

# Assessing Training Needs and Evaluation of Employee Development Programmes

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**Abstract** - Assessing the training needs and evaluation of employee development programs has been made to know the needs for training and management development programme for the employees in the organizations. The problem or work taken up is to find some measures and suggestions for improving the training and management development programmes in the organization. The training needs of the executives of links Industries Limited, Chennai has been taken as the main problem. Primary and secondary data has collected for the study from various sources. Primary data are collected through questionnaire and personal interview. Secondary data are collected from earlier studies, company profile, annual report and from the company websites. The samples were collected through questionnaire with open ended, multiple choice questions and ranking questions. The tools used for analyzing the data were percentage analysis and graphs. The major findings are training is essential to improve the employees performance, training is essential during promotion, computer training should be of working knowledge level, employees prefer internet based training programme. Majority of the respondents agrees that training programmes improves quality of working life and morale. Skills acquired by the employees helps them to solve problems and take better decisions. The research is concluded that the management should consider the above findings and arrange training and management development programmes to every employees periodically. Training must be given to all employees to update their knowledge and skills.

**Keywords:** Employee Development, Training, Evaluation, Assessment

## I. INTRODUCTION

Training traditionally starts with determining what the trainee is needed. How to analyze training needs depends on whether you are training new or current employees. Training is essentially the learning process. New employees should be given training to know their job and to understand the works related to their job. Training helps to them to use their theoretical knowledge in their real life situation. Present employees need training to update their knowledge with new skills and techniques.

A study on assessing the training needs and evaluation of employee's development programmes in Links Industries Limited has been made to know the needs for training and management programme for the employees in the organizations. The main problem behind this study is to get knowledge about the Executives satisfaction towards

training programme. The problem or work taken up is to find some measures and suggestions for improving the training programme through Executives Satisfaction Survey. So the Training needs of the Executives of links Industries Limited, Chennai has been taken as the main problem and this study is done.

## II. REVIEW OF LITERATURE

Ramana (2008) in the journal "Corporate Social Responsibility" condensed that training is applicable for systematic and personnel instruction activities for creating improvement. It involves formal processes to impart knowledge and help people to develop their ability. The training techniques should be appropriate to job requirement, learning needs and increases the knowledge of skills of employees. P. Manikandan and M.M. Anwar (2008) condensed that Training Needs Assessment (TNA) is considered as an important phase of Training and capacity building as it identifies the existing gap in knowledge, attitude and skills that affect individual performance. Training Needs Assessments the first step in training cycle, which indicates a systematic approach towards strengthening institutional development and performance.

R.D, Neo (1986) in his article "Training Attributes and Attitudes" states that the trainees are unlikely to be motivated and put extra efforts to learn unless the perceive that the training will result in either improvement on the job or the advancement in career. Training is to be effective in the achievement of goals. Manorama Kaul (1987) in his article "Train with Development Objectives" states that Training is remaining as an effective tool for employee's development which serves at the same time the needs of the employees and the organization through contributing the prosperity of all.

## III. NEED OF THE STUDY

1. Links Industries Limited is arranging training programme to all types of executives in their company every year. Still in order to improve and bring up the satisfaction in the minds of the employees this study was conducted.
2. The company was very keen to analyze the factors that would increase the efficiency of the training

programme. It is essential to find out negative and positive features of links Industries Limited.

- Hence this study ma enables to find out the required information which will help the company to provide training programs that will satisfy the needs of the executives in all grades.

#### IV. SCOPE OF THE STUDY

The scope of the study is restricted to only links Industries Limited, Chennai. This study is based on the view of 150 executives of different grades regarding the various aspects of Training and Management Development Programmes.

#### V. OBJECTIVES OF THE STUDY

- To identify the training needs of employees in various functional areas of management.
- To evaluate training methodology adopted by the organization under study.
- To ascertain the views of managerial personnel regarding the effectiveness if various training methods.
- To provide suggestions for improvement of training programme in future.

#### VI. METHODOLOGY

Research design is the arrangement of conditions for collections and analysis of data in the manner that aims to combine relevance to the research purpose with economy in procedure. The research design followed here is of descriptive research due to the descriptive nature of the study. To identify the training needs of various levels of executives, personal interview using questionnaire is used as tools for the Primary Data Collection. Before undertaking the survey the sampling unit, sample size and sample procedure are to be determined.

