affects employees' behavior and business success."

H0:H4

H4: Allocated budget on training and development yield enough return on investment.

H0: Allocated budget on training and development does not yield enough return on investment.

Variable	Observed Frequency	Expected Frequency	Difference	Difference square	Difference sq./ Exp. Frq.
Yes	38	26.6	11.40	129.96	4.89
No	32	26.7	5.30	28.09	1.05
Not sure	10	26.7	-16.70	278.89	10.45
Total	80				16.383

Table 7: Results for Chi-Square Test for Hypothesis 4

Hence, $(\chi^2) = 16.383$

Probability value < 0.000277

Result is significant at $p < 0.05$

As a result, the chi-square value obtained is more than the table value of 3.841 with DF=2. Therefore, we REJECT the null hypothesis (H0) and SELECT the alternative hypothesis (H1). Hence, professionals and employees say, that "Allocated budget on training and development yield enough return on investment."

9. Findings, Conclusions & Recommendations

As per the conducted research and its outcomes, some shocking results in relation to training and development were recorded. The major conclusions which can be drawn by inferring results and recommendations based on them are as follows.

- 13.75% of respondents are not aware that their respective companies use training need analysis as a significant tool to conduct trainings. It is highly recommended for companies to analyze the training needs before conducting trainings as it can be a sheer wastage of time, money and efforts which in turns can lead to higher training budgets directly increasing the cost to the company.
- 6.25% of respondents say that their companies do not conduct any training activities throughout the year. Again, a myth which has been a crucial issue in case of small companies that runs on small budgets and hence believe that a mere understanding of the product will help employees to handle work efficiently. Such companies end up losing its market value and affect the long term credibility of an employee's career.
- Types of trainings conducted by the organizations play a major role and enables business success but it was quite devastating to see the analysis of the data which says that only 12.5% of refresher trainings take place in many organizations. In today's scenario, market is flooded with plethora of upcoming technology and use of such can only prove fruitful when companies have trained personnel's for utilizing such technology.
- Companies fail to evaluate their training process using right models and techniques which leaves radical impact on employees behavior and they tend to lose interest in their particular respective jobs, creates disinterests in their performances, spread a sgin of demotivation and even sometimes create jealousy and unhealthy competition in the minds of the employees. This impact ultimately affects the attrition rate that gets a strong hit and people end up hopping jobs

and companies keep losing its talented personnel. Evaluating training is of utmost importance and should be conducted on timely basis to ensure high performance and contented employees.

- Manpower resources are an important by product of any organization to succeed. However, in order to remain competitive, reduce labor costs, increase motivation and confident levels, achieve satisfied customers levels and maintain high quality, a trained and efficient training and development department becomes a need of the hour.
- So far seen that hiring corporate trainers, freelancers or even full time process or learning and development trainers gets an increased pressure from companies to shed allocated training budgets by way of discovering innovations and worthwhile practices to increase the efficiency of training programs and minimize the overall cost. This huge unnecessary cost can be cut down in various ways such as:
- E-learning: an enhance way of learning and developing employees. Companies can focus on developing their modules online and with the help of a unique technology called “intranet” it can reach the maximum at no time and no added cost.
- On the job training methods: Another effective means is to coach, under-shadow, mentoring employees while he/she is performing. This creates interests and enthusiasm to learn and perform. Not only can the employee’s utilize the knowledge but also the skills and ways of performing the job.
- Hiring SMART people: By recruiting and hiring dynamic self starting personalities, by coalescing them, boosting up their morale and inculcating the feeling of being a part of the organization, a lot of unquantifiable training costs can be minimized.
- Last but not the least, training aids, methods, and techniques are strong resources that companies can utilize to build up a powerful workforce and efficient leaders for tomorrow.
- Training and developing employees is not a myth however companies fail to realize its importance in a competitive world. “Training is a symbol of diversity, enthusiasm, innovation and simply success”.

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11. Appendix

Data Analysis of Questionnaires in two parts

S.no.	Statements	1	2	3	4	5
1.	I am happy with the kind of training activities provided by my company.					
2.	I have a great working relationship with my trainer.					
3.	I enjoy the evaluation techniques adopted by my company.					
4.	My trainer encourages me to use my talents as much as possible.					
5.	My trainer recognizes and rewards my achievements.					
6.	I receive continuous top management support in learning and development.					
7.	The process training imparted within the company contributes to confidence in tackling unfamiliar problems.					

Table 8: (Questionnaire Part 1)

Q1. Does your company organize training and development program on regular basis?

Variable	Frequency (f)	Percentage %
Yes	43	53.75%
No	37	46.25%
Total	80	

Table 9: (Questionnaire Part-2- General for all respondents)

Q2. Do you feel that your organization practices the importance of training need analysis?

Variable	Frequency (f)	Percentage %
Yes	36	45%
No	33	41.25%
Not sure	11	13.75%
Total	80	

Table 10

Q.3. Do you feel that the training aids, methods and techniques adopted by companies serves as a career development tool for you and your trainees?

Variable	Frequency (f)	Percentage %
Yes	42	52.5%
No	38	47.5%
Total	80	

Table 11

Q.4. How much training does take place within a year in your organization?

Variable	Frequency (f)	Percentage %
Few	29	36.25%
Often	46	57.5%
Never	5	6.25%
Total	80	

Table 12

Q.5. what kind of trainings are frequent in your workplace?

Variable	Frequency (f)	Percentage %
Process	29	36.25%
Refresher	10	12.5%
Voice and accent	7	8.75%
Soft skills	8	10%
Technical	26	32.5%
Total	80	

Table 13

Q.6. Do you get regular feedbacks from your seniors on the training imparted?

Variable	Frequency (f)	Percentage %
Yes	40	40%
No	40	40%
Total	80	

Table 14

Q.7. Does companies use effective training evaluation techniques and models to motivate and perform work efficiently?

Variable	Frequency (f)	Percentage %
Yes	48	60%
No	32	40%
Total	80	

Table 15

Q.8. Do you feel the allocated budget provided for training is sufficient enough to yield return on investments?

Variable	Frequency (f)	Percentage %
Yes	38	47.5%
No	32	40%
Not sure	10	12.5%
Total	80	

Table 16

Q.9. Do you agree that the way the trainings are conducted within your organization affects your behavior and style of learning and working?

Variable	Frequency (f)	Percentage %
Yes	60	75%
No	20	25%
Total	80	

Table 17

Q.10. Does the training content used by the trainers within the organization serves the purpose of achieving objectives?

Variable	Frequency (f)	Percentage %
Yes	40	40%
No	40	40%
Total	80	

Table 18