Human resource

by Akshita Agnihotri

INTRODUCTION

Organization in long run can succeed due to quality of its prime resources namely men, material, capital and most vital and most valuable one i.e Human Resource because ultimately its human being and his/her commitment towards organization that determines efficient utilization of se resources.

Employability is skills required to get and to sustain that job. Furr re is Internal and External Employability i.e to be able to hold job and to be able to find a new job respectively. re is an increasingly competitive and hostile job market and thus it is necessary for an employee to enhance his skills with time through process of training and development to be able to sustain competition. Furr if a company provides proper training with its evaluation to know wher it was properly implemented or not leads to commitment of employees towards organisation. Studies have shown that human resource has an influence on commitment

Human resource management is focusing on increasing organizational commitment.One of method of improving it is through organizational commitment. commitment of employees is analysed through Evaluation of Training. connection between evaluation of training and commitment was examined by Owens,2006). As per Research, if we invest in training and its evaluation, it significantly contributes in improvement of commitment

EVALUATION OF TRAINING

Interests of employer and employees are different. Employer interests is to retain employee and employee wants to enhance his skillset so that he can survive in this competitive world. Now challenge is for employers to find ways to retain ir employees within organisation. This challenge can be overcome by providing training to employees. If an organization is able to overcome it n it can also achieve competitive advantage.

Retaining good workforce is of utmost importance for organization. Mostly, training employees is foundation of competitive advantage but now re are notable change in HR Policies of organisations and training and its evaluation is given high importance.

Kirkpatrick,1994 has provided **"Training Evaluation Model"** . It was furr enhanced into a three-level evaluation model by **Holton,1996.**

Patrick,1992 stated that reaction of an employee is an important factor that enhances his/her motivation and hence commitment towards organization. **Nordhaug,1989** stated that in early times Organizational training and its evaluation wasn't conducted on regular basis, but with time re were noticeable changes in organization's policies and procedures and Evaluation Of Training became an important source to predict Organizational Commitment of its employees.

ORGANIZATIONAL COMMITMENT

Study of commitment in work organizations is generalized in three terms namely: job commitment, organizational commitment and career commitment.

According to Salancik(1977),we need to go through two approaches to understand Organizational Commitment: Prospective and Retrospective. When an individual is emotionally attached and has a psychological bond towards its organization, it is termed as "Prospective View" whereas according to "Retrospective View" employee is bound to behavioural acts that are chosen voluntarily.

John Meyer wrote article about commitment with title "Three component model of commitment". Three components include:

1. Affective commitment. : Employee wants to stay with firm

2. Continuance commitment: Employee has need to stay with firm

3. Normative commitment : Employees feel that y should stay with firm

Bartlett in one of his studies mentioned that employees expect organization to provide m with training in return of ir commitment towards organisation. He says evaluation of training is useful to elicit desirable responses i.e improved commitment of employees towards organisation. It is furr investigated in Western region by **Klein and Owens**. Also, if we have committed employees in an organisation it reduces turnover. It is suggested in researches that if an organisation involves its employees in training and reby conduct a proper evaluation, employees see it as organisation's interest to build a strong psychological bond with m.**(Garrow,2004)**

OVERVIEW OF ERNST & YOUNG

Ernst & Young is doing business as EY. It is known as "Big Four" Accounting firms. or 3 accounting firms are Deloitte, PWC and KPMG. It is headquartered in United Kingdom. It provides following services:

- Assurance – financial audit
- Tax
- Consulting
- Advisory Services

Its tagline is "Building a better working world". Earlier it was operating with tagline "Quality in everything it does". It changed its tagline to "Building a better working world" with mind-set that quality is something that is provided by every firm. Hence, y need to differentiate. EY operates in following areas:

- Europe
- Middle East
- India
- Africa

EY updates its training programs as per trends which are going in industry. EY is able to provide relevant and practical training modules by hiring high – caliber trainers who are subject matter experts.

EY understands that high quality training is required to increase profitability , to improve performance , to ensure that teams are responsive to challenges and trends in external environment . Along with this , EY also ensures that all training programs are cost effective and leads to return on investment.

