
ASSESSMENT OF TRAINING EFFECTIVENESS AT PARAMATRIX TECHNOLOGIES PVT. LTD, MUMBAI

Dr. Arjita Jain,

Professor,

NCRD's Sterling Institute of Management
Studies, Navi Mumbai

Dr. Sandeep J. Ponde,

Associate Professor,

NCRD's Sterling Institute of Management
Studies, Navi Mumbai

Abstract: *Training is defined as act of increasing the knowledge and skill of an employee for doing a particular job. Training without learning has no meaning. Maintaining training effectiveness is a continuous process and it is also essential for cost benefit analysis. Paramatrix Technologies Pvt. Ltd., is an ISO 27001:2013 certified, IT software development and services company headquartered in Mumbai. This study measured the effectiveness of training programs conducted at Paramatrix Technologies Pvt. Ltd. Descriptive research was carried out. A survey was conducted to know the employee's perception and the company's dedication towards training programs. The survey aimed at knowing the employees' satisfaction and company's perseverance towards the training programs and to what extent they are leading to the growth of the company. The study revealed that majority of the employees were satisfied with the training programs carried out currently in the company and they expect more training programs in other related fields.*

Keywords: *Training Effectiveness, Training Modes, Training Benefits, Performance Appraisal and Organizational Goals*

INTRODUCTION

Training Evaluation provides the data needed to demonstrate that training does provide benefits to the company. Training effectiveness is measured by the benefits that the company and the trainees receive from training. Collection of information, including whom, what, when, and how, is required to determine the effectiveness of any training program. Companies make large investments in training and education; it is essential to constantly measure and monitors the effectiveness of training programs. Formative evaluation takes place during program design and development. This is conducted to improve the training process. It helps to ensure that the training program is well organized and runs smoothly, whereas summative evaluation determines the extent to which trainees have changed as a

result of participating in the training programs. It includes the monetary benefits (Return on Investment) from a training program.

OBJECTIVES OF THE STUDY

- To study the training and development practices in Paramatrix Technologies Pvt. Ltd.
- To evaluate the effectiveness of the existing training programs.
- To evaluate the contribution of training in the overall performance of the company.
- To examine the popular training methods used in the company.
- To find out the level of interest and involvement of the trainees/ trainers in training.
- To give suggestion and recommendation for improving training effectiveness.

LITERATURE REVIEW

Hultman Glenn (2014) in the study *'Managerial Work, organizational Perspective and the Training of Managers'*, discusses that managers are often looked upon as men of action with an ability to promote change, but research sometimes seems to reveal the opposite. The article addresses the area of planned change and the training of managers. The phenomenon of leadership and leader competence is seen in a new light by means of a discussion about the growing knowledge from research on managerial work and perspectives of organizations. It is suggested that knowledge of the work and the behavior of managers and an awareness of different organizational perspectives can promote understanding about leadership. **Goddard Robert. W (2015)** in his Study *"The Pygmalion Effect"* Personnel Journal describes the "Pygmalion effects" or the behavioural science principle. It specifies that an employee success is directly related to the company's expectations. Training practice is discussed such as recognizing employee's potential for improved performance. Showing confidence in the staff maintaining an in going dialog setting high performance standards complimenting criticizing constructively and with empathy, helping people advance and overcoming self-defeating personnel present. **Toddy (2016)** in his study *"Effect of Stimulus Variability on Trainee Comes Enhancing Behavior Modelling Training"* reveals that the conventional wisdom of using low variability and strictly give stimuli in training contests should be recognized. The value of negative feeling and non-exemplar information demonstrated here clearly warrants further conceptual and empirical work. In Addition the inverse relationship

and transfer of learning is important. It is important for training designers to link their evaluation criteria with objectives. **Zhigo (2013)** in his study "*An Exploratory Study of the Impact of a Western Management Training Program*" highlights that their base program contributed mostly to their position of management knowledge followed by the boarding perspectives finding western management science and important of managerial abilities and indents were in general, satisfied with the education process on terms of popular, quality of teaching Academic subjects in functional areas such as getting subjects in functional areas such as marketing, financial management and function management were a regarded by the respondents more useful than those general area (for ex: managerial economics, strategy and policy). **Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan**, in their research paper titled as "*Impact of Training and Development on Organizational Performance*" published in Global Journal of Management and Business Research study attempts to understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on organizational performance. The study was based on the secondary data. Four Hypotheses were developed to see the impact of all the independent variables on the overall organizational performance. The Hypotheses showed that all these have significant effect on organizational performance. Results revealed that training and development, on the job training, training design and delivery style have significant effect on organizational performance and all these have positive effect on the organizational performance.

