

“Evaluating the effectiveness of Managerial Training Programmes in Corporarate sector – A Case study of " Byte boot Techno Solutions private Limited, Vijayawada, Andhra Pradesh.

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Introduction:

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets-the people working there who individually and collectively contributes to the achievement of the objective of the business. The terms “human resource management” and “human resource” (HR) have largely replaced the term “personnel management” as a description of the process involved in managing people in organizations. Human resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a work force. HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company.

HRM is concerned with people dimension in management. Since every organization is made up of people, acquiring their service, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true, regardless of the type of organization – government, business, education, health, recreation or social action. Major hr challenges faced by the indian organization are managing knowledge workers, managing technological challenges, competence of HR managers, developing leadership, managing change etc.,

Conceptual of " Managerial training& Executive devolpment":-

According to **Luis R. Gomez Mejia, &David B Balkan**. “The process of providing employees with specific skills or helping those correct deficiencies in their performance. **Robert L Mathis, John H. Jackson**.” Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Training is a process to increase an employee's ability to perform through learning, usually by changing the employee attitude or increasing his or her skills and knowledge. The process of teaching new employees, the basic skills they need to perform their jobs.

Executive Development: Development is mainly considered for the executives or the management. So the concept is elaborated and described as under executive or management development. According to **V S P Rao**. “ Management development is a systematic process of growth and development by which the managers develop their abilities to manage. It is the result of not only participation in formal courses of instruction but also of actual job experience.” “It is any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.

Objectives of the study:

1. To identify and understand the training function at “ Byte boot Techno Solutions private Limited, Vijayawada, Andhra Pradesh.
2. To find out various effectiveness criteria of Training Program.
3. To study if the existing training functions is achieving its objectives.
4. To analyze the Training system for further development.
5. To suggest measures for the improvement of the Training program.

Need for the study:

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Specifically, the need for training arises due to the following reasons

- To match the Employee specifications with the Job Requirements.
- Organizational Viability and the Transformation process
- Technological Advances
- Organizational Complexity
- Human Relations
- Change in the Job Assignment

❖ Research methodology :

Research Design: The Research Design is Exploratory, as it is undertaken to primarily study the effectiveness of the Training and discover insights into its working and activities in the Organization.

Sample Design: The sample size taken was 50 and the technique used was Non Probability Sampling Technique.

Data Collection: For any statistical enquiry the collection of data or information is done through principle sources identically i.e., by primary sources and secondary sources of data.

Primary data:- Primary data are those which are collected a fresh and for the first time. Primary data for the study is collected through questionnaire and questionnaire is used closed form.

Secondary data:- Most of the data used for the study is secondary in nature and has been collected from the company and from the records of Info Geosoft (India) Pvt Ltd.

QUESTIONNAIRE DESIGN: There are a total of 15 questions that aims to cover all aspects of the Training & Development activities of the organization. It includes multiple choice questions (Interval Scale).

Data analysis & Interpretation:

The statistical tool **CHI-SQUARE TEST/TEST OF INDEPENDENCE** is used for analysis the data pertaining to different dimensions of employees. Simple statistical data like % are used in interpretation of data results are illustrated by means of pie charts. According to Flippo, training is the act of increasing the knowledge and skills of an employee for doing a particular job. The major outcome of training is learning. A trainee learns new habits, refined skills and useful knowledge during the training that helps him improve performance.

Assessment of training needs :

Training efforts must aim at meeting the requirements of the organization (long term) and individual employees (short term). This involves finding answers to questions such as: whether training is needed? If yes, where it is needed? Which training is needed? Etc. Once we identify training gaps within the organization, it becomes easy to design an appropriate training program. Training needs can be identified through the following types of analysis:

Organizational Analysis:

It involves a study of the entire organization in terms of its objectives, its resources, the utilization of these resources, in order to achieve stated objectives and its interaction pattern with environment.

Task or Role Analysis:

This is a detailed examination of the job, its components, its various operations and conditions under which it has to be performed. The focus is here on the roles played by an individual and the training needed to perform such roles. Questionnaires, interviews, reports, tests, observations and other methods are generally used to collect job related

information from time-to-time. After collecting the information, an appropriate training program may be designed, paying attention to:

- Performance standard required of employees,
- The tasks they have to discharge,
- The methods they will employ on the job and
- How they have learned such methods.

Manpower analysis:

Here the focus is on individual in a given job. There are three issues to be resolved through manpower analysis. First, we try to find whether performance is satisfactory and the training is required. Second, whether the employee is capable of being trained and the specific areas in which training is needed. Finally, we need to state whether poor performances on the job need to be replaced. Once training needs are identified, objectives should be set to begin meeting these needs. Training objectives can be of three types. The most basic training takes place through orientation programs. The second of training objective is problem solving. The focus is on solving a specific problem instead of providing general information about a problem area. The final objective is innovation. Here the emphasis is on changing the mindset of workers, supervisors and executives working at various levels.