TRAINING METHODOLOGY AT EY

EY has customized its training courses. se courses have been developed over years and is strength for EY. se trainings are provided to employees across all locations at which EY is present. firm ensures that training programme makes an employee industry ready that is he/she is able to deal with real world challenges. main ideology behind drafting such customized courses is that employees are able to deliver effective and efficient deliverables.

Principles which EY follows while providing training :

1. It links programme to day to day work of employee
2. More distance learning and less classroom training
3. Providing training through cases – Here employees are given a business problem and are asked to provide solution to it
4. Role plays , simulations and or business games

EY doesn't force it employees to take trainings which are based on lectures or also referred as classroom training. y have always encouraged to provide distance learning which is based on real life exmaples

Customized Courses at Ernst & Young

below picture depicts four components that EY uses to provide customized learning

Project definition/consultation

Here, business objectives are defined ,employees are given goals and what is expected out of m is communicated to m in advance . Need analysis is also done at this phase. Need analysis is done with respect to people , task and organization

Developing a customized solution

In this phase , analysis is done regarding what are skills that are possessed by workforce and what skills are demanded in order to perform task . gap between actual skills and skills required is noted. re after a training programme is designed that would have a measurable impact in operational performance

Implementation and delivery

Once customized training module is designed, it is ensured that it is delivered by subject matter experts. se tailor made courses guarantees that training programme is based upon real life incidents and is delivered in form of role play, case study, discussions

Post training support

Here, feedback is taken from both trainers and trainee. Past studies show that employees have tendency to forget what skills y have learned during training. To ensure, that this situation is not encountered, employees should be provided an environment to implement skills y have learned. Follow up sessions, coaching, mentorship and continuous support is provided at regular intervals. This will give a conformity that skills of employee are continuously enhanced.

LITERATURE REVIEW

Studies reveal connection between commitment and training.So in order to study this relationship and for our furr insight into this topic I have studied many research paper work pertaining to our topic.

Pavel Kuchar, 1999 studied concept of organizational commitment and stated that an individual will continue to remain an organization's employee only if he/she is committed towards it. **Cohen,1996** thoroughly investigated relationship between commitment with firm and job commitment and career commitment. Furr employee is committed towards organization if organization provides m with a secure environment.

A well renowned four level **"Training Evaluation Model"** is provided by **Kirkpatrick,1994.** It was furr enhanced into a three-level evaluation model by **Holton,1996.**

Patrick,1992 stated that reaction of an employee is an important factor that enhances his/her motivation and hence commitment towards organization.

Nordhaug,1989 stated that in early times Organizational training and its evaluation wasn't conducted on regular basis, but with time re were noticeable changes in organization's policies and procedures and Evaluation Of Training became an important source to predict Organizational Commitment of its employees.

Literature has been reviewed in detail as follows:

Cook and Wall (1980)

y discussed three interrelated components of organisational commitment. se are:

i) having pride in organisation and internalisation of goals set by organisation,

iii) attachment and affection towards organisation and wish to remain a part of it.

Sters , Porter, and Mowday, (1982)

As per m " relative strength of an individual's identification with and involvement in a particular organisation". As per ir literature re are three factors of organisational commitment:

i) a belief of organisation's values and goals,
ii) will to stay with firm
iii) willing to exert effort as a work by organisation

Allen and Meyer (1990)

As per Allen and Meyer, firm's commitment is summation of continuance, affective and normative commitment . y referred se types of commitments as a 3 dimension model. se types are explained as follows:

Affective Commitment:.

It refers to how much an employee is emotionally attached with firm. More attached he is, more he will enjoy being a member of organization. At this state, employee is contented and happy go lucky

Continuance Commitment

It refers to trade-off which is re when an employee leaves organization. Employee perceives that he will incur huge loss if he leaves organization, hence, he stays in organization. He thinks that as he has invested a lot of time and effort with firm refore he is bound to stay

Normative Commitment.