RESEARCH DESIGN

The study was a descriptive and quantitative type of study. Both primary and secondary data has been used for the study. Primary data was collected through personal interview and getting responses on questionnaire. The universe size was 100. The sample size was 50. Researches adopted simple random sampling technique for data collection.

Research Design	Descriptive and Quantitative
Sampling Unit	50 respondents from various departments
Sampling Technique	Sample Random Sampling
Instrument for Data Collection	Questionnaire and Personal Interview

OVERVIEW OF TRAINING AT PARAMATRIX TECHNOLOGIES PVT. LTD.

Paramatrix Technologies Pvt. Ltd has been giving a lot of importance to Training and Development of its employees and executives by providing opportunities for them to get trained throughout their career not only in their chosen technical field but also in other fields like general management, computer skills, communication skills, behavioural science etc. The company spent approximately Rs.420 lakhs in the year 2015 towards Training and Development. The company has included training as one of the parameters in their Memorandum of Understanding with the ministry. As per it, every employee has to be trained for at least 2.2 days in a year and at least 36% of the employees have to be covered by training every year. State-of-the Art training aids to conduct all kinds of training programmes. The results after consolidation were such that there were programs for which only a few had indicated the need but there were programs for which a large number of people had a need. It was decided to sponsor people to out- house training programs. Later training programs were conducted in-house. To full fill the needs of technical programmes with specific requirements a committee of advisors from technical departments was formed. The committee was made responsible for deciding the content of each program and the subject expert. Regarding the in house programs the training department is supposed to firm up the programs for a month and put it online the previous month. Nominations are also made online by the departments. A week before the starting dates of the programs. The coordinators/ in-charge in training department checks the online status of nomination , the executives of the company are also given chances of indicating programs other than recommended by the committees. The reporting and reviewing officers were asked to vet these programs and were fed to system to be stored in a file called "Training and Development Need File".

Tabulation of Data, Analysis and Interpretation

Demographic Data

Executive Grades	Percentage
E1	14%
E2	30%
E3	24%
E4	16%
E5	10%
E6	6%
Total	100%

Table 1A: The Executives Grades of the Respondents

Out of 50 respondents 14% of Executive Grade1, 30% of Executive Grade2, 24% of Executive Grade3, 16% of Executive Grade4, 10% of Executive Grade5, 6% of Executive Grade6 respectively.

Years of Service	Number of years of Service
5-10	26%
11-15	11%
16-20	6%
25 & more	7%
Total	100%

Table 1B: Number of years of Service of the Respondents

Out of 50 respondents the 52% of employees were in 5 – 10 years of service, 22% were in 11-15 years of service, 12% were in 16-20 years, and 14% were in 25 years & above. It can be inferred that this study was mainly focused on respondents with less experience.

Age in Years	Employees' Age
20-30	44%
31-40	28%
41-50	16%
51-60	12%
Total	100%

Table 1C: The Age Group of the Employees

It can be analysed from the above table that 44% of the respondents belong to the age group of 20 – 30 years, 28% of the respondents belong to the age group of 31-40 years, 16% of the respondents belong to the age group of 41-50 years, and 12% of the respondents belong to the age group of 51-60 years. This implies that the study has mainly focused on respondents of low age group.

Standards	Frequency of Training Programmes Attended
Monthly	16%
Quarterly	40%
Half Yearly	28%
Yearly	16%
Total	100%

Table 2: Frequency of Training Programmes Attended by the Employees

This indicates that 40% of the respondents have attended the training programs quarterly (once in 3 months) and few have attended the yearly training programs. This implies that the

company gives more importance for regular quarterly training programs than the yearly training programs.

Standards	Management's Support towards Training its Employees
Highly Agree	18%
Agree	56%
Not Sure	12%
Disagree	9%
Highly Disagree	8%
Total	100%

Table 3: Management's Support towards Training

18% respondents highly agree wherein 8% disagree with respect to management's support towards training its employees, 56% are agree and 9% are disagree on this aspect. Only 12% respondents are not sure about management's support for training. It can be inferred with the data that the employees share good relationship with the management.

Modes of Training	Mode of Training Preferred
On the Job Training	26%
Off the Job Training	74%
Total	100%

Table 4: The Training Mode Preferred by the Employees

This shows that the 74% of the respondents prefer Off the Job training than On the Job training.

