ABSTRACT

Training is one of the most frequently used Human Resource Development (HRD) interventions. Positive transfer of training is the degree to which trainees effectively apply the knowledge, skills and attitudes gained in the training context to the job. Training is said to be effective if the skills and behavior learned and practiced during training can be transferred to the workplace and can be applied in the context of the job. It should also be maintained over time and can be generalized across contexts.

Transfer of training and learning has constantly been a serious problem for organizations. Researchers calculated that only 10% of learning in training is implemented on job. This finding presents a grave problem for organizations because training transfer and learning is the key element through which training enhances the organizational performance and employee development level. It is therefore imperative for organizations to design their training program in such a strategic way that improve the transfer of training and learning.

Literature in the area recognizes the best ways for training evaluation is by increasing transfer of training and transfer of learning. However, employees often are not able to successfully apply what they learn in training back to their work. This study proposes that to achieve a positive
transfer of training and learning rate is necessary to develop and implement a formal evaluation training system, which is able to track all factors – Pre Training activities, During Training activities, Post training activities, Training Session, Training Content, Training satisfaction, employee development and training usefulness.

The data were collected from the large manufacturing industry (BHEL), Trichy. The employees 1075 who got trained during the period (November 2012 to April 2013) in the organization were considered as population of the study. A total of 850 (Sample) learning and development executives and supervisor participated in the training program. All the executive and supervisors participated in the training were contacted for participation in the study. A total of 612 (Sample Size) usable responses were obtained by using simple random sampling (Sampling Technique) from the executives and supervisors, which yields 72% of response rate.

The research utilized necessary and appropriate statistical tools to analyze the hypotheses framed based on the research objectives. The result obtained from the data collected reveals that post training activities contribute maximum towards transfer of training, satisfaction with the trainer contribute maximum with transfer of learning. The training learning and transfer creates significant impact on employee development. Finally the rate of transfer in training creates high positive significant impact on training usefulness.

The researcher has applied the model successfully in the study unit, BHEL Trichy, the largest manufacturing industry, which demonstrates its
usefulness and viability in evaluating the results of training. Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers for evaluating training results, as well as providing a global simplified approach to the complex evaluation function.