Here, employee feels that if he intends to leave organization n he will be doing morally wrong .Employee feels guilty of leaving organization and hence he remains committed Hence, he feels he is obliged to stay with organization.

above 3 types of commitments have been fruitfuly defined by Allen and Meyer in his work in year 1990

Baldwin (1995)

He examined characteristics of small and medium sized firms that perform training. Sample for this study was taken from a small and medium sized Training, human capital and innovation and technological change were variables taken in this study. It was found by researcher that commitment was related to incidence of training. He pointed that both training and staying committed are complimentary to each or

Johnsrud (1996)

Researcher found that connection between training and Organizational Commitment was influenced by morale. Morale is umbrella notion which includes following components:

- enthusiasm
- loyalty
- satisfaction with work environment
- willingness to work and
- dedication to goals of firm

Zhu (1997)

This study was conducted in China. 440 respondents were taken as sample. Researcher selected employees using random sampling method. In order to check that analysis method is correct, he also did exploratory factor analysis. Variables for this research were:

- Skills relating to job
- Productivity of workers
- Loyalty of employee
- Workforce
- Adaptability of workforce

outcome of this study was that skills of employee were enhanced, productivity of employee increased and re was a positive impact on employee loyalty. This outcome was achieved due to training.

Graves and Wadok(1997)

He introduced concept of **Perceived quality of management.** This concept means that quality of performance is dependent upon:

- Communities
- Stakeholders
- Employees
- Customers
- Owners

researcher concluded that training and loyalty was impacted by Perceived quality management.

Yousef(1998)

Research was conducted in USA. Sample size was 440 individuals. 47% of se 440 individuals were working in public organizations. Yousef put emphasis upon that if employee has a job security n it will lead to job satisfaction which will furr lead to loyalty of an employee toward firm. As per him, job satisfaction is also dependent upon following factors:

- Tenure in present job
- Job level
- Designation
- Educational level
- Age
- Marital status – single , married and unmarried
- Income
- National culture

Outcome of research was that loyalty and training are connected.

Swerdlow and Roehl (1999)

y introduced concept of **Awareness of rules.** It is a characteristic of work. Independent variable is training and mediators used are:

- morale
- perceived quality of management
- awareness of rules

Outcome of this research was that training and Organizational loyaltywere influenced by Awareness of rules.

Meyer and Smith(2000)

y took sample size of 289 employees. Measures taken in this research were pertaining to HRM. Measures used are listed as follows:

- Career
- Training & Development
- Procedural justice
- Support from organization
- Performance Appraisal
- Job evaluation
- Job Analysis

Outcome of this research was that though HRM practices and concepts are important nut re impact on employee loyalty is neir direct nor unconditional

Sharma Baldev R. and Joshi Rama J. (2001)

study conducted by m took organizational characteristics as measures. findings of this study call onto question ory of need hierarchy as higher order needs of respondents happen to influence ir motivation even when ir lower order needs are relatively neglected.

It also states that absence of extrinsic rewards (e.g., monetary benefits, working conditions, safety and security, etc) prompts person to feel dissatisfied, it is ego-satisfying intrinsic rewards(e.g., job content, recognition, sense of achievement, advancement, etc.) that contribute to employee motivation.

Chi-Sum Wong (2001)

Organizations in China are sceptical regarding investing in training and development programs for employee and enhancing ir compensation package. This dilemma is due to fact that employees will leave organization. But at same time this fact is argued on basis that Chinese culture value loyalty

Sample size was 196. Employees were randomly selected from joint ventures in China. Variables of study were as follows:

- Training
- Job Satisfaction
- Turnover intention

Outcome of research was that in Chinese employees loyalty has an effect on job satisfaction and absenteeism and turnover .Researcher also found positive relationship between training and loyalty.

Benson(2002)

Manufacturing firm in USA was chosen and sample of 12360 was taken into consideration was selected for study.

Benson used not only Training but also participation in development and rewards as an independent variable in his study. Self-administered questionnaires were used by researcher in this study.

Ahmad and Bakar (2003)

In this study a sample of white-collared worker. se employees were based out of Malaysia Sample size was 204. Training was only independent variable used by researcher. Three component model developed by Allen was used by researcher Hence construct of training seems to be more figured out in this study. re were mo moderator or mediators studied by Ahmad and Bakar in this study.

