

## **Influencing Factors in the Training Effectiveness**

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### **ABSTRACT**

*Training effectiveness is one of the principal evaluations that determine the extent to which training enhances the employee's skill, knowledge, and behaviour in an organisation. The perceptions of training effectiveness are a series of many factors which operate during pre-training, training, and post-training stage. The prime objective of our paper is to integrate the factors which affect the effectiveness of training. The effectiveness of the training can be mistreated if we ignore the influencing factors in bringing the requisite knowledge, skill, and performance. In our present study, we will showcase the essential factors and their interactions which influence the effectiveness of training in an organisation.*

*In our study, we will also show the impact of each factor during three stages of training. We will also investigate the significant difference between pre training and post training performances of the respondents in an organization.*

**Keywords:** Training effectiveness, influencing factors, perceptions, pre training, post training.

### **INTRODUCTION:**

In a broader sense, training is the semi-permanent or permanent change of knowledge, skill, and behaviour of the trainee. Training effectiveness is the principal evaluations that establish the extent to which training enhances the employee's ability, culture, and practice in an organisation. In the recent decade, organisations strive to measure the effectiveness of training as they want to know whether the given training is fruitful or not. The training evaluation meets several needs like how well the preparation meets trainees requirements and objectives; what skill, as well as knowledge, have been reported to learners; what desirable changes it has brought in the trainees performance; and what organisational benefit it has yielded, etc. Unfortunately, several organisations do not agree to spend their resources after the training period. They utilise a feedback system to take learners' opinions. This method is not suitable to measure the effectiveness of training. In this feedback method, short-term effectiveness is measured, but the long-term effectiveness of training cannot be determined. As training is a complex process, so, the detailed analysis of each factor and each stage is a prerequisite to making the evaluation useful and accurate.

According to Punia & Kant, training factors affect the training effectiveness positively or negatively. Several models and approaches have been developed to measure the effectiveness of training, but all models and methods have some loopholes. In this paper, a deliberate attempt has been made to build a general schema about the influencing factors which affect the training effectiveness. We will also showcase the essential factors and their interactions which influence the effectiveness of training in an organisation. In our study, we will also show the impact of each element during the three stages of training. We will also determine the significant difference between pre and post-training performances of the respondents in an organisation.

### **REVIEW OF LITERATURE:**

Prahlad & Thiagarajan, 1971 stated that the training is more effective when the trainer has the additional responsibility to select the right methodology and skill to motivate the trainees.

Bhatia, 1981 focused mainly on three areas of training (technical, skill, and knowledge). These depend on the level of the employees.

Noe, 1986 remarked that the influence of trainees' characteristics and the levels of ability positively affect the training effectiveness and the use of obstacle tactics such as assertiveness, time management and trust on peers for maintenance and feedback may perhaps help to surmount the negative influence factors on training effectiveness.

Black & Mendenhall, 1990 in his study stated that cross-cultural training has a constructive force on the person's development in skills, job performance and adaption in the cross-cultural situation. They suggest that SLT (social learning theory) appears to be the best theory that applies to global and domestic training contexts.

Carlson & Bozeman, 2000 developed an analysis of the individual's impact on training motivation. They stated several implications for managers-

➤ Individual-level influences training motivation.

➤ The trainers have an external influence on self-efficacy and motivation of the trainees.

Birdi, 2005 studied the contrast of training impact with the work atmosphere. He showcased that the employees accounted reasonable but considerable progress in their attitude, knowledge, idea generation and implementation as an outcome of the training. Their analysis specified that an unfavourable climate or poor managerial support for innovation could limit the effectiveness of artistic training about effective idea implementation.

Blume, Ford, Baldwin, & Huang, 2010 examined the relationship between the training transfers, and the predictor variables measures were both self-evaluations by the trainee. They concluded that several factors prejudice transfer of training (e.g., learning outcomes, the trainees' motivation, helpful environment).

Punia & Kant, 2013 pointed out the factors which affect the training effectiveness like support from management and peers, motivation, emotional intelligence, attitude, training style, and environment, etc. They concluded that in the training period, position, motivation, and emotional intelligence were dominant on other factors.

