



## EVALUATION OF LEARNING AND DEVELOPMENT PRACTICES OF ALTERNATIVE ENERGY COMPANY IN KARNATAKA

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### **Abstract**

*Employee learning is the important sub-system of human resource management. The evaluation study is based on primary data with 100 respondents of Energy company in Karnataka was used to evaluate the Learning practices and its effectiveness, was systematically summarized, tabulated and analyzed with the help of statistical tools like percentage and means Evaluation of Learning effectiveness is the measurement of improvement in the employee's knowledge, skill and behavioral pattern within the organization as a result of Learning program. This measurement help to match the cost incurred in the design and implementation of Learning with the associated benefits. Thus, it indicates whether the program has been able to deliver its intended goals and objectives. The purpose of this paper is to review the model of learning effectiveness for the adoption by the human resources development executives in their planning, designing and implementation of learning program.*

**Keywords:** *Employee Learning, Human Resources Development, Energy Company, Skills.*

### **Introduction**

In the competitive modern business environment, organization conduct training programs for new and existing employees, in order to help them to acquire knowledge, skill, to modify attitude and behavior. Employees try to advance their carrier. This provides the state of the art training to their employees. Donald Kirkpatrick in 1959 formulated the four Levels of Evaluation. The four levels represent a sequence of steps to evaluate training programs. Level 1: It measures and observed a positive and favorable reaction from a few key persons in the group. Level 2: A simple standardized paper and pencil test is administered before and after the programs. This helps in understanding change in attitudes, improve knowledge and /or increase skill as a result of attending the program. Level 3: It shows which behavior is changed because of training. Level 4: The final results are taken into consideration. It can be in the form of increased production, improved quality, decreased costs, reduced frequency and/or accidents, decreased costs, increased sales, reduced turnover and higher profits.

Organizations whether private sector or public sector are generally agree that training and development is very critical to the growth and development of the core activities in which the organizations engages in (Noe, 2002). Training is an aspect of human resources development function of the organization (Rajeev et al, 2009, p272). Dessler (2005) defined training as a process that applies different methods to strengthen employees' knowledge and skill needed to perform their job effectively. Other researchers on human resources development literature defined training with similar perspectives (Ivancevich, 2003; Mondy & Noe, 2005; Yong, 2003; Beardwell & Holden, 2003). Hughe (1988) perceive training as a powerful agent that brought about organizational expansion, development of capability and performance improvement.

For training initiative to be effective, organization need to examine the extent to which training and HRD system closely connected with the organizational strategy, and more important, the measure to ensure the effectiveness of training and development activities (Haslinda & Mahyidin, 2009, p.240). The evaluation is carefully designed to utilize the four levels of training effectiveness; reaction, learning, behavior and result derived from the program (Hamid Khan, 2002, 49). Organizations are increasingly lay emphasis on the contribution of the training program to organizational strategic goal and based the evaluation of training as the perquisite for investment in training



program. Moreover, the effectiveness of training program in terms of its application to job is also given important consideration (Brinkerhoff, 2005).

Organizations are unwilling to invest in training program that has not been sufficiently evaluated in terms of its potential contribution to the organizational strategic goals and mission, and its effectiveness and the major objectives of the paper is to Evaluate the Learning effectiveness and the measurement of improvement in the employee's knowledge, skill and behavioral pattern within the organization as a result of Learning program.

### Literature Review

According to Bramley and Newby (1984), the need for measurement of training effectiveness is often referred to, but there are good examples of evaluation of training programs. Evaluation is basically an assessment of the actual training activity (Zenger and Hargis, 1982; Morris, 1984). The choice of method will be depending on some combination of methodological and pragmatic questions, and there is a need to settle for 'sensible' evaluation - one cannot measure the impact of management training on the whole organization. Bramley & Newby (1984) summarize the different of terminology used over the past decade, and offer a comprehensive table showing the interrelationships between various concepts of evaluation. Rackham (1974) offers perhaps the most amusing and least academic definition of evaluation, referring to it as a form of training archaeology where one is obsessively digging up the past in a manner unrelated to the future! In the literature reviewed, Williams (1976) defines evaluation as the assessment of value or worth.

Tracy et al, (2001) conceptualizes training effectiveness as comprises of training acquisition and transfer of training. Transfer of training is known to be good indicators of training effectiveness (Baldwin & Ford, 1988). Based on this, the behavioral changes that accompany training in work place could be a clear indication of training. According to Goldstein and Ford (2002) training is one of the most pervasive methods for improving job performance and enhancing employee's performance in a work environment.

Haywood (1992) noted that in real world situation, there are many factors that influence the effectiveness of training and development in an organization and training is one out of many factors that could enhance individual and organizational performance. Mayer and Pipe (1983) suggests that the reasons for strategic plan for training evaluation is to evolve a careful methods of assessing and reporting training effectiveness, so that the finding can be used to improve training and training related activities (such as mentoring and other transfer of learning support).

### Methodology

With a view to achieving the objectives set for the study, the researcher has used combination of exploratory and descriptive research. The data used in this chapter are obtained from primary sources. The data are obtained by administering questionnaire to selected 100 employees of the Energy Company. The researcher based on his convenience and judgment has chosen simple random sampling method. For collecting the data Interview method has been used.