Scope of the study:

The training and development activities were studied at “Byte boot Techno Solutions private Limited”, Vijayawada, Andhra Pradesh. The statistical test is confined to the employees of that office.

Limitations:

- The statistical study covered only 50 respondents out of the 65 employees working at the office. Therefore, few opinions may have been left uncovered.
- Time constraint is also one of the limitations.
- Pooling is done in the X^2 test (pooling is done when cell frequency is less than 10).
- Because of the non availability of some of the employees.

Managerial training Programmes at Byte boot Techno solutions Private Limited, Vijayawada, Andhra Pradesh.

DATA ANALYSIS AND INTERPRETATION

➤ Training program improves behavior and attitude of the employees

In the above question the employees are asked about whether the training program improves job knowledge. The employee's opinions are tabulated as follows

TABLE: I: Opinion of the employees on whether the training program improves job knowledge

Opinion of the respondents	No. of respondents	%	Observed frequency (O_i)	Expected frequency (E_i)	$(O_i - E_i)$	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
Strongly agree	10	20	10	10	0	0	0
Agree	38	76	38	10	28	784	78.4
Neutral	2	4	2	10	8	64	6.4
Disagree	0	0	0	10	10	100	10
Strongly disagree	0	0	0	10	10	100	10
TOTAL	50	100.0					

CHI SQUARE ANALYSIS: CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis.

- **Null hypothesis (Ho):** Improvement in job knowledge is independent of the training program.
- **Alternate Hypothesis (Ha):** Improvement in job knowledge is not independent of the training program with the belief that the numbers of respondents agree that the training program improves job knowledge.

- **Level of significance = 5%** **Degrees of freedom = n-1 = 5-1 = 4**

Total number of respondents = 10+38+2+0+0 = 50 **Expected frequency (E_i)** = (Total no of respondents)/no of opinions = 50/5 = 10

$$\text{CHI-SQUARE } (x^2) = \sum [(O_i - E_i)^2 / E_i] \quad \sum [(O_i - E_i)^2 / E_i] = 104.8$$

Where O_i = Observed frequency, E_i = Expected frequency.

Calculation of x^2 **CHI-SQUARE (χ^2)** = $\sum [(O_i - E_i)^2 / E_i] = 104.8$

The calculated x^2 value is 104.8 The table value of x^2 for Degree of Freedom 4, at 5% level of significance is 9.49

$$x^2 \text{ computed value} = 104.8 \quad x^2 \text{ table value} = 9.49$$

INTERPRETATION: Since x^2 (computed value) > x^2 (Table value), Null hypothesis is rejected. So, improvement in job knowledge is not independent of the training program with the belief that the numbers of respondents agrees that the training program improves job knowledge. So, training program improves job knowledge. 48 out of 50 employees feel that training program improves job knowledge

Table 2. Training program improves professional skills

In the above question the employees are asked about whether the training program improves professional skills. The employee's opinions are tabulated as follows

Opinion of the employees on whether the training program improves professional skills

Opinion of the respondents	No. of respondents	%	Observed frequency (O_i)	Expected frequency (E_i)	$(O_i - E_i)$	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
Strongly agree	6	12	6	10	4	16	1.6
Agree	42	84	42	10	32	1024	102.4
Neutral	2	4	2	10	8	64	6.4
Disagree	0	0	0	10	10	100	10
Strongly disagree	0	0	0	10	10	100	10
TOTAL	50	100.0					

$$\sum [(O_i - E_i)^2 / E_i] = 130.4$$

CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis.

- **Null hypothesis (Ho):** Improvement in professional skills is independent of the training program.
- **Alternate Hypothesis (Ha):** Improvement in professional skills is not independent of the training program with the belief that the numbers of respondents agree that the training program improves professional skills.

Level of significance =5%

Degrees of freedom = n-1 = 5-1 = 4

Total number of respondents = 6+42+2+0+0 = 50
opinions=50/5= 10

Expected frequency (E_i)=Total no of respondents/no of

• CHI-SQUARE (χ^2) = $\sum [(O_i - E_i)^2 / E_i]$

Where O_i = Observed frequency

E_i = Expected frequency.