Arenn and Adeyoju(2003)

A cluster quota random sampling method was used. Samples were taken through Nigerian police. y tried to build up connection between mentoring and following variables:

- Job
- Gender
- Jon satisfaction

y found that it is necessary to increase management of Nigerian police and pricing scheme. This process should start when employee is recruited and should end once job satisfaction is achieved

Sepulveda(2005)

In this study sample of 614 respondents were collected using an industry level dataset to examine role of training programmes in productivity growth. Both type of training was taken into consideration as independent variable by researcher - on and off job training. Human capital was taken as dependent variable.

result of outcome was that training is found to be effective only in those organizations which possess higher human capital. He also found that off job training on or hand had no effect on industrial productivity.

Jin Xiao (2006)

research was conducted in China. Data was collected through both primary (questionnaire method) and secondary method. Under primary method , sample size was 560 respondents and simple random sampling technique is used.

Scale was developed by researcher only whose reliability and validity was checked.

Variables of study were

- age,
- gender,
- supervision,
- organizational commitment,
- knowledge, scale and attitude (KSA)

findings revealed that knowledge, skills and attitude promotes transfer of training.

McGuire (2008)

He believed that personal values have an impact on decision making and commitment. Personal values are result of socialization process.

In this research sample was of 340 Irish and Canadian managers. Hyposis under consideration was that personal values affect organizational loyalty. researcher in this study concluded that re is an effect of personal values on loyalty and training and development programs.

Susanne Liebermann and Stefan Hoffmann (2008)

Data was collected 213 employees of Bank in Germany who attended a training program aimed at improving service quality. Baldwin and Ford's framework was taken for structural equation modeling and validating and Kirkpatrick's levels for evaluation. Motivation to transfer, trainee satisfaction, perceived partial relevance, reaction of participants was taken as variables.

As hyposized by researcher trainee satisfaction was found to significantly correlated with perceived practical relevance.

Bartlett(2011)

Data was collected through nurses who were registered. se nurses were from 5 hospitals in USA. 5 hospitals were chosen in order to generalize result of study. This would ensure that data is reliable and valid. Sample size was 337

Training is only independent variable take by researcher. For dependant variables he chose model developed by Meyer and Allen

Hence construct of training seems to be more figured out in this study. moderators used by Bartlett were Job involvement and Job satisfaction.

Job involvement refers to extent to which people are psychologically attached to ir jobs No influence was found of job involvement and loyalty.

Job satisfaction is an attitude of individual towards his or her job. In this study researcher found that relationship between training and loyalty was influenced by Job satisfaction.

Sters , Porter, and Mowday, (1982)

As per m " relative strength of an individual's identification with and involvement in a particular organisation". As per ir literature re are three factors of organisational commitment:

i)   a belief of organisation's values and goals,
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Nordhaug,1989 stated that in early times Organizational training and its evaluation wasn't conducted on regular basis, but with time re were noticeable changes in organization's policies and procedures and Evaluation Of Training became an important source to predict Organizational Commitment of its employees.

CONCEPTUAL MODEL
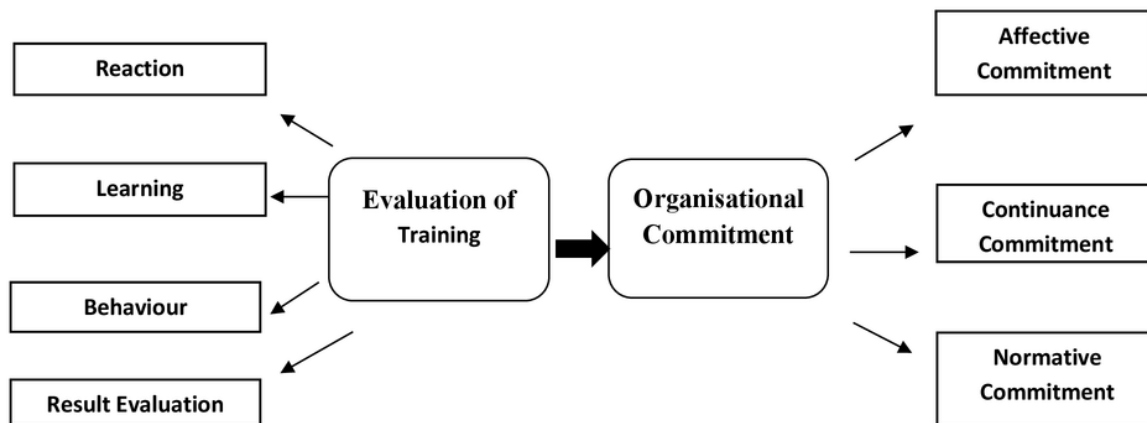
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primary objective is to convey fundamental principles and basic functionality of system which it represents. A conceptual model, when implemented properly, should satisfy following fundamental objectives:

