



IJRREM



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

A Study on Evaluating the Effectiveness of Training Programme in Birla Sun Life Insurance Company Private Ltd, Kerala

Dr.T.THAMOTHARAN

Associate Professor

Department of Management Studies

Indian Academy Degree College

Hennur Cross , Hennur main Road

Kalyan Nagar, Bangalore -560043 Karnataka, India

Phone: +91- 9788088248,

Mail id thamotharan@indianacademy.edu.in

ABSTRACT

The article was carried out the works based on the entitled evaluating the effectiveness of training programme was identified and undertaken to fulfill the company requirement. Core exertion was towards the training level off their sales and service, are identified. This study is being conducted in the Birla sun life insurance ltd, with questionnaire as a tool to collect data from the employees who have worked here. The sample size chosen is 120, covered most of the Birla sun life insurance employees in. The collected data was analyzed and tabulated. Training is an attempt to improve the current/ future employee performance with ability to increase their skills and knowledge.As this definition makes clear, training is a process of learning a sequence of specific phenomenon i.e., a job. If the training falls short of expectations, the employers are dissatisfied. If the training matches the



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

expectations, the employees are satisfied. If the training exceeds expectations, the employees are highly satisfied or delighted.

Keywords: evaluating, requirement, employees, analyzed, expectations,

CHAPTER-I

1, 1, INTRODUCTION

the act of increasing the skills of an employee for doing a particular job. Thus training is a process of learning a sequence of a specific phenomenon i.e. a job. In simple terms, training refers to the imparting of specific skills, abilities and knowledge to an employee. The training is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning's usually by changing the employees' attitude or increasing his or her skills and knowledge. The purpose of training is to achieve a change in the behavior of those trained and to enable them to do their jobs better. The need for training is determined by the employees' performance deficiency,

Importance of training

Training of employees is essential because work force is an invaluable asset to an organization.

- Training makes the employees more efficient. Efficient employees contribute to the growth of an organization.
- Training enables the employees to face the pressure of the changing environments.
- Training usually results in the increase of quantity and quality of output.
- Training leads to job satisfaction and higher morale of the employees.
- Trained workers need less supervision.
- Trained workers enable the enterprise to face competition from rival organizations.

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- Training enables employees to develop and rise within the organization and increase their earning capacity.
- It mould's the employees attitudes and helps them to achieve better cooperation with the organization.
- Trained employees make better economic use of materials and equipment resulting in reduction of wastage and spoilage.
- Training instructs the workers towards better job adjustments and reduces the rate of labour turnover and absenteeism.

The major benefits of training to an organization are

1. Higher productivity training can help employees to increase their level of performance on their present assignments. Training increases the skill of an employee in the performance of a particular job. An increase in skill usually helps to increase both quality of output.
2. **Better organization climate:-** Increase morale, improved product quality, increased financial incentives, internal promotions etc., result in better organizational climate.
3. **Less supervision:** - Training does not eliminate the need for supervision, but it reduces the need for consistent supervision.
4. **Economical operations:** - Trained personnel will make economical use of and equipment.
5. **Prevents industrial accidents:** - proper training can help to prevents industrial accidents.
6. **Improves quality:** - Trained employees are less likely to make operational mistakes thereby increasing the quality of the company's product.



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

7. **Greater loyalty:** - A common objective of training programmes will mould employees' attitudes to achieve support for organizational activities and to obtain co-operation and greater loyalty.
8. **Development of new skills:** - Training improves the performance of the employees and makes him more useful and productive. The skill developed through training serves as a valuable personal asset to the employee. It remains permanently with the employees.
9. **Helps adjust with changing technology:** - Old employees need refresher training to enable them to keep abreast of the changing methods, techniques and use of sophisticated tools and equipment.
10. **Confidence:** - Training creates a feeling of confidence in the minds of employees. It gives safety and security to them in the organization.

NEED FOR EVALUATION

The main objective of evaluating the training programme is to determine if they are accomplishing specific training objectives, which is correcting performance deficiencies. The second reason of evaluation is to ensure that any changes in trainee capabilities are due to the training programme and not due to any other conditions. Training programmes should be evaluated to determine their cost effectiveness. Finally, credibility of training and development is greatly enhanced when it is proved that the organization has benefited tangibly from it.

Techniques of Evaluation

Several techniques of evaluation are being used in the organization.