Sampling is the procedure of selecting the samples from the large population. Collecting data from the large population is a complicated one. So samples are selected from the whole population for the convenient study. The sample selected for the study was 150. Percentage analysis and weighted average methods are used for analysis and interpretation of data this study has been done in links Industries Limited, Chennai. This study was done in the functional area of Human Resource and Administration.

#### VII. LIMITATIONS OF THE STUDY

- The views of the respondents are subjected to their personal bias and prejudice.
- The findings of this study are based on the views of 150 respondents at links Industries Limited only.
- This study is constrained b sampling and non-sampling error.

#### VIII. DATA ANALYSIS AND INTERPRETATION

Data analysis is the process of computation of certain indices or measures along with searching for patterns of relationship that exists among the data groups. Interpretation refers of the task of drawing inferences from the collected facts after an analytical or experimental study. In fact, it is a search for broader meaning of research findings.

TABLE I RESPONDENTS VIEWS TOWARDS IDENTIFICATION OF TRAINING AREAS

Training Needs	No. of Respondents	Percentage
Technical	60	40
Functional	35	23
Personal growth	55	37
Total	150	100

Source: Primary data

TABLE II RESPONDENTS LEVEL OF AGREEMENT WITH VARIOUS ATTRIBUTES ASSOCIATED WITH TRAINING

Attributes	Scores					Total Scores	Mean Scores	Ranks
	5	4	3	2	1			
	SA	A	N	D	SD			
Effectiveness of Training programme	45	60	30	15	0	585	3.9	9
Learning by Experience	85	50	10	5	0	665	4.43	1
Superior gives importance to Training Programme	25	90	35	0	0	590	3.93	7
Improves Quality of working life and morale	45	90	15	0	0	630	4.2	5
Enables executives to take up higher responsibilities	40	75	20	15	0	590	3.93	7
Improves problem solving and decision making skills	50	70	20	10	0	610	4.07	6
Skills acquired by employee through training is asset to the organization	60	75	15	0	0	645	4.3	3
Special training to High potential executives	25	55	40	30	0	525	3.5	10
Position rotation is best modes of Training	70	60	20	0	0	650	4.33	2
Use of Internet based Training programme	55	80	15	0	0	640	4.27	4

Source: primary data

From the above table I it is inferred that, significantly 40 percent of the respondents need training in technical area, 23 percent of the respondents need training in functional area. 37 percent of the respondents need training for personal growth. Employees need training to improve their technical skills and for their personal growth. Employees are getting functional knowledge through their experience. So the organization has to give training to improve their technical skills and for their personal growth.

Responses are collected from the employees on various attributes related to training program. The various attributes given are effectiveness of Training programme, Learning by Experience, Superior gives importance to Training Programme, Improves Quality of working life and morale, Enables executives to take up higher responsibilities, Improves problem solving and decision making skills, Skills acquired by employee through training is asset to the organization, Special training to High potential executives, Use of internet based Training Programme. Their level of agree to various attributes is collected. The table II shows the level of agrees towards various attributes.

### IX. FINDINGS OF THE STUDY

The Following are the major findings of this study:

1. Training improves the performance of the employees. Hence all the respondents have the opinion that training is essential to improve their performance.
2. Training during the promotion helps the employees to know about the work related to higher position. So all the respondents feel that training is essential during promotion.
3. Majority of the respondents agrees that training programmes improves quality of working life and morale. Training programmes organized by the organization helps the employees to develop their skills and to do their job better.
4. Internet based training programme helps the employees to update their skills and knowledge. Hence majority of the respondents agree with use of internet based Training Programme.
5. Skills acquired by the employees helps them to solve problems and take better decisions. Majority of the Executives agrees that Training improves problem solving and decision making skill.

### X. SUGGESTIONS

1. Training should be given to all the employees periodically.

2. Training should be given to the employees during promotion.
3. Computer Training should be given to the employees.
4. Computer Training should be of working knowledge level.
5. Training should be given for technical and personal growth of the employees.
6. In order to update knowledge and skills of the executives the management development programmes should be job oriented.
7. Internet based training should be given to the employees.
8. The interactive training for building team work, the managing people should be conducted more in future.

### XI. CONCLUSION

The role of training and development is a crucial part of any organization. Training and Development Program will increase the knowledge and skills of the employees. Organization success is made through the efforts of the individual employees and the skills that bring to their work. The training given to the employees should be job oriented. Computer training should be given to all employees. The organization has to identify the area in which the employees required training. And has to arrange training will update knowledge and skills of employees. So training must be given to all employees to update their knowledge and skills.

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