

Training Effectiveness: A Joint venture Organizational & Individual Goa

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Abstract:- In today's world training Effectiveness is the key focus of the corporates and organizations around the globe to achieve competitive edge. Out of all the Human resource practices effective training structure and modal can play a strategic role in an organization however many organization centric modals neglects the role of linking organizational goal to individual goals as influencing factor for training effectiveness. This research paper will focus on the importance of linking organizational goal to individual goals to achieve training effectiveness in an organization.

I. INTRODUCTION

Generally, the literature of training effectiveness has multiple modals based on goal based evaluation and system based evaluation which will be summarized in this research paper. Out of all modals Donald Kirkpatrick's evaluation modal is considered as bible in training effectiveness evaluation modals. Most of the modals/approaches have been framed as organisation centric modal and they see training effectiveness as organization goal however neglect to link it with individual goals where an employee is a building block of an organization.

An organizations performance is dependent on its employee's performance. This leads to necessity of linking organization goals with individual goals where an employee effort require motivation to result best performance. Abraham Maslow's Hierarchy of Needs Theory of motivation to develop an organization that meets employee needs while encouraging increased levels of performance. The theory offers a basis for organizational development with high employee motivation to achieve company objectives one of them is training effectiveness which demands focus on alignment of individual centric approach and organisation centric approach.

II. EXISTING MODELS FOR EFFECTIVENESS OF TRAINING

The systematic origin of training effectiveness can be traced from World War II (1939-1945) where a considerable amount of training materials for the military were developed based on the principles of instruction, learning, and human behaviour. Tests for assessing a learner's abilities were used to screen candidates for the training programs. After the success of military training, psychologists began to view training as a system, and developed various analysis, design, and evaluation procedures.

Era of 1950 was predominantly focused on goal based and system based approach. Literature on training effectiveness focuses essentially on goal or objective-based vs. systems-based models. Goal-based models (such as the "bible" of evaluation models, Donald Kirkpatrick's "Evaluation Training Programs") may help.

Practitioners think about the purposes of evaluation ranging from purely technical to covertly political purpose. However, these models do not define the steps necessary to achieve purposes and do not address the ways to utilize results to improve training. The difficulty for practitioners following such models is in selecting and implementing appropriate evaluation methods (quantitative, qualitative, or mixed). Naturally, many organizations do not use the entire model, and training ends up being evaluated only at the reaction, or at best, at the learning level. As the level of evaluation goes up, the complexities involved increase. This may explain why only levels 1 and 2 are used. On the other hand, system-based models (e.g. CIPP, IPO and TVS) seem to be more useful in terms of thinking about the overall context and situation but they may not provide sufficient granularity. Systems-based models may not represent the dynamic interactions between the design and the evaluation of training. Few of these models provide detailed descriptions of the processes involved in each steps. None provide tools for evaluation. Furthermore, these models do not address the collaborative process of evaluation, that is, the different roles and responsibilities that people may play during an evaluation process. The above limitation demands to focus on missing area.

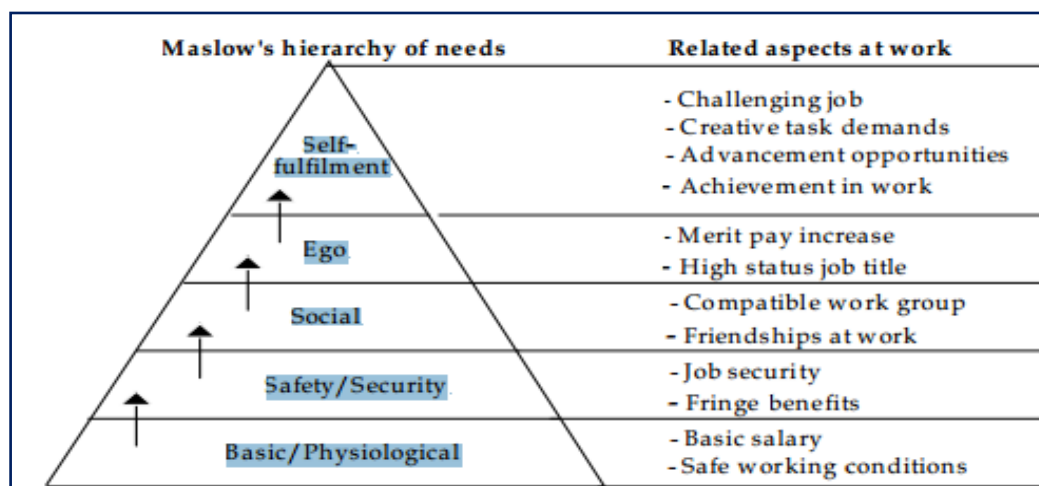
A Joint venture Organizational & Individual Goal: Training is a necessary requirement for achieving organizational goals and essential to improving organizational performance. It bridges the gap between the Organization's current capability and that needed to deliver the business results. From an individual goal, traditionally it enables people to add to their Stock of personal competences and develop their full potential. All the existing Training effectiveness modals focus is organisation not individual where organizations learn only through the learning individuals. Organizational effectiveness refers to the achievement of overall organizational goals (Milkovich et al, 2004). Employee development leads to employee performance. Individual Performance of an employee will lead to the organizational effectiveness [4].