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

One approach towards evaluation is to use experimental and control groups. Each group is randomly selected, one to receive training (experimental) and the other not to receive training (control). The random selection helps to assure the formation of groups quite similar to each other. If the aims demonstrated by the experimental group are better than those by the control group, the training programme is labeled as successful.

Another method of training evaluation involves longitudinal or time-series analysis. Measurements are taken before the programme begins and are continued during and after the programme is completed. These results are plotted on a graph to determine whether changes have occurred as a result of training.

One simple method of evaluation is to send a questionnaire to the trainees after the completion of the programme to obtain their opinions about the programmer's worth. Their opinions could also be obtained through interviews.

In order to conduct a thorough evaluation of a training programme, it is important to assess the costs and benefits associated with the programme. This is a difficult task, but is useful in convincing the management about the usefulness of training.

Some of the costs that should be measured for a training programme include needs assessment costs, salaries of training department staff, purchase of equipment (computers, videos etc), programme development costs, evaluation costs, trainer's cost, rental facilities and trainee wages during the training period.

CHAPTER-II

2.1 OBJECTIVES OF THE STUDY

- To assess the effectiveness of the training programme organized by the training Department in BSLI.



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- To find out the employee attitude towards the training programme organized by the Training Department.
- To identify that whether the company is providing adequate training to their employee.
- To find out whether the training helps the employees to improve their Skills/Knowledge/Attitude towards their work.
- To find out which type of training is more effective to the employees.
- To identify how far the training helped the employees to make good interpersonal relationship.

2.2 SCOPE OF THE STUDY

The scope of the study is to understand how the training is important the overall working of an organization. Currently the world insurance industry is booming in a fast manner and as a result the industry plays an important role in Indian economy. This study provides an opportunity to know about the needs of training among current insurance industry setup.

2.3.LIMITATIONS OF THE STUDY

- Due to time constraint, the respondent size was limited.
- Some of the respondents were reluctant to give the details, as they were afraid of disclosing their identity to the organization.
- The company functions in shift system, so all sample survey Bias on the part of employees while answering to the questions is yet another Limitation.
- The study is not universally applicable.



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

CHAPTER-III

3.1.RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem.

RESEARCH DESIGN

Descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The methods involved range from the survey which describes the status quo, the correlation study which investigates the relationship between variables, to developmental studies which seek to determine changes over time.

Sample Size

The Sample size taken from the survey is 120.

Sample Unit

Employees in BSLI Ltd., is taken as sample unit.

DATA COLLECTION METHODS

The data that is collected for this study consists of both primary and secondary sources. Though the entire analysis of the study is based on primary data, which covers the filled in questionnaires by the respondents, the secondary data is obtained through the existing company literature, company records and personal discussion with employees of company who have high of experience for several years.

The dissertation is to be submitted as part of Academic Curriculum the data required for the study was collected within a short span of less than a month. I was able to distribute



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

questionnaires to the restricted sample of 120, selected through stratified simple random sampling (probability sampling) so the data is considered primary in nature.

❖ PRIMARY DATA

Primary data is original and collected by the researcher freshly. In this study primary data was collected through questionnaire. A questionnaire is a popular means of collecting primary data. A questionnaire is a list of question for the own. There are two types namely, a well structured questionnaire with rank order scale and graphic rating scale.

❖ SECONDARY DATA

Secondary data is the data, which is already available. It can be obtained through company records and some data collected from the observation method by the researcher.

SIMPLE RANDOM SAMPLING (SRS)

The simple random sampling assigns equal probability to each unit of the population. Thus SRS is based on the concept of probability. The use of probability is sampling theory makes it a reliable to draw valid inference about the population.

STATISTICAL TOOLS:

The frequency distribution of the sample data deals with the summary measures relating to sample data are analyzed by percentage analysis. The cross tabulation of data and its interpretation, analysis of association between two independent attributes are analyzed by Chi-square test. i) Percentage Analysis ii) Chi-square Analysis

1. PERCENTAGE ANALYSIS

Percentage analysis is being widely used to interpret the results since it is simple and easy to understand for everyone. This is the best method for interpreting certain results. Here in this study the percentage is being calculated in hundred thus the results are interpreted.

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Tables and charts and used in the study to make clearer and understandable. Percentage is often used in the data presentation as they simply numbers, reducing all of them to 0 to 100 ranges. Through the use of percentage data are reduced to standard from with base equal to 100. Hence the answer interpreted using the method will help the researcher to arrive at a good conclusion for the study.