Borate, Gopalkrishna, Shiva Prasad, & Borate, 2014 narrated on his article that the employees' unremitting quality training in the multinational company (MNC) had been successful regarding building the positive (+) attitudes. To explain the training effectiveness, Kirkpatrick's model of the training evaluation (Reaction, Learning, Behaviour, and Outcome) is significant.

### **Research Gap:**

From the literature reviewed it is manifested that there has been a group of studies conducted on the factors of training effectiveness. It is also demonstrated a theoretical framework which has been prepared to measure the training effectiveness. Undoubtedly these studies have contributed to developing a general schema about the influencing factors but some gaps to be looked for further analysis.

### **OBJECTIVES OF THE STUDY:**

The existing literature reviews have helped us to construct the following goals in our study. The aim is to investigate the influencing factors of the training effectiveness with particular emphasis on personal factors.

### **Factors Influencing the Training Effectiveness:**

The factors determining the effectiveness of training may be summarised under three categories. These are as follows:

1. Factors influencing in the pre-training stage.
2. Factors influencing in the post-training stage.
3. Factors influencing at the training stage.

There are several factors which undermine to make training effective and attractive for the trainees and similarly few factors also influence to repel them. The diagram vouches for them as positive (+) and negative(-) symbols. Trainees are affected in several other ways. A good enough environment turns out to be attractive and horrible environment becomes to be repulsive for all but a quality training program might be considered to be positive (+) by a good trainee.



factors involved with it.

Indeed, not all persons who effectively reach that decision themselves. Sometimes the pressure of training stage (an intervening obstacle or opportunity) or the constraints of trainers is carried along by the effectiveness. There are staged in the training cycle in which the positive elements at pre-training and post-training stage are tremendously significant in the effectiveness of training, and sometimes unions are loosened by catastrophic suddenness. Below is the summarised form of the factors which attempts to categorise according to the levels of analysis. The categorisation of that theoretical framework may be reduced or enlarged some of the problem faced in the training effectiveness. However, it is possible to add other factors when needed for more analysis with a new phenomenon.

**Table 1: Category of the factors that influence training effectiveness**

Major Factors act in pre and post-training stage	Subfactors	Variables
1. Societal level	Economic	Economic growth, Decline, Recession and Depression
	Social	Slacken from family consistency
	Other factors	
2. Personal structural level	Economic	Career change, Personal economic condition, Cost of moving, Homeownership
	Social	The life cycle stage, Performance
	Other factors	
3. Personal psychosomatic level	Economic	Employee toward economic success and upward
	Social	Attitudes towards the organisation, Motivation, Emotional intelligence, Self-efficacy, Basic ability. Awareness and capability, Reaction, Behaviour, etc.
	Other factors	

**Source:** Authors Own

The above framework shows the primary level of analysis with general factors that operate the pre and post-training stage. In the pre and post-training stage may include other factors with new emerging phenomena. In the training stage, we can include different types of factors like the trainer’s skill, ability, training environment, training transfer, training design and development, training implementation, training framing etc. The training stage factors are considered as an intervening opportunity or obstacles which influence the training effectiveness as a positive or negative way. In the case of personal element, two types of the level were included with the personal structural level and personal psychosomatic level. Although, all the influencing factors are correlated with each other. So, interaction among those factors should be careful for the theoretical formulation to control the coefficients of each level when studying or using those of different purposes.

**CONCLUSIONS:**

This can be concluded that the effectiveness of training as connecting a group of factors at pre-training and post-training stage and a group of intervening opportunities and obstacles is a simple one which may be established as self-evident. The effectiveness of training will be more when the significant difference between the pre and post-training stages are high. Effectiveness of training increases with the advancement of time. Effectiveness of training decreases if intervening obstacles are more. It is now considered that this study presents a framework for the series of influencing factors of the training effectiveness and showcases some fields of study. It can be applied to prepare some hypotheses about the effectiveness of training under the different situation and the employee’s improvement purpose.

**FUTURE SCOPE OF THE STUDY:**

There are a few limits of the study that could be attended in a prospective study. Due to the tentative scenery of the study, only personal factors considered to be the sign in influencing training effectiveness. Another significant restriction of this study, it generally focuses on influencing factors. Further research should be utilised this methodology for developing the theory of training effectiveness. Finally, a new investigation should be dealing with the trainees’ characteristics and outcomes of the training.

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