

Talent Management Developing An Effective Employee Training And Development Programme

Author:

A.Dhilip
Ph.D.Research scholar (FT)
Research Dept of Busi.Admin.
MR Govt.Arts college,
Mannargudi 614 001
Email: dhilip.p.hd@gmail.com
Mobile No: 9688360361

Co-author:

Dr. S. Babu
Asst.professor
Research Dept of Busin Admin.
MR Govt.Artscollege,
Mannargudi 614 001
Email: babubuse@yahoo.com
Mobile No: 94420 85052

Abstract

The need for change in human resources of an organization arises because of change in technology, business environment, value systems, government relation with industries etc, In the beginning people resist to change refuse to undergo no training and development programs. Research methodology is a way to systematically solve the research problems. It explains various steps that are generally adopted by a researcher in studying the research problem along with logic behind them. According to Clifford woody “research comprises defining and refining problems, formulating hypothesis or suggested solutions collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. The researcher adopted simple random sampling technique out of the 150 employees the researcher selected 100 employees. Since calculated value of X^2 is less than the tabulated value Null hypothesis is accepted. 42% of the respondents feel good about the communication on both sides were appreciable in training programme.41% of the respondents feel good about the training programme are highly beneficial.

Key Words: Research methodology, organizing and evaluating, formulating hypothesis

Need for Training

Newly recruited employees require training so as to perform their tasks effectively . Instruction, guidance coaching help them to handle jobs competently without any

wastages. Training is necessary to prepare existing employees for higher-level jobs [promotion] Existing employees require refresh training so as to keep abreast of the latest developments in job operations. In the face of rapid technological changes this is an absolute necessity. Training is necessary when a person moves from one job to another. After training the employee can change jobs quickly, improve his performance levels and achieve career goals comfortably.

Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on organizational needs. Training is needed to bridge the gap between what the employee has and job demands, and useful in the long run. Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on organizational needs.

Importance of Training

- Training makes an employee move use full to a firm hence; he will find employment more easily.
- Training makes employees more efficient and effective by combining materials, tools and equipment in a right way they can produce more with minimum.
- Training help an employee to move from one organization to another easily. He can be more mobile and pursue career goals actively.
- Employee can avoid mistakes, accident on job. The can handle jobs with confidence. They will be more satisfied on their jobs. Their morale would be high.
- Thus training can contribute to higher production fewer mistakes greater job satisfaction and lower labour turnover also it can enable employees to cope with organizational, social and technological change. Effective training is an invaluable investment in the human resource of an organization.

Benefits of Training

Helps the people identify with organizational goals.

Helps create a better corporate image.

Helps prepare guidelines for work

Aids in understanding and carrying out organizational policies.

Organizational gets more effective decision-making and problem solving.

- Aids in development for effective decision-making and problem solving.
- Aids in development for promotion from within.
- Aids in development leadership's skill motivation loyalty better attitudes and other aspects that successful workers and managers usually display.

Types of training

1. Internal training programme:

- Orientation or induction training. One the job training.

2. External training programmes

Management education programme organized by universities and other professional institutes.

- Management seminars, lectures, demonstration etc.

Training Methods

Once the trainer has decided upon the approach that he wants to use for transferring and skills to his trainees, he can draw various training methods. One that will most suitable for the particular topic, approach and the group of trainees.

Most of the methods can be practiced using different training approaches.

- Lecture method
- Question answer method
- Quiz sessions
- Brain storming
- Self survey techniques
- Library assignment
- Individual assignment
- Role playing
- Case study
- Laboratory method
- Group exercise

- Workshop
- Seminars
- Conference

Training policy

- The place of training in company management.
- The objectives that are to be converted in company training.
- Determination of training and development needs
- Selection of trainees.

REVIEW OF LITERATURE

The need for change in human resources of an organization arises because of change in technology, business environment, value systems, government relation with industries etc, In the beginning people resist to change refuse to undergo no training and development programs. But now the situation is completely changed. People like to undergo more number of training programs because they recognize the importance of training and they want to update their knowledge. Training is as old as civilization. The ancient civilization of sumeria, sind-Valley etc., reveal the use of clay and bricks in construction works. In those days, knowledge and literacy had to be acquired by direct instructions. Thus they are developed an apprentice system of training. The apprenticeship training, which was in vogue in the artisanship and craft shop of the ancient days, has been very much alive even today. Today's chartered accountants and young law graduates take apprenticeship practices in the office of practicing auditors and lawyers. During the period of 12th and 15th centuries, guild system was at peak. Guilds are associations of persons pursuing similar or related avocations. The next phase was the craft training. In order to ensure quality training of workers, wide range of vocational education was developed during the 18th and 19th centuries. The onset of industrial revolution added new dimensions to training. Many private training schools emerged during the late 19th and early 20th centuries. During this period simultaneously factory schools also came into existence in order to impart knowledge and training to the machinists. During the 1930s the Great Depression period, people were left with much leisure time due to under the Great Depression period were left with much leisure time due to under