PERCENTAGE ANALYSIS METHOD

Percentage Analysis = $\frac{\text{No. of respondents}}{\text{Sample size}} \times 100$

2. CHI-SQUARE TEST

The Chi-square test is mainly concerned whether the observed frequencies in distribution differ significantly from frequencies which might be expected to some assumed hypothesis. Chi-square is a calculated measured of the degree to which the frequencies in an actual distribution do not conform to the corresponding frequencies in a theoretical distribution. In simple words it measures the difference between observed frequencies and expected frequencies and throws light whether the difference between observed frequencies and expected frequencies is significant or not significant.

Suppose “O” stands for observed frequency in particular category and “E” is the frequency which may be expected to fall in that category on same hypothesis. The chi-square (χ^2) may be calculated by dividing the square differences between “O” and “E” by E and summing all these quotients for all categories in symbols.

$$\chi^2 = \sum_{i=1}^K \frac{(O_i - E_i)^2}{E_i}$$

The value of chi square varies between zero and infinity.



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

The following points are noteworthy.

1. It is apparent that chi square will be zero if the observed frequencies are identical with the expected frequencies.
2. The smaller the difference between observed and expected frequencies the smaller will be the value of the chi square.

3.2 REVIEW OF LITERATURE

The Review of Literature is summarizing the current status of research work already done. It is focused and directed towards specific purposes. A researcher has to select the kinds of literature to be reviewed and determined for the purpose for which he has to study them.

Mr. R. Dhananjayan, (2003) analyzed **A Study on “Evaluating Effectiveness of Training in Wilson Press Tools Pvt. Ltd.,” Coimbatore.** The findings from this study are proper training schedules, Machinery conditions and the space specialties are fully to the satisfaction of the workers. The workers are satisfied with the training they get from their management. Workers are given the opportunity to express their problems frankly to the management through the representative of their labour union. Immediate steps were taken by the management to solve their problems.

Miss. R. Bhuvaneshwari, (2005) analyzed **“A Study on evaluating training effectiveness in Fisher Water Pumps,” Coimbatore.** The findings are the respondents are satisfied with their delegation of authority. I good, promotion is based on the experience, they feel that the policies and practices of the organization is good, they feel that the grievance redressal procedure is good.

INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN ENGINEERING AND MANAGEMENT (IJRREM)

Tamilnadu-636121, India

Indexed by



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Mr. R. Vroom (1998) analyzed “A Study on evaluating training programme in a Sugar Factory”. Job related factors linked to stress include role ambiguity, role conflicts, role overload, unwanted overtime, high job concentration, low utilization of abilities, low participation and low complexity of work.

Mr. Locke (1976) training is a self reported positive emotional state resulting from the appraisal of one’s job or from job experience. The attitude towards work is necessarily within the context of the work environment which includes not only the job and organizational characteristics but also the interaction with workers characteristics.

CHAPTER-IV

DATA ANALYSIS AND INTERPRETATION

CHI SQUARE TEST

EXPERIENCE VS OPINION REGARDING THE DURATION OF THE TRAINING PROGRAMME.

Opinion regarding The duration of the training programme	Yes	No	Total
Experience			
Up to 20 years	17	18	35
20 Above	55	30	85
Total	72	48	120

Null Hypothesis

INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN ENGINEERING AND MANAGEMENT (IJRREM)

Tamilnadu-636121, India

Indexed by



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Ho: There is no significant relationship between experience and opinion regarding the duration of the training programme.

Alternative hypothesis

H1: There is significant relationship between experience and opinion regarding the duration of the training programme.

O	E	O-E	(O-E) ²	(O-E) ² /E
17	21	-4	16	7.6
18	14	4	16	1.14
55	51	4	16	3.13
30	34	-4	16	4.70
120	120			12.3

Degree of freedom: = (R-1) (C-1)
= (2-1) (2-1)
= (1) (1)
= 1

Calculated value= 12.3

Table value at 5% level of significance = 3.841

INFERENCE:

Since calculated value (12.3) is greater than table value (3.841), we do not have a sample evidence to reject Ho at 5% level of significance and we conclude that there is



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

significant relationship between experience and opinion regarding the duration of the training programme.

**EXPERIENCE VS OPINION REGARDING THE DEVELOPMENT OF
INTERPERSONAL RELATIONSHIP BETWEEN THE EMPLOYEES.**

Opinion regarding the development of interpersonal relationship between the employee	Agree	Disagree	Total
Experience			
Up to 20 years	28	3	31
20 Above	85	4	89
Total	113	7	120

Null Hypothesis

Ho: There is no significant relationship between experience and the opinion regarding the development of interpersonal relationship through training.