In today's world, The training effectiveness depends upon the development of organization needs to achieve its business goals and an individual development in a border term which includes promotion, increment, factors to motivate an individual to contribute to meet organizational goals that means individual motivation is the unavoidable factor for training effectiveness here it brings the demands to look in to individual motivation factors.

When individual employee wants to learn, he would learn more and more, he would participate in many other activities such as attend seminars, workshops and others training sessions, either on the job or off the job. This indeed would lead to employee development, and employee development would lead to increase in employee performance. Most of the organizations do not consider the employee developmental activities of much value. They only focus on achieving the goals of the organization. They do not care about the development of employees. So, if organizations would focus on employee developmental activities, this would help in enhancing the skills of the employees (Chay et al., 2003). The concept indicates that employee development must be recognized by the employees who want to learn or who are willing to learn. When employees are willing to learn, they show their interest in the developmental activities, as a result they are more satisfied with the job which will lead to increase in employee performance (Elena P. 2000).

Abraham Maslow 'Father of Management' 1954 book *Motivation and Personality* has explained individual motivation factors in the form of hierarchy of needs. This has been explained below.

1. **Safety and security** - once the physical needs of the moment are satisfied, man concerns himself with protection from physical dangers with economic security, preference for the familiar and the desire for an orderly, predictable world.
2. **Social** - become important motivators of his behaviour.
3. **Esteem or egoistic** - a need both for self-esteem and the esteem of others, which involves self-confidence, achievement, competence, knowledge, autonomy, reputation, status and respect.
4. **Self-fulfilment or self-actualisation** – is the highest level in the hierarchy; these are the individual's needs for realising his or her own potential, for continued self-development and creativity in its broadest sense.



Maslow hypothesized five Levels of needs: physiological, safety, social, esteem, and self-actualization (Maslow 1954 and Lindner1998). He placed them in a framework referred to as the hierarchy of needs because of the different Levels of importance. Maslow states that, if all needs are unsatisfied at a particular time, satisfaction of the Predominant need is most pressing. Those that come first must be satisfied before a higher-level need comes into play.

Training has been always considered as carrier and personal development. Any organization provides training to any individual when they have business goals to achieve and training evaluation end up with 2 point of Krick Patrick modal that is reaction. Similar way, from individual perspective training is not on the top priority so here we can see a separation of individual goal and organization goal which makes a high impact on training effectiveness. A survey conducted by AON HEWITT EMPLOYEE preference study 2013 has identified top benefits “what employees want most at work” under which **Training opportunities** ranked as seventh out of twelve top benefits.

1.	Additional Fixed Pay
2.	Higher Incentives
3.	Flexible Work Arrangements
4.	Retirement Benefits
5.	Professional Development Support
6.	Insurance Benefit
7.	Training Opportunities
8.	Healthcare Programs
9.	Transport Assistance – To and From Work
10.	Additional Paid Time Off
11.	Higher Subsidy on Loans
12.	Improved Child Care Support

■ Compensation ■ Benefits
■ Work-Life ■ Learning & Development

Source: Aon Hewitt Employee Preference Study 2013

The table above shows the overall rankings by 7,000 employees, 1 being the most preferred and 12 being the least preferred. Topping the charts clearly was cash-based compensation – both fixed pay and incentives. [Aon Hewitt Employee Preference Study 2013]

According to Maslow theory, AON Hewitt Employee Preference Study 2013 shows that pay & salary comes first which is the first preference of employees relates to first level of hierarchy under Maslow theory where

Training has been always consider as goal for carrier and personal development ranked seventh relates to highest level of hierarchy “Self-fulfilment or self-actualisation”.