Training Models	Attended	Benefited	Not Benefited
Team Building	62%	92%	8%
Improving Quality of Life	34%	100%	0%
Safety Practices	48%	100%	0%
7 Habits of Highly Effective People	32%	100%	0%
Domestic Enquiry	26%	96%	4%
Creativity at Work- place	32%	96%	4%
Emotional Intelligence	30%	100%	0%
Women in Industry	24%	100%	0%

Table 5: The Benefits derived by the General Training Modules

From the above table it can be analysed that a good percentage of the respondents have attended the training programs and when talking of the benefits all the respondents have derived good benefits from all the training programmes. Most of the employees have derived

100% benefits from programs like Improving Quality of Life, Safety Training, Emotional Intelligence and Women in Industry. Only few employees around 2-4% have not been benefited.

Training Models	Attended	Benefited	Not Benefited
Gemba Kaizen	40%	100%	0%
T Q M	42%	96%	4%
Six Sigma	28%	98%	2%
Bench Marking	24%	100%	0%
Concurrent Engineering	24%	100%	0%
Innovation	34%	96%	4%
Project Management	22%	100%	0%
ISO 27001:2001 Awareness	26%	96%	4%

Table 6: The Benefits Derived by the Technical Training Modules

This table shows that a good percentage of the respondents have attended the training programs and when talking of the benefits all the respondents have derived good benefits from all the training programs. Most of the employees have derived 100% benefits from programs like Gemba Kaizen, benchmarking, concurrent engineering, project management. Only a few employees around 2-4% have not derived benefits.

Standards	Relevance of Training Programs
Highly Agree	20%
Agree	48%
Not Sure	16%
Disagree	6%
Highly Disagree	10%
Total	100%

Table 7: The Training Programs being Relevant to Your Job

It reveals that 20-48% of the respondents are of the opinion that training programs are relevant to their jobs. Only 10% are of the opinion that the training programs are not relevant to their jobs. This implies that the training programs of the company are made relevant to the employee's job.

Standards	Quality of Training Sessions Delivered
Highly Agree	18%
Agree	62%
Not Sure	10%
Disagree	4%
Highly Disagree	6%
Total	100%

Table 8: Quality of Training Sessions Delivered

It shows that 62% of the employees agree that they had good interaction with the trainers. 4 - 6% of employees disagree that they had good interaction with the trainers.

Standards	Satisfactory Duration for Implementation of Training
Highly Agree	10%
Agree	50%
Not Sure	26%
Disagree	13%
Highly Disagree	1%
Total	100%

Table 9: Satisfactory Duration for Implementation of Training

Majority of the employees were of the opinion that they were given satisfactory duration for the implementation of training.

Standards	Percentage
Highly Agree	10%
Agree	73%
Not Sure	10%
Disagree	5%
Highly Disagree	2%
Total	100%

Table 10: Level of Awareness of Self-strengths and Weaknesses with the help of Training Programs

It indicates that 14-54% of the respondents have become aware of their strengths and weaknesses after attending the training programmes. Only 6-8% of the respondents said that they found no change even after attending the training programs.

Standards	Percentage
Highly Agree	14%
Agree	60%
Not Sure	14%
Disagree	4%

Highly Disagree	8%
Total	100%

Table 11: Level of Knowledge Improved by the Training Programs in Different Fields

This indicates 60% of the employees' knowledge has been improved after attending the training programs and only 2-4% of employees responded that there is no change in knowledge before and after attending the training programs. The response of the employee implies that the training programs have put maximum efforts to improve their knowledge through training programs.

Standards	Personality Development
Highly Agree	14%
Agree	60%
Not Sure	12%
Disagree	4%
Highly Disagree	12%
Total	100%

Table 12: Level of the Training Programs being helpful for your Personality Development

The graph implies that 60% of the employees accepted that training programs played an important role in their Personality Development. Only 4-12% of the employees did not accept the role of training programs in their personality development.

Standards	Increase in Confidence Level
Highly Agree	12%
Agree	60%
Not Sure	20%
Disagree	6%
Highly Disagree	4%
Total	100%

Table 13: Increase in Confidence Level in Managing their Work after Attending the Training Programs

This indicates that 60% of the respondents were confident in managing their work after attending the training programs, 12% of the respondents were highly confident in comparison to 4%. This implies that the training programs arranged in the organization have good impact on its employees.

