Chapter 14
Training Effectiveness:
A Perspective of Engaged vs. Disengaged Employees

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ABSTRACT

HR practitioners time and again busy in finding the worth of their training programs. Outputs of training/ Training Effectiveness/ROI of training programs are taking a huge attention of any HR department in any organization. Often attention was paid to the training program itself, the training environment, the trainer and the organizational climate and culture to apply the same into work. But many a times the very important part i.e. trainees were left aside. Present research is an attempt to address this gap. Trainees though found to be an important factor in success of any training program often this factor is limited to theoretical analysis. Rarely organizations and particularly the training department dare to ponder this. The type of trainee or in other way the characteristic of a trainee is found to be influential in many of the researches earlier. Here the attempt is to measure the link between the level of engagement and the perception of training effectiveness of the same trainees. This will help the training department to be more cautious while choosing their trainees to deliver an effective training program to fetch a dream achieved.

INTRODUCTION

Training is highly advocated by the practitioners of HR. It is often suggested as the best medicine available to any type of disease the organization is suffering from. But the question is if training is so beneficial then where the outputs as expected in the beginning of any training program. The crux lies at the heart of the training programs i.e. trainees. Saks' (2002) survey data, suggest about 40% of trainees fail at first level of transfer i.e. within 15 days of receiving training. 70% weakens the learning in transferring them to job in next 1 year after the program. Ultimately it is found that only 20% of training invest-

ments result in improving individual's or organization's performance. In another study attempts were made to do training effectiveness analysis. The results point toward distinct factors i.e. the very unique culture of the organization, a well-structured career planning with a clear indication of incentives and organizational support for the same. This signifies the importance of the organization irrespective of the type of training been conducted as a decision maker of training effectiveness. Hence others also put emphasis on the employees who receive these training programs. Training participants' cognitions i.e. training self-efficacy and instrumentality are expected to be the powerful motivational forces influencing important distal outcomes. Training self-efficacy and instrumentality is defined as 'can do' and 'will do' respectively. The survey was conducted on 254 employees. The study concludes that the 'can do' is a primary predictor that motivates to learn, the 'will do' is the primary predictor for motivation to transfer contents to job. A cross-sectional survey from a broad range of Norwegian service organizations was conducted taking 343 trainees into account. It was conducted to find the relationship between perceived training initiatives in an organization, and its consequences on both employee's job performance and citizenship behaviors. All the three variables were significantly mediating each other as per the analysis. In addition, self-motivation of employees was found to be an important moderate too.

These imply that training never a fact of independent dimension. This is been affected and mediated by several factors either related to organization or to the employees. As employees are found to be a crucial pin to play the tune of success the term "effective or in more technical term engaged employee" comes to the fore-front.

In the turbulent time the value of an employee comes to the picture. Thus we can say not all rather only the engaged employees are the ones to be termed as assets of any organization. Erickson and Gratton (2007) add a nomenclature called "signature experiences" propagated by the engaged employees in form of skills, stamina, and commitment i.e. visible and distinctive in the work environment help to succeed in any business. It is also noticed that innovative product or associated developments in the product makes a company visible in the product market only. A unique bundle of resources that are complex, intangible and dynamic can only create the difference worldwide. As Joo and Mclean (2006) state that engaged employees are strategic assets to strengthen the organizational assets for sustained competitive advantage.

In such scenario it's tough for practitioners, researchers and thinkers of HR discipline to take that bold step to understand the technicalities failure in training. The current study is an attempt to understand the thin line connection between training effectiveness and engagement level of employees in an organizational set up.

OBJECTIVES

1. To find out the employee's attitude towards effectiveness of training.
2. To find the linkage between level of engagement and effectiveness of training.

LITERATURE REVIEW

- **Training for Skilled Labor:** Increasing efficiency and effectiveness of an employee in particular job by a systematic process of assistance is known as training. According to Silberman and Phillips (2006), training and development has the ability to maintain the organization's goals

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