Pay or salary is always the part of performance appraisal process. In organisation performance is always evaluated on the basis of organisational goals where Training comes last in the hierarchy as it is consider as individual’s needs for realising his or her own potential, for continued self-development and creativity in its broadest sense which cannot be primary motivation factor to make training effective. Co-relation of Maslow Theory and AONHewitt Employee Preference Study proves that a gap or segregation of between primary motivation factor is not the training requirement so organisation needs to revisit its organisation goal and make training as one of the goal which can link training through performance appraisal process and can be one of the criteria for merit pay or salary. An employee of organisation will try to make training effective when he will reach on the Self-fulfilment or self-actualisation. AON survey proves Maslow theory hierarchy of need that employees are at first level of need (Basic/physiological) and Training comes as last need Self-fulfilment or self-actualisation. Training should not be restricted as individual goal rather than should be placed under organisation goals. Organizational effectiveness refers to the achievement of overall organizational goals (Milkovich et al, 2004). Employee development leads to employee performance and Individual Performance of an employee will lead to the organizational effectiveness. Thus making training as a part organisational goal will create direct relationship between Training and performance appraisal. This relationship brings Training effectiveness as a part of monitory benefits during performance appraisal process which will bring down training to first level of hierarchy of needs and motivates individuals to make training effective.

Recently a research “A Study on Performance Appraisal System At Wipro Infrastructure Engineering Pvt Ltd” says Performance appraisal also means an appraisal of the growth potential of an employee, with a view to providing information to the organization leading to positive action and enabling feedback to the individual aimed at his performance improvement, personal growth and job satisfaction. In short we can say that Performance appraisal to result in an assessment of:

1. Growth potential of employees.
2. Corresponding training needs for the employee.
3. Capabilities for their placement in higher posts.
4. Conduct of disciplines of the employees

Performance appraisal is also a technique of HRD. The performance interview and the process of the performance analysis help the subordinate to interact closely with his superior. The interaction helps particularly subordinates learn from his superior the job related and behaviour related aspects. This process becomes a training/development/educational process. Thus, performance appraisal is closely related to HRD. In fact, performance appraisal helps employee development. [IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 9, Issue 3 (Mar. - Apr. 2013), PP 08-23]. On the other way making training as a part of appraisal process will provide opportunity to have need assessment for training periodically. **EDWIN B.FILIPPO**, defined has the term performance appraisal as ” A systematic ,periodic and so far as humanly possible , an impartial rating of an employee’s excellence in matters pertaining to his present to his resent job and his potentialities for a better job “.

III. CONCLUSION

There are different approaches followed to evaluate training effectiveness like some focuses on pre-training and some on post training effectiveness, some on organizational factors and some on individual factors however we don’t see a comprehensive approach which includes multi- variables to measure training effectiveness.

AON HEWITT EMPLOYEE preference study 2013 results proves the relevance Maslow theory “Hierarchy of needs” as an individual basic need is monetary benefit and Training is the last in hierarchy of need. This research paper conclude that aligning individual goal and organisational goal will create a comprehensive approach for training effectiveness which will combine training and monetary benefit together (Basic need) through which being a part of performance appraisal process will make training effectiveness as continues process modal by which Employee will be more responsible for making training result orientated as appraisal will result to monetary benefits. Other way organisation will have periodically review of need assessment, feedback of individual and training effectiveness evaluation. This way scope can be cover for Training effective starting from “need assessment” to end “Training effectiveness evaluation”. Also, being a part of performance appraisal process will make training effectiveness as continues process modal through which Employee will be more responsible for making training result orientated as appraisal has to monetary benefits. Other way organisation will have periodically review of need assessment, feedback of individual and training effectiveness evaluation.

The purpose of training assessment should always be aligned with the organization vision, mission, goals, values and culture as rightly defined by **Seels & Richey** calls evaluation “a common place human activity. All efforts should be made to ensure that the monitoring support and evaluation system is in harmony.

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