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## Abstract

The economic scenario in India has undergone a sea change in the last few years. Liberalization and globalization have brought about a lot of changes in different organizations, in response to the changing conditions. Organizations are faced with challenges to prepare for future development. In a dynamic
environment, human resource can play an important role in adapting to new developments and changes.

The greatest strength of India is its human resources. The prosperity of a nation depends on the proper development and utilization of its human resource, as all other resources can be generated by a well-motivated human resource. The efficient and successful functioning of an organization requires well-trained individuals.

Training programmes are expensive and there is a need to assess their effectiveness. The last stage of the training and development process deals with the evaluation of results which is a crucial step. However, systematic evaluation of the training programmes through appraisal of performance, morale improvement and increased efficiency is done in a few organizations. The majority of the organizations do not seem to have such systematic evaluation of the training programmes. However, systematic evaluation of the effectiveness of the training where the investment in training is measured in terms of attitudinal changes for the better need careful consideration for most of the organizations.

India post has been offering many training programmes and there is a need to study evaluation methods used to assess the effectiveness of the training programme. There is a need to examine whether employees work effectively through gained skills and knowledge from training. Hence an attempt is made to study the “Evaluation of Training Programmes in India Post”

The objectives of the study are to identify whether the training programmes of India Post are need based, to identify the deficiencies in the training programmes, to ascertain whether the training programmes are useful to improve
the performance, to examine the effectiveness of the training programmes and to suggest a better model for evaluation of training programmes.

The present study is an empirical study based on survey method. It aims to find out the opinion of the trainees about the training programme. The study depends mainly on the basis of primary data. In the process, three distinct questionnaires are being pre tested, constructed and administrated to the employees to gather primary data at pre training phase and post training phase (first day and last day of the training) and follow-up training phase (after 3 months of the training). The opinions of trainers are also included to get a holistic idea.

Employees of India Post in Tamil Nadu constitute the population of the study. 2160 employees attended the training in Postal Training Centre, Madurai during the year January – December, 2006. 864 employees were selected randomly for the first two phases. That is 40% of the trainees were selected randomly from each batch of training programme. But out of 864 selected employees, only 513 trainees responded for the third phase of data collection. For final processing of data, 513 employee’s opinions were taken into consideration.

The major findings are that the learning objectives deal with KSA’s (Knowledge, Skill and Attitude) that the trainees are expected to acquire throughout the training programme and the trainees may not have utilized the gained skills properly in their work place and secondly the trainees’ superior may not allow the trainees to use the skills fully. Both reasons are applicable to India Post. So, skills gained from training are not much utilized.

From the discriminant analysis, it has been found out that independent variables such as general evaluation, evaluation of trainer, methods of presentation, programme content, instructional material, assignments, facilities and planned
improvement are better predictor of an overall opinion of the training programme. The effectiveness of the model proposed is 78.80% and the model is significant at 1% level.

The suggestions are that the Divisional Head should impress upon the employees to identify their training need by discussing with their superior, the training methodology should use modern methods like business games, role-play, discussion and practical exercises that will be interactive and involve the trainees in the training programme and if trainees do not upgrade the knowledge, skill and attitude (KSA) from the training, their increments and promotions may be delayed until they upgrade the skills.

Based on three levels of opinion collected from the employees and opinions from trainers in India Post, the researcher had evolved a new model for evaluation i.e., *AIM (Appraisal, Intervention & Measure) Model* that will help to realize the training objectives of India Post. Firstly the need for the training should be identified with the help of the superior. Secondly a set of sequential steps in training (Methods, Process) should be followed and finally the trainees should undergo evaluation at the training centre as well as by their superior.

The mantra for effective training should be, learn fast, remember often and apply with sincerity.

Chapter 1

**Research Design**