Standards	Fetching Faster Promotions
Highly Agree	8%
Agree	6%
Not Sure	28%
Disagree	22%

Highly Disagree	36%
Total	100%

Table 14: Role of Training Programs in Fetching up Faster Promotion for the Employees

This shows that 36% of the employees are of the opinion that the training programs did not fetch faster promotions. Only 6-8% of the employees responded that training programs helped in fetching faster promotions. 28% of the respondents were not sure. This implies that training programs did not influence for fetching up faster promotions.

Standards	Opportunity for problem expression
Highly Agree	10%
Agree	30%
Not Sure	22%
Disagree	16%
Highly Disagree	22%
Total	100%

Table 15: Providing Opportunity to the Employees to Express their Work Related Problems

This indicates that 30% of the employees were of the opinion that they were provided an opportunity to express their work related problems. 22% of the employees were of the opinion that they were not provided any opportunity to express work related problems.

Standards	Training Programs Role in Performance Appraisal
Highly Agree	8%
Agree	44%
Not Sure	18%
Disagree	6%
Highly Disagree	24%
Total	100%

Table 16: Role of the Training Programs in Performance Appraisal

The above table identifies that 44% of the employees accept that training programs play a critical role in their performance appraisal and 6-24% of the employees did not accept it. 18% of the employees were not sure whether the training programs play a role in their performance appraisal.

Standards	Growth in personal and organizational goal
Highly Agree	10%
Agree	20%

Not Sure	55%
Disagree	10%
Highly Disagree	5%
Total	100%

Table 17: To what extent Training Programs has helped you to achieve your personal as well as organizational goals

The above table identifies that 20-30% of the employees accepted that the training program is helping in achieving the personal as well as the organizational goals. And 55% of the employees were not sure whether the training programs play a role in achievement of their personal and organizational goals.

Standards	Contribution to Organization's Profit
Highly Agree	16%
Agree	52%
Not Sure	20%
Disagree	6%
Highly Disagree	6%
Total	100%

Table 18: To what extent Training Programs contribute to the Profits of the Organization

The table identifies that 52% of the employees accept that the training programs were contributing to the organizational profits. 20% of the employees were not sure whether the training programs play a role in contributing to the organizational profits.

Standards	Meeting the needs of the organization
Highly Agree	26%
Agree	50%
Not Sure	10%
Disagree	9%
Highly Disagree	5%
Total	100%

Table 19: Training Programs are helping in meeting the needs of the organization

The above table identifies that 50% of the employees accept that the training program were helping in meeting the needs of the organization. 9% of the employees were not sure whether the training programs play a role in helping in meeting the needs of the organization.

Standards	Employees' satisfaction
Highly Agree	26%
Agree	50%
Not Sure	10%

Disagree	9%
Highly Disagree	5%
Total	100%

Table 20: Level of Satisfaction of Employees with the Training Programs at Paramatrix Technologies Pvt. Ltd.

This shows that 50% of the employees were satisfied with the training program of the organization. 10% of the employees were not sure whether the training programs were satisfactory or not.

Standards	Employees Interested in attending more training programs
Highly Agree	55%
Agree	30%
Not Sure	10%
Disagree	5%
Highly Disagree	0%
Total	100%

Table 21: Interested in attending more Training Programs

This shows that employees were interested in attending the training programs in various fields.

OVERALL FINDINGS AND OBSERVATIONS

All the 50 respondents considered that training plays a very important role in the organizations. It was found that the company arranges well-experienced trainers to handle the training programs. It was also found that employees working in shifts were not able to attend the training programs. Training is imparted with the sole reason of meeting the organizational needs. Majority of the employees were satisfied with the training programs. According to the responses it was confirmed that training was relevant to the nature of their job. Employees were of the opinion that training should be held for every quarter of the year, If not at least for every half year. The survey also revealed that the employee's received full support from the management for attending the training programs. Majority of the respondents have agreed the following positive changes after attending the training programs- Increase in the confidence level in managing the work, overall personality development, increased awareness of self-strengths and weakness, maintenance of good relationship between the management and its employees, discussion of problems about the job. Respondents are of the opinion that they require more training programmes in various fields. Having good interaction with the

trainers and responding to the employees' feedback forms resulted in their increases interest and attendance in the training programs.

CONCLUSION

“Training is an investment: more we do better we perform.” This study reveals that the company has a well-established training department. On the whole employees are having positive opinion about training programs and their effectiveness. Data analysis reveals that linkage of training with performance appraisal and career planning is not explicit. Researchers are of the opinion that in order to have maximum return on investment management must focus on linking individual training outcomes with their performance ratings. On a regular basis training needs identification should be there, which should be led by suitable training design and delivery.

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