### Analysis and Findings

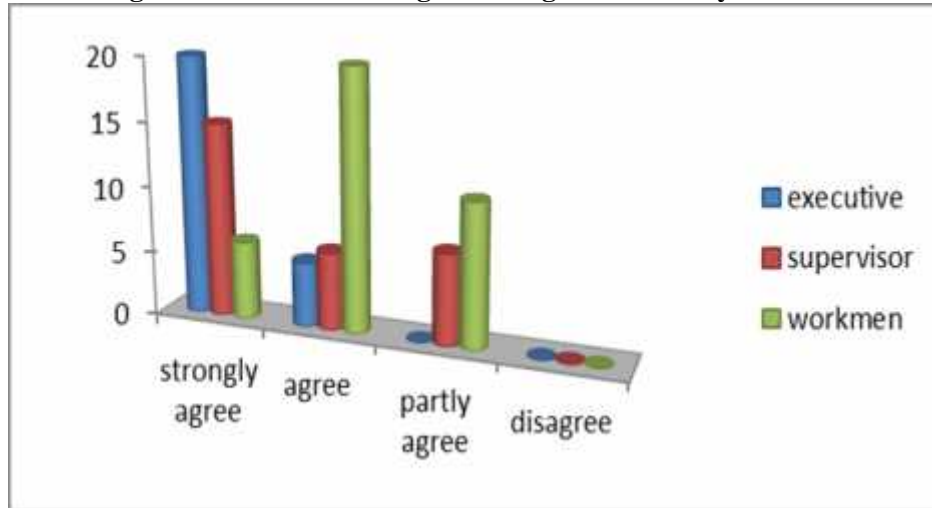
1. Skill learned through training is useful for your work

Table 1 Skill learned through training is useful for your work

category	Strongly Agree	Agree	Partly agree	Disagree
Executive	20	5	0	0
Supervisor	15	06	07	0
Workmen	06	20	11	0



**Fig 1. Skill learned through training is useful for your work**



**Inference:** From the above table1 Almost 72% of the employees strongly agree that the training is useful to their work and rest disagree.

2. Do you feel attending training programs would help you in improving your job performances.

**Table 2 Attending Training Programs would help you in improving your Job Performances.**

Responses	Percentages
Always	52
Sometimes	42
May be	04
Never	02



**Inference;** The study reveals that 52% of the total respondents always believed that training program would improve the job performance ,42% said some times.



**3. Training Programs gain some information at the same time receive solutions for the problems**

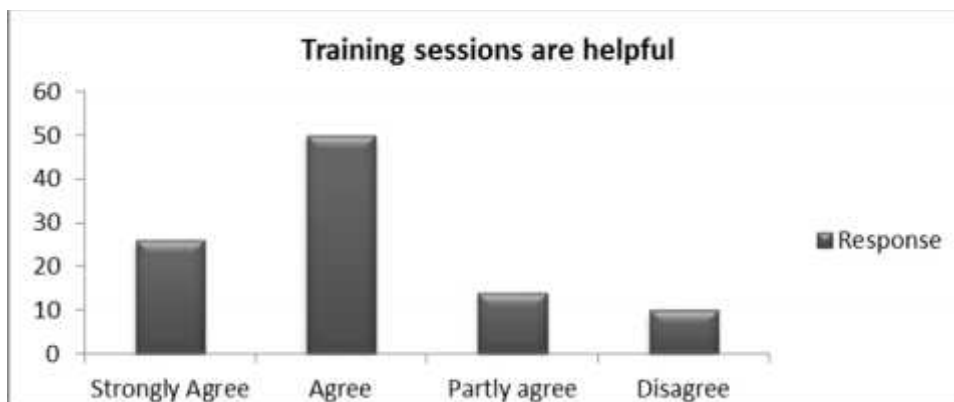
Category	Strongly Agree	Agree	Partly agree	Disagree
Executive	17	07	2	0
Supervisor	06	16	05	0
Workmen	09	24	04	0



From the above table and graph it is evident that majority of the employees agreed i.e 79% that training programs of the organization helps to gain some information and at the same time receive solutions for the problems.

**4. Training sessions are helpful for changing behavior of the employees.**

Particulars	Response
Strongly Agree	26
Agree	50
Partly agree	14
Disagree	10



**Inference:** From the above table and graph evident it is clear more than half (76 %) of the employees agreed that training sessions are helpful and employees further it is clear that 14 % of the employees partly agreed training sessions are helpful.



## Conclusion

Overall evaluation factor indicates that the respondents have expressed happiness about the training programs conducted by alternative energy company. The employees are satisfied by the support given by the management to improve the employee's skills. Employees agreed that the objectives of the training courses are clear. The trainers who conduct the training programs are qualified and experienced. It was interesting to note that through the study. Improvement in training effectiveness can directly be facilitated by the following, employee's awareness of objectives of training courses, continuity of training, and application of training in the work place and proper implementation of the program. A well designed and executed training will facilitates participant's involvement, attitudinal changes and this provides opportunity for application of new skills and knowledge in workplace, job commitment, employees' alignment to organizational visions and strategies

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