- ✓ Help people know model
- ✓ Help people understand model
- ✓ Help people simulate a subject model represents

Hence, here we have one independent and one dependent latent variable and furr four and three observed variables for latent variables respectively.

VARIABLES

Latent Variables

Independent Variable: - Evaluation of Training

Dependent Variable: - Organisational Commitment

Observed Variables:

For Evaluation of Training:

- Learning
- Behaviour
- Reaction
- Result Evaluation

For Organisational Loyality:

- Affective Commitment
- Normative Commitment
- Continuance Commitment

RESEARCH METHOD

Research Objective

- study impact of evaluation of training on organizational loyalty of employees
- Find relation between Evaluation of Training and firm loyalty

Research Design

Descriptive research design is adopted in this research.

SAMPLING PROCEDURE

Unit of Population   : Employees

Sampling Unit   : Ernst & Young

Sample Size   : 100

Sampling design   : Random sampling

Data Collection Method : Questionnaire

DATA COLLECTION

Instruments:

Evaluation Of Training: Evaluation of Training questionnaire developed by Kirkpatrick (2006)

Organizational Commitment: Organizational Commitment questionnaire developed by Allen and Meyer (1997)

Scales:

Likert's scale

DATA ANALYSIS

During first phase of data analysis, I have conducted reliability testing and normality testing

Under second phase, hyposis testing is done through correlation analysis to give relation between variables as portrayed by conceptual model.

At last leg of project, regression analysis is undertaken to determine impact of dependant variable and independent variable upon each or

Reliability Testing:

reliability Testing is done by calculating Cronbach's Alpha which is best measure to evaluate consistency of data. Value of Cronbach's alpha for independent as well as dependent variables should be greater than 0.70 to ensure that data chosen is reliable

It is found that value for Cronbach's alpha is greater than 0.70. So, it is concluded that data is reliable.

Reliability Statistics for Evaluation Of Training

Cronbach's Alpha	N of Items
.874	26

It is found that value for Cronbach's alpha is greater than 0.70. So, it is concluded that data is reliable

Normality Testing

data normality testing is done on data with help of Shapiro-Wilk's test for Normality and data is found to be normal.

p Value between dependent and independent variable of more than **.05** shows that data is **normal**

statistical test for normality is shown as follows:

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ETavg	.117	79	.010	.969	79	.051
OCavg	.102	79	.039	.976	79	.141

a. Lilliefors Significance Correction

CORRELATION

H1: **There is a significant relationship between Evaluation of Training and Organisational Commitment.**

Correlations

		ETavg	OCavg
ETavg	Pearson Correlation	1	.639**
	Sig. (2-tailed)		.000
	N	79	79
OCavg	Pearson Correlation	.639**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

r= .639, p=.000. As p<.05, H1 is supported.

H1a: [4] There is a significant relationship between reaction and organisational commitment.

Correlations

		OCavg	ETRavg
OCavg	Pearson Correlation	1	.370**
	Sig. (2-tailed)		.001
	N	79	79
ETRavg	Pearson Correlation	.370**	1
	Sig. (2-tailed)	.001	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value is 0.001, which is in allowed range of conventional threshold i.e. $p <$ .05, hence, hypothesis H1a is supported

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H1b: There is a significant relationship between Learning and various dimensions of organisational commitment.

Correlations

		OCavg	ETLavg
OCavg	Pearson Correlation	1	.495**
	Sig. (2-tailed)		.000
	N	79	79
ETLavg	Pearson Correlation	.495**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

H1c: [3] There is a significant relationship between Behaviour and various dimensions of organisational commitment.

