

## **CHAPTER-6**

### **IMPACT OF TRAINING**

- 1. INTRODUCAION**
- 2. IMPACT OF TRAINING IN UNIVERSAL  
LUGGAGE MANUFACTURING Pvt. LTD.,  
SATARA.**
- 3. EVALUATION OF EFFECTIVENESS OF  
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## **6.1 INTRODUCTION**

In this chapter we are going to discuss the exact impact of training on human resource of Universal Luggage Manufacturing Pvt, Ltd., Satara. For this purpose we have to undertake an effectiveness of training program implemented and the output Ratios etc. impact of training is a quiet relative term. As individual report it pitchout the different scenario and collectively draw out little different.

We hereunder undertake the direct interviews and study of statistical data to conclude exact impact of the training programs implemented. Training programs are arranged with differentials as per the different hierarchy in level of employment. Impeach of training can be measured through quality and quantity of output. The overall aim of the training program is to fill up the gap between existing and the desired manpower-skill, knowledge, skills and aptitudes.

Involvement of top management is necessary to integrate the objective with the organizational objective.

We can study actual impact of Training by using evaluation & effectiveness as a parameter.

## **6.2 IMPACT OF TRAINING PROGRAMS**

After completion of training trainee will be able or get acquainted with following –

1. Information about company.
2. Awareness about Authorities as well as responsibilities.
3. Awareness about company plans and policies.

When training program is conducted other than working place; management makes an employee avail with travelling allowance, housing allowance and such other reimbursements. When a program is conducted at working place refreshment is provided to all the participants. When a program is conducted at working place refreshment is provided to all the participants. The finance department usually sanctions required amount as per the training needs of the

company in that particular financial year budgeted form training section.

Training programs are undertaken with the help of various training establishments such as:

1. Maratha Chamber Of Commerce.
2. B.G. Bapat & Associates, Pune
3. Welinkar's management Institute, Mumbai.
4. Kamgar Shramik Kalyan Board
5. Maharashtra Utpadkta Sangh,
6. Asian institute of Human Rresource Development
7. Management Study Center, Mumbai

Training also provided to students from various institutes as per above mentioned to give them exposure of Universal Luggage Manufacturing Pvt., Ltd., Satara and its functions on apprentice basis such I.T.I. students.

Details of training programs held during last five years (2000-05)

Year	No of Programs Undertaken	No. Of Participants
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2000	08	152
2001	14	248
2002	19	165
2003	13	128
2004	06	121

A questionnaire has been designed and circulated among various segments of Universal Luggage Manufacturing Pvt., Ltd., Satara in order to have a meaningful survey on the impact of training on the performance of organization, questionnaire are filled up by purchase officers, Personnel and Administration officer, Project Engineers, Production Engineers, workers etc. The training in turn results in increase in financial status of the employees as the result of increase of production. In simple terms, more the production, more employees derive the benefits. The indeed proved to be very effective and has turned the Universal Luggage Manufacturing Pvt., Ltd., Satara into profit generation organization. Universal Luggage Manufacturing Pvt., Ltd., Satara also undertakes programs for knowledge upgradation at management level by arranging for them correspondence Diploma



courses like Diploma in Personnel management, Diploma in Tool Management, Diploma in Business Administration etc. through well known Institutes like Wlingkar's management institute, Mumbai, Sidha Samadhi Yoga programs also arranged for employees to learn mental relaxation exercises, personality development and team building skills. Also in 1990 VAUBT consultants arrange training program for Japanese Management System in Universal Luggage Manufacturing Pvt., Ltd., Satara. Company has been following Kisen Method successfully since last 12 years as a result of such training programs.

The productivity obviously related in direct proportion to training. Only trained employees are allowed to handle the equipment and machinery. Universal Luggage Manufacturing Pvt., Ltd., Satara is facing a challenging task in training their employees and updating their knowledge from time to time to meet the national standard and cope with the fast changing technological scenario of luggage manufacturing industry. In this industry technology changes frequently and existing technology becomes obsolete in very short span of time. In such prevailing situation training plays a vital role in

keeping the knowledge and skills of the employees update to maintain the latest equipment, in the form of additional training program refresher courses.

Just providing each employee with training is not sufficient it is necessary to evaluate the effectiveness of training programs periodically. The evaluation reports makes training output more effective.

### **6.3 EVALUATION OF EFFECTIVENESS OF TRAINING PROGRAM**

It is most important to find out that at which extent training program is being effective or not? If it is then at which extent it is effective and if its effective and if its not effective then what measure should be undertaken to make it effective etc. by analyzing this we came to know the that decision taken about training policies are right or there is any need to change or evaluate them? Such type of evaluation will provide useful information about the design of future training program. The evaluation of training consequences also provides useful data on the basis of which relevance of training and it is

integration with other function of Human Resource Management can be judged.

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired in the training program? It depends on the attitudes, interests, values and expectations of trainees and the training environment. According to Hambin training g effectiveness can be measures in terms of following criteria-<sup>1</sup>

1. Reactions
2. Learning
3. Behavior
4. Results

However, its may not always possible to employ or comprehensive evaluation system due to organizational constraints for e.g. lack of clear training policy, inadequate infrastructure, unwillingness of the management of change personnel, policies, performance appraisal systems and organizational process on the basis of feedback.

#### **Methods of evaluation**



1. The opinions and judgements of trainers, supervisors and peers.
2. Asking the trainees to fill up evaluation forms.
3. Using questionnaire to know the reactions of trainees.
4. Giving organisational & written test trainees to ascertain how far they have learnt.
5. Ascertaining interview with trainees.
6. Comparing trainee's performance.
7. Studying profiles and careers development charts.
8. Measuring levels of productivity, wastage, costs, absenteeism and employee turnover.
9. Trainees comments and reactions during training period.
10. Cost benefit analysis of the training program.

## **6.4 RETRAINING**

In the words of Compbell,<sup>2</sup> training courses are typically designed for a short term, stated set purpose such as the operation of some pieces of machinery while development involves a broader education for training purpose. In the same ways retraining is the process of providing to the person who have already undergone through the same. To avoid obsolesce of a person in terms of job requirement.

Retraining is proving in following cases-

1. To make employee all rounder in knowledge and skills.
2. To make touch up to employee after lay off.
3. Due to technological changes.
4. To development versatile workforce.
5. Due to automation and computerisation.

6. Due to change in demand for goods and services. New jobs are created at that time Retraining is necessary.

### 6.5 References

1. A.C. Hambin: Evaluation & Control of Training, Mc. Graw Hill' 1974.
2. J.P. Campbell: Personnel Training & Development, vol. 22, 1971.