and unemployment . To keep them engaged Training and Development Programs were conducted in the evening times. Were conducted in the evening times. People became training conscious also in order to better their personal life. The era of training for the supervisors dawned during the world war II. The defense production needed many hands, but the vocational schools could not provide enough number of instructors. Business and industry also realized that they too had ignored the need for increased instructors for their own needs. Business suddenly decided to embark on training for supervisors. The next development was the realization that training was needed for the executives also. Program

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problems. It explains various steps that are generally adopted by a researcher in studying the research problem along with logic behind them.

According to Clifford woody “research comprises defining and refining problems, formulating hypothesis or suggested solutions collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis”.

OBJECTIVES OF THE STUDY

- ❖ To find the level of satisfaction of the trainees about the training and development programme.
- ❖ To find out whether the objective of the training and development programme is positively achieved.
- ❖ To find out the expectation of trainees regarding training from the company.
- ❖ To find out the level of satisfaction with trainers relationship.
- ❖ To find the level of satisfaction about there feelings on the importance of Training and development programme.

HYPOTHESIS

Hypothesis is a tentative assumption. It can be proved or disproved. It is tentative because its veracity can be evaluate only after it has been tested empirically.

To keep the frame of the analysis to give a proper direction to study the researcher has proposed the following hypothesis.

- There is significant difference between the respondent's age and their expectation on type of Training programme.
- There is significant difference between the respondents Gender wise classification their feelings on the importance of Training programme.
- There is significant difference between the respondent's designation wise classification and their expectation on training programme.
- There is significant difference between the respondent's department wise classification and their feelings regards duration of the session.
- There is significant difference between the respondent's years of services and their level of satisfaction with the trainer's relationship.

UNIVERSE OF THE STUDY

The researcher with the help of authorities [Stream systems pvt ltd] who come under the purview of various departments formed the universe of the study. The total numbers of respondents were 100.

SAMPLING

The researcher adopted simple random sampling technique out of the 150 employees the researcher selected 100 employees.

REASON FOR SELECTING SAMPLING TECHNIQUE

It is easiest probabilistic method understand.

SAMPLING SIZE

The researcher adopted simple random method for the study, which includes 50 respondents out of 150. The respondents include executives, staff's and workmen.

SOURCE OF DATA

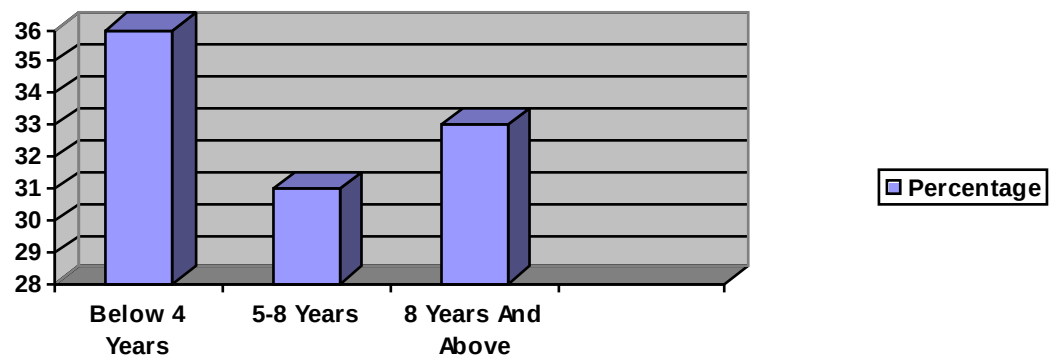
The researcher used the questionnaire method to collect the data as primary

source and relevant statistic's pertaining to training programme the files and records of the organization and the books, training reports journals are referred as the secondary source of data.

STATISTICAL ANALYSIS

The data collected were carefully analyzed and processed statistical techniques. Such as chi – square tests were applied to draw meaningful inference. Chi square tests were applied to find out the association between variable and dimensions of training effectiveness.

