ABSTRACT

Training is an important factor in every organisations’ business strategy, a valuable assessment device that helps the organizations to improve the performance and skill levels of their employees and to monitor them on continuous basis for effectiveness of human resources. Training is effective only if it produces desired outcome. Evaluation and appraisal of training programme is a necessary practice in every organisation as it is an assessment of the total value of a learning event. Training is essential; but doubts arise over its contribution in practice. Complaints are growing over its ineffectiveness that leads to wastage of resources. Therefore evaluation of training effectiveness should not be treated only as a corrective measure for the existing training programmes offered by the organization, but also as a pro-active measure for making future training programmes effective and purposeful.

The researcher in this thesis has made an attempt to study the association between training programme effectiveness and selected Socio – demographic characteristics of the trainees and to study the relationship between reaction, learning, transfer and result of training using Kirkpatrick Model. The effectiveness of training programme during pre and post training period along with an evaluation of training methodology was carried out with specific reference to newly developed indigenous intervention technique namely Computer Based Tutorial (CBT).

For this analysis, Primary Data was collected from 600 respondents through Interview Schedule to measure the training effectiveness. The Secondary data were collected from journals, books and annual reports. The dimensions incorporated in the schedule were Evaluation – Reaction, Learning, Transfer, Results. The collected data was consolidated, tabulated and analyzed by using relevant statistical tools like, Chi-Square, Factor Analysis, Correlation, Regression, ANOVA, and Structural Equation modeling (SEM). The SPSS 16
and AMOS package was utilized for analyzing the data. The interpretation of the study is done using tables, graphs, charts to give meaningful inferences.

The overall findings show that majority of the trainees had favourably responded towards factors contributing to reactions such as increase in assertiveness in the working field, Leadership qualities exhibited by the trainer, the gain from co-participants and the awareness of the objectives of the programme. Regarding learning, majority of the trainees agreed that training helped improve knowledge, develop technical skills, maintain cordial relations and reinforced their belief in the usefulness of training. Regarding transfer, training contributed more towards the usefulness of the programme in developing others and usefulness of the programme off the job situations. Regarding results, responses show that training contributed more towards Serving the customer with due care was their prime responsibility, and Overall general performance of training programme.

Regarding pre and post training in the pre-test, refresher category participants have scored more than the promotional and initial trainees. Post test result on category wise show that initial trainees were found to have attained maximum benefits in terms of training input, followed by promotional, and refresher. CBT as a visual aid has a positive impact and more effective in the process of training.

It is important for all organizations to maintain an efficient workforce through developing their employees as talented and knowledgeable workers by means of identifying their insufficiency and lack of knowledge in the required areas, and thereby providing sufficient training and development programmes to minimise the gap. An effective training programme is emerging as one of the most vibrant and exhilarating aspect for the organisations to solve their managerial and human resource issues, and thereby winning advantage in the competitive market.