Alternative hypothesis

H1: There is significant relationship between experience and the opinion regarding the development of interpersonal relationship through training.

INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN ENGINEERING AND MANAGEMENT (IJRREM)

Tamilnadu-636121, India

Indexed by



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

O	E	O-E	(O-E) ²	(O-E) ² /E
28	29.19	-1	1	3.44
3	1.8	1	1	5.55
85	83.8	1	1	1.19
4	5.19	-1	1	1.9
120	120			12.08

Degree of freedom: = (R-1) (C-1)
= (2-1) (2-1)
= (1) (1)
= 1

Calculated value = 12.08

Table value at 5% level of significance = 3.841

INFERENCE:

Since calculated value (12.08) is greater than table value (3.841), we do not have a sample evidence to reject Ho at 5% level of significance and we conclude that there is significant relationship between experience and the opinion regarding the development of interpersonal relationship between the employees.

CHAPTER-V

5.1 FINDINGS

- ✓ It was found that about 57% of the respondents are of the opinion that are satisfied with the training programmes organized by the training Department.

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



IJRREM

Scribd. Google Scholar



Scholarsteer
Scholarly Information

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ✓ It was observed that about 68% of the respondents could improve their skills/Knowledge/attitude towards their work with the help of Training.
- ✓ It was found that the company is providing adequate training to their employee.
- ✓ It was observed that about 75% of the respondents are of the opinion that the external Training is more effective.
- ✓ It was found that about 72% of the respondents are of the opinion that they could develop the interpersonal relationship between them with the help of training.
- ✓ It was observed that 44% of the respondents belong to the age group of Above 50 and 50% of the respondents belong to the age group of 30-50.
- ✓ It was observed that 53% of the respondents are having above 20 years of experience.
- ✓ It was found that about 63% of the respondents felt that In-House Training is effective for them.
- ✓ It was observed that about 71% of the respondents are of the opinion that the proper training will help them to improve their performance.
- ✓ It was found that about 60% of the respondents are of the opinion that the duration of the training programme is sufficient for them.
- ✓ It was observed that about 52% of the respondents agreed that they could learn technical methods and practice through training.
- ✓ It was found that about 71% of the respondents are of the opinion that they could manage their timing effectively and efficiently with the help of training to a certain extent.
- ✓ It was observed that about 67% of the respondents are of the opinion that they can exercise their communication skills after training.



IJRREM

Scribd



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ✓ It was found that about 85% of the respondents have the opinion that they could meet their target at ease.
- ✓ It was found that about 79% of the respondents opined that the norms and values of the company are clearly explained during induction training.

5.2 SUGGESTIONS

The effectiveness of the Training programme can be know through the performance or through the option made by them. I have some suggestions based on the opinions of respondents.

- ✓ Training programmes may be conducted at definite intervals, concurrent training programmes is not possible for the employees to retain their newly acquired skills.
- ✓ More training programme can be included to improve the personal skills of workers.
- ✓ As and where the training is required being identified by human resource Management must be arranged for the needed persons.
- ✓ Promotion based training can also be given to the employees.

5.3 CONCLUSION

The study conducted among the employees in birla sun life insurance company ltd., Pathanamthitta help me to find out how the Training programmers are organized by the concerned department of this organization are effective for the employees. Nearly all the employees are willing to participate Job related training programme organized by the concerned Department, but most of them do not want to extent the duration of the Training Programmers. Most of the respondents opined that the training programmes organized by the Training Department of BSLI are very much effective for them to improve their skills/ knowledge/ attribute their work.

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



Scribd. Google Scholar



Scholarsteer
Scholarly Information

IJRREM

CiteFactor
Academic Scientific Journals

INTERNATIONAL
Scientific Indexing

JOURNAL
FACTOR

ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

BIBLIOGRAPHY

- Arun Monappa, Personnel Management Tata McGraw Hill Publishing Company Limited, New Delhi, 1998, Pp- 309-317
- Tripathi P.C, Personnel Management & Industrial Relations, SulthanChand & Sons, New Delhi, 2002 Pp- 486-498
- C.R.Kothari, Research Methodology Methods and Techniques, New Delhi, New age International Publishers.
- L.M.Prasad, Organizational Behaviour, Sulthan Chand & Sons, New Delhi.
- Manual of aditya birla group

WEBLIOGRAPHY

- www.birlasunlife.com.
- www.scribd.com
- www.4shared.com