TRAINING EFFECTIVENESS OF RESPONDENTS REALTING TO THEIR YEARS OF SERVICE

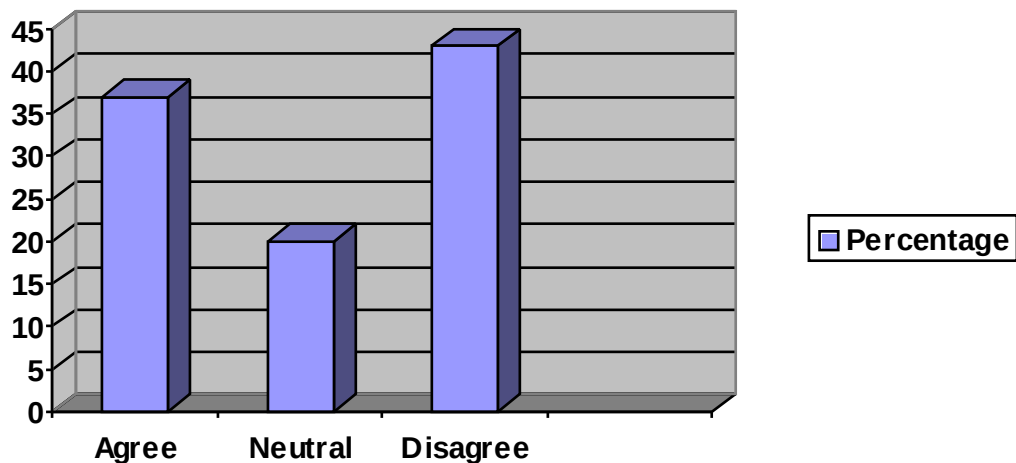


TRAINING EFFECTIVENESS OF RESPONDENTS REALTING TO THEIR SALARY

S.No	Particulars	No. of Respondents	Percentage of Respondents
1	Below 8000	29	29
2	8000-10000	42	42
3	Above 10000	29	29
	Total	100	100

INFERENCE:

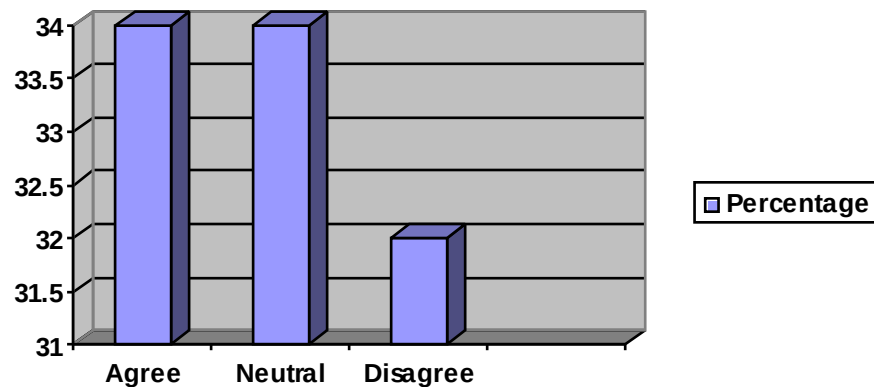
From the table it is clearly understood that 29% of the respondents are getting salary between the range of Rs.10,000 above, From the table it is clearly understood that 42% of the respondents are getting salary between the range of Rs.8000-10,000 , From the table it is clearly understood that 29% of the respondents are getting salary between the range of below Rs.8,000

**TRAINING EFFECTIVENESS OF RESPONDENTS LONG TERM
USEFULNESS****PRACTICAL APPLICABILITY OF RESPONDENTS LEADS GOOD
SUPERVISORY**

S.No	Particulars	No. of Respondents	Percentage of Respondents
1	Agree	33	33
2	Neutral	33	33
3	Disagree	34	34
	Total	100	100

INFERENCE:

From the above table reveals the practical applicability of respondents leads good supervisory skills is agreeing 33% of the respondents From the above table reveals the practical applicability of the respondents leads good supervisory skills is 33% of the respondents are giving their opinion as neutral. From the above table reveals the practical applicability of respondents leads good supervisory skills is disagreeing 34% of the respondents

TRAINING METHODOLOGY AND COMMUNICATION DURING THE TRAINING PROGRAMME**QUALITY OF TRAINING MATERIALS DURING TRAINING PROGRAMME**