Correlations

		OCavg	ETBavg
OCavg	Pearson Correlation	1	.579[**]
	Sig. (2-tailed)		.000
	N	79	79
ETBavg	Pearson Correlation	.579[**]	1
	Sig. (2-tailed)	.000	
	N	79	79

[**]. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

H1d: [3] There is a significant relationship between result evaluation and various dimensions of organisational commitment.

Correlations

		OCavg	ETREavg
OCavg	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	79	79
ETREavg	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

H2a: There is a significant relationship between evaluation of training and affective commitment.

Correlations

		ETavg	OCAavg
ETavg	Pearson Correlation	1	.459**
	Sig. (2-tailed)		.000
	N	79	79
OCAavg	Pearson Correlation	.459**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

H2b: There is a significant relationship between evaluation of training and normative commitment.

Correlations

		ETavg	OCNavg
ETavg	Pearson Correlation	1	.521**
	Sig. (2-tailed)		.000
	N	79	79
OCNavg	Pearson Correlation	.521**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

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H2c: [4] There is a significant relationship p between evaluation of training and continuance commitment.

Correlations

		ETavg	OCCavg
ETavg	Pearson Correlation	1	.686**
	Sig. (2-tailed)		.000
	N	79	79
OCCavg	Pearson Correlation	.686**	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Here probability value of two tailed test is 0.000 hence, hypothesis is supported

REGRESSION

Applying regression test between evaluation of training and organisational commitment as re is a correlation between m:

Table**:** Summary of regression model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639[a]	.409	.401	.34724

a. Predictors: (Constant), ETavg

Thus, in our research, 63.9% of variance in organisational commitment can be explained through evaluation of training

ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.423	1	6.423	53.271	.000^b
	Residual	9.284	77	.121		
	Total	15.708	78			

a. Dependent Variable: OCavg

b. Predictors: (Constant), ETavg

.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.574	.318		4.950	.000
	ETavg	.580	.079	.639	7.299	.000

a. Dependent Variable: OCavg

This is regression equation:

$Y = 1.574 + 0.580 \times X$

Where,

Y= Organisational commitment

X= Evaluation of Training

CONCLUSION

It was seen that correlation between evaluation of training and organisational commitment of employees. Analysis shows that evaluation of training has 63.9% impact on organisational commitment

Objective was to understand evaluation of training and its impact on organisational commitment. analysis reveals re is a correlation between evaluation of training and organisational commitment in employees .Regression equation is

Y=1.574+0.580*X

All   components of evaluation of training had a significant and positive impact on organisational loyalty.

RECOMMENDATIONS

Organisations are always looking for ways to improve employee satisfaction and retention levels.

We recommend that organizations, large or small, should build upon ir abilities to better train ir employees by investing in better training programmes, improved measurement and better facilities.

Employees are biggest assets organisations have, and hence y should use every opportunity to effect outlook of employees towards organisation. Also organisations are expected to introduce greater level of customisations in ir training programmes based on

- Age
- Education level
- employment history

This will help in generating a better response to trainings imparted and thus drive improvement in employee commitment towards organisation. Last but not least, improved training programme should be used as an important component of overall strategy of employee delight, along with or best practices like better work environment, competitive compensation, good career prospects, international exposure etc. Organisation that adopts such initiatives are sure to benefit from more engaged employees, higher productivity and thus improved profits.

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Annexure

I am a student of MBA from Delhi Technological University. As a part of my MBA, I am pursuing a research project **"Impact of Evaluation of Training on Organizational Commitment" for** which I request your cooperation. I assure you that your responses would be kept confidential and will be used only for academic purposes. Thank you for your participation.

Age:　　　　□ 21-30　　　□ 31-40　　　□ 41-50　　　□ Above 50 (in years)

Experience:　　□ 0-2　　　□ 2.1-5.0　　□ 5.1-10　　□ Above 10(in years)

Part-A: EVALUATION OF TRAINING:-

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree.