• Calculation of χ^2 CHI-SQUARE (χ^2) = $\sum [(O_i - E_i)^2 / E_i] = 130.4$

• The calculated χ^2 value is 130.4 The table value of χ^2 for Degree of Freedom 4, at 5% level of significance is 9.49

χ^2 computed value = 130.4

χ^2 table value = 9.49

INTERPRETATION – Since χ^2 (computed value) > χ^2 (Table value), Null hypothesis is rejected. So, improvement in professional skills is not independent of the training program with the belief that the number of respondents agrees that the training program improves professional skills. 46 out of 50 employees agree that the training program improves professional skills. None of the employees from the sample are disagreed that training program improves professional skills. So, the organization is conducting training programs which aims at increasing professional skills.

Table --III. The internal trainers are very effective

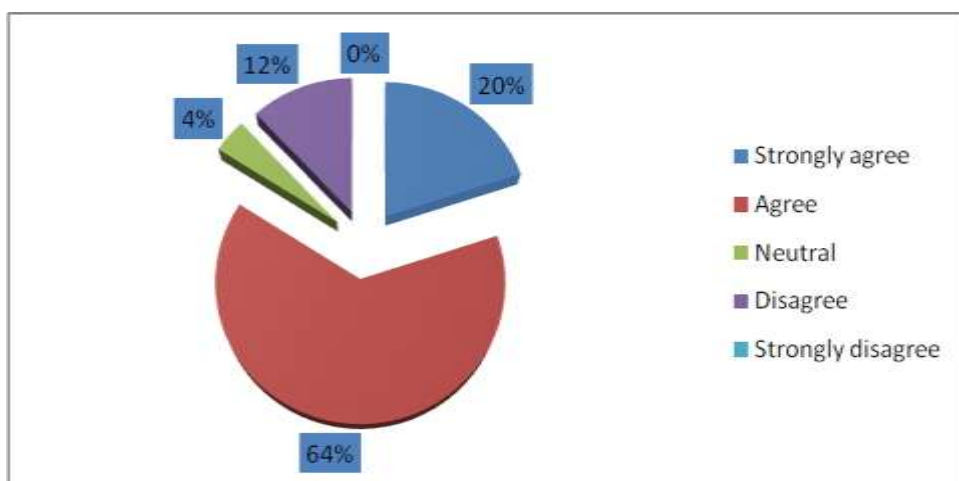
In the above question the employees are asked about the effectiveness of the internal trainers. The employee's opinions are tabulated as follows

TABLE Opinion of the employees on the effectiveness of the internal trainers

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	10	20
Agree	32	64
Neutral	2	4
Disagree	6	12
Strongly disagree	0	0
TOTAL	50	100.0

Graphical Representation -

The internal trainers are very effective



INTERPRETATION

- 20% of the employees strongly agree that internal trainers are very effective.
- 64% of the employees agree that internal trainers are very effective.
- 12% of the employees disagree that internal trainers are very effective
- So, 42 out of 50 employees feel that internal trainers are very effective.

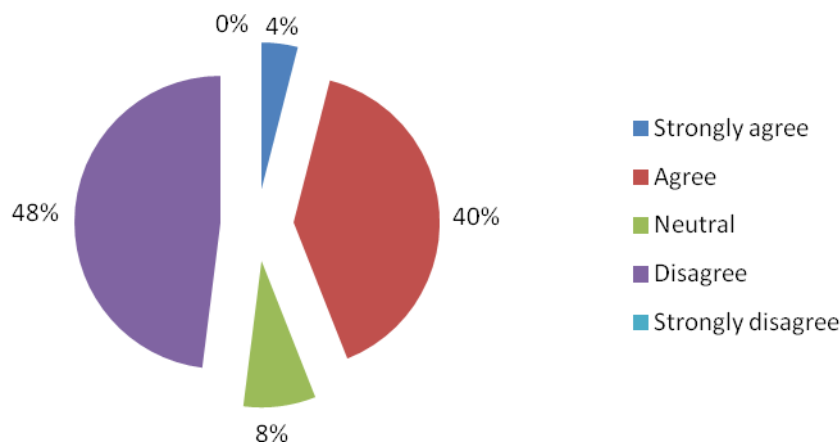
Table:4. the external trainers are very effective

in the above question the employees are asked about the effectiveness of the external trainers. the employee's opinions are tabulated as follows

TABLE Opinion of the employees on the effectiveness of the external trainers

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	2	4
Agree	20	40
Neutral	4	8
Disagree	24	48
Strongly disagree	0	0
TOTAL	50	100.0

Graphical Representation - The external trainers are very effective



INTERPRETATION:

- 4% of the employees strongly agree that external trainers are very effective.
- 40% of the employees agree that external trainers are very effective.
- 42% of the employees disagree that external trainers are very effective
- So, 22 out of 50 employees feel that external trainers are very effective.

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