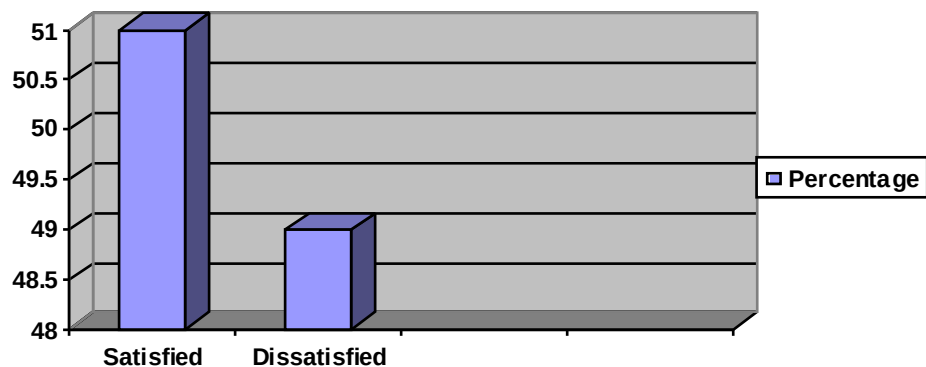
S.No	Particulars	No. of Respondents	Percentage of Respondents
1	Agree	25	25
2	Neutral	25	25
3	Disagree	50	50
	Total	100	100

INFERENCE:

The above table clearly understood that quality of training material during training

programme Agreeing 25% of the respondent. The above table clearly understood that quality of training material during training programme 25% of the respondents are giving their opinion as neutral. The above table it is clearly understood that quality of training material during training programme 50% of the respondents are giving their opinion as Disagree.

GENERAL – THE OVERALL PERFORMANCE OF THE TRAINEES DURING THRE TRAINING PERIOD



1. TRAINING EFFECTIVENESS

1. After attending with programme I am able to solve many critical problems in the work situations.

Department	Agree	Neutral	Disagree	Total
Technical	18	23	10	51
Non-Technical	16	20	13	49
Total	34	43	23	100

Null hypothesis (Ho)

There is no significant difference between the respondent's department wise classification and their expectation on type of Training programme.

Alternative hypothesis (Ha)

There is significant difference between the respondent's department wise

classification and their expectation on type of Training programme.

Chi-square Test

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

O_i=Observed frequency

E_i= Expected frequency

$$E_i = \frac{(RT)(CT)}{GT}$$

GT

RT = Row Total

GT = Column Total

GT = Grand Total

O _i	E _i	O _i -E _i	(O _i -E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
18	17.34	1.0381	1.0777	0.0599
16	16.66	0.660	0.4356	0.272
23	21.93	1.0700	1.1449	0.0498
20	21.07	1.0700	1.1449	0.0572
10	11.73	1.7300	2.9929	0.2993
13	11.27	1.7300	2.9929	0.2302
100			0.9684	

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

$$= \frac{(0.9684)^2}{100}$$

= 0.0001 calculate value

$$\begin{aligned}
 \text{Degrees of freedom} &= (r-1)(c-1) \\
 &= (2-1)(3-1) \\
 &= (1)(2) \\
 &= 2
 \end{aligned}$$

Tabulated value of $X^2 = 0.05$ degrees of freedom 2 at 5% level of significant is 5.99
 $X^2_{0.05} = 5.99 > 0.0001$

Conclusion

Since calculated value of X^2 is less than the tabulated value Null hypothesis is accepted.

2. PRACTICAL APPLICABILITY

2. The training programme make a involvements and participation in the work

Category	Agree	Neutral	Disagree	Total
Workman	15	11	11	37
Staff	12	13	9	34
Executive	8	16	5	29
Total	35	40	25	100

Null hypothesis (Ho)

There is no significant difference between the respondent's designation wise classification and their expectation on Training programme.

Alternative hypothesis (Ha)

There is significant difference between the respondent's designation wise classification and their expectation on Training programme.

Chi-square Test

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

E_i

O_i=Observed frequency

Ei= Expected frequency

$$E_i = \frac{(RT)(CT)}{GT}$$

GT

RT = Row Total

GT = Column Total

GT = Grand Total

O _i	E _i	O _i -E _i	(O _i -E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
15	12.95	2.05	4.2025	0.3245
12	1.190	10.81	116.8561	98.1984
8	10.15	2.15	4.6225	0.4554
11	14.80	3.80	14.4400	0.9757
13	13.60	0.60	0.3600	0.265
16	11.60	4.40	19.3600	1.6690
11	9.25	1.75	3.0625	0.3311
9	8.50	0.50	0.2500	8.2500
5	7.25	2.25	5.0625	0.6983
89.290				110.9289

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

E_i

$$= \frac{(110.9289)^2}{89.290}$$

$$= 1.5434$$

calculate value

Degrees of freedom = (r-1)(c-1)

$$= (3-1)(3-1)$$

$$= (2)(2)$$

$$= 4$$

Tabulated value of $\chi^2 = 0.05$ degrees of freedom 4 at 5% level of significant is 9.49

$$\chi^2_{0.05} = 9.49 > 1.5434$$

Conclusion

Since calculated value of χ^2 is less than the tabulated value Null hypothesis is accepted.