S No.	Statements	SD	D	N	A	SA
	Reaction					
1.	material covered in my training was relevant to my job.	1	2	3	4	5
2.	material was instructed in an interesting way.	1	2	3	4	5
3.	instructor was an effective communicator.	1	2	3	4	5
4.	instructor was well prepared.	1	2	3	4	5
5.	audio visual aids were affective.	1	2	3	4	5
6.	handouts will be of help to me.	1	2	3	4	5
7.	I will be able to apply much of material to my job.	1	2	3	4	5
8.	principles were suitable.	1	2	3	4	5
9.	schedule was suitable	1	2	3	4	5
10.	re was good balance between presentation and group involvement.	1	2	3	4	5
11.	I feel training will help me to do my job better.	1	2	3	4	5
	Learning					
12.	Trainees learn what was intended to be taught.	1	2	3	4	5
13.	Trainees experience what was intended for m to experience.	1	2	3	4	5
14.	re was great extent of advancement or change in trainees to put ir learning into effect when back on job.	1	2	3	4	5
	Behaviour					
15.	training programme was helpful for trainees to put ir learning into effect when back on job.	1	2	3	4	5
16.	relevant skills and knowledge was used in Training Programme.	1	2	3	4	5
17.	re was noticeable and measurable change in activity and performance of trainees when back in roles	1	2	3	4	5
18.	re was high level change in behaviour and new level of knowledge was sustained.	1	2	3	4	5

19.	trainees were also able to transfer ir learning to anor person.	1	2	3	4	5
20.	trainees were aware of ir change in behaviour, knowledge, skill level.	1	2	3	4	5
Results						
21.	re was reduction in number of complaints after training programme.	1	2	3	4	5
22.	Staff turnover reduced.	1	2	3	4	5
23.	Reduction in wastage.	1	2	3	4	5
24.	Improvement in quality ratings.	1	2	3	4	5
25.	Better retention of employees.	1	2	3	4	5
26.	Achievement of standards and accreditations.	1	2	3	4	5

Part-B: ORGANISATIONAL COMMITMENT:-

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree.

S No.	Statements	SD	D	N	A	SA
	Affective Commitment Scale Items					
1.	I would be very happy to spend my career with this organization	1	2	3	4	5
2.	I enjoy discussing my organization with people outside of it.	1	2	3	4	5
3.	I really feel as if this organization's problems are my own.	1	2	3	4	5
4.	I think that I could easily become as attached to or organization as I am to this new one.	1	2	3	4	5
5.	I do not feel like 'part of family' at my organization.	1	2	3	4	5
6.	I do not feel emotionally attached to this organization.	1	2	3	4	5
7.	This organization has a great deal of personal meaning to me.	1	2	3	4	5
8.	I do not feel strong sense of belonging to my organization.	1	2	3	4	5
	Normative Commitment Scale Items					
9.	I think that people se days move from company to company too often.	1	2	3	4	5
10.	I do not believe that a person must always be loyal to his/her organization.	1	2	3	4	5
11.	Jumping from organization to organization does not seem unethical to me at all.	1	2	3	4	5
12.	One of major reasons I continue to work for this organization is that I believe that loyalty is important and refore feel a sense of moral obligation to remain.	1	2	3	4	5
13.	If I got anor offer for a better job elsewhere I would not feel it was right to leave my organization.	1	2	3	4	5
14.	I was taught to believe in value of remaining loyal to one organization.	1	2	3	4	5
15.	Things were better in days when people stayed with one organization for most of ir career.	1	2	3	4	5
16.	I do not think that wanting to be a 'company's man' or 'company's women' is sensible anymore.	1	2	3	4	5
	Continuance Commitment Scale Items					
23.	I am not afraid of what might happen if I quit my job without having anor one lined up.	1	2	3	4	5
24.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
25.	Too much in my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5
26.	It wouldn't be too costly for me to leave my organization right now.	1	2	3	4	5
27.	Right now staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
28.	I feel I have too few options to consider leaving his organization.	1	2	3	4	5

| 29. | One of few serious consequences of leaving this organization would be scarcity of available alternatives. | 1 | 2 | 3 | 4 | 5 |
| 30. | One of major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-anor organization may not match overall benefits that I have here. | 1 | 2 | 3 | 4 | 5 |

Human resource

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