3. PROGRAMMING ADMINISTRATION – EVALUTION

3. Training programs are highly beneficial

Salary	Agree	Neutral	Disagree	Total
Below 8000	3	13	10	26
8000-10000	8	13	24	45
Above 10000	9	9	11	29
Total	20	35	45	100

Null hypothesis (Ho)

There is no significant difference between the respondent's salary and their expectation on type of Training programme.

Alternative hypothesis (Ha)

There is significant difference between the respondent's salary and their expectation on type of Training programme.

Chi-square Test

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

E_i

O_i = Observed frequency

E_i = Expected frequency

$$E_i = \frac{(RT)(CT)}{GT}$$

GT

RT = Row Total

GT = Column Total

GT = Grand Total

O _i	E _i	O _i -E _i	(O _i -E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
3	5.2000	2.2000	4.8400	0.9308
8	9.0000	1.0000	1.0000	0.1111
9	5.8000	3.2000	10.2400	1.7655
13	9.1000	3.9000	15.2100	1.6714
13	15.7500	2.7500	7.5625	0.4802
9	10.1500	1.1500	1.3225	0.1303
10	11.7000	1.7000	2.8900	0.2470
24	20.2500	3.7500	14.0625	0.6944
11	13.0500	2.0500	4.2025	0.3220
100.0000				6.3527

$$\chi^2 = \frac{(O_i - E_i)^2}{E_i}$$

$$= \frac{(6.3527)^2}{100}$$

= 0.0040 calculate value

$$\begin{aligned} \text{Degrees of freedom} &= (r-1)(c-1) \\ &= (3-1)(3-1) \\ &= (2)(2) \\ &= 2 \end{aligned}$$

Tabulated value of $\chi^2 = 0.05$ degrees of freedom 4 at 5% level of significant is 5.99

$$\chi^2_{0.05} = 9.49 > 0.0040$$

Conclusion

Since calculated value of X^2 is less than the tabulated value Null hypothesis is accepted.

FINDINGS AND SUGGESTION**Findings****Statistical inference**

Since calculated value of X^2 is less than the tabulated value Null hypothesis is accepted.

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Statistical inference

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GENERAL FINDINGS

- 46% of the respondents are agreeing about acquirement of technical knowledge and skills.
- 41% of the respondents are agreeing about after attending the training programme. Able to solve many problems in the work situations.
- 43% of the respondents are agreeing about the training programme applied in real life situation.
- 51% of the respondents feel the over all trainees' performance is satisfied.
- 41% of the respondents prefer 2 sessions of training programme.
- 35% of the respondents are agreeing about cordial relationship with trainers.
- 38% of the respondents feel good about the training environment is conducting.
- 42% of the respondents feel good about the communication on both sides were

appreciable in training programme.

- 41% of the respondents feel good about the training programme are highly beneficial.

SALIENT FINDINGS OF THE TRAINEES

- Most of the respondents are male.
- Almost majority of the respondents are belonging the age group of 31-35
- Almost majority of the respondents are workman and executives.
- Almost majority of the respondents are getting salary between Rs.8000-10000
- Almost majority of the respondents are having above 8 years experience.
- Almost majority of the respondents are expected on the job-training programme.

SUGGESTIONS

- Most of the employees expecting cordial relationship between trainers and trainees.
- Most of the employees expecting usefulness of training programme in long term.
- Off the job training could be encouraged in a better manner.
- Most of the employees are expecting that the company should provide good refreshments.

CONCLUSION

The present study has helped in understanding the positive feed back of trainees about the training programmes. The management could improve further the contents of the training programme and could prefer for 2 sessions duration of training programme. More ever the researcher has gained a lot of experience from this from which he had gained some knowledge about effectiveness of training programmes which would help his future prospects..

The universe of the present study includes 50 employees in various department . The researcher used questionnaire method to collect the data. The data

collected were subjected statistical analysis by using chi-square test. The researcher formulated six hypothesis and they are statistically tested.

Finally the whole period of this project made him to face so many positive and negative things of life, which would definitely guide him in future.

It is better that the management should provide the training programme to the employees in to long term and video visual method for the training programme may be used.

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