

THE STUDY OF FACTORS INFLUENCING THE EFFECTIVENESS OF TRAINING PROVIDED TO EXECUTIVES IN SRI LANKAN CEMENT INDUSTRY

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Abstract

Organization needs to identify the effectiveness of the trainings provided to their employees as it is an essential element to increase efficiency of job performance and keep business running, as competition is getting more intense. Sri Lankan Cement industry is a highly competitive industry in such an industry the training provided to the executives is highly essential as executives play a major role with the new challenges facing the industry. To measure the effectiveness of training provided to executives, it is important to know the factors influencing on it, which will be also useful in designing future training programs. HR managers in the industry are quite comfortable with the evaluation mechanism they have with regard to training provided to blue collar workers, but they were unaware of the factors that influence training effectiveness of executives, this study is expected to provide some insights in that area and fill an important knowledge gap. Research was conducted through a field survey by a structured questionnaire rising demographics, three facts such as Type of Training, Training Environment and Work Environment to measure Training Effectiveness of executives in Sri Lankan cement industry. A survey was carried out covering a sample of 105 executives of Cement industry in Sri Lanka. The study generated a 99% percent response rate. The study revealed that there is a significant correlation between Training Effectiveness of executives and selected variables. Recommendations have been made to enhance the effectiveness of training provided to executives as well as for future directions on this scope.

Keywords: Training effectiveness, types of training, training environment, work environment.

INTRODUCTION

The success of any organization mainly depends on the contribution each employee makes towards organizational processes. Thus an organization has the greatest chance of being successful when its employees are properly directed towards achieving corporate goals and they themselves motivate to perform the duties which are assigned to them.

The executives play a major role in overall management and leadership style in an organization. Therefore, it is imperative that executive level staff to be equipped with strong knowledge and skills in a wide variety of areas. However, to utilize their optimum competencies for the betterment of

organization its climate has to provide an effective training to perform their jobs in an efficient and effective manner.

For an organization to become successful they need to have a competitive advantage. That competitive advantage can be achieved only through the people. Human resources are the most valuable assets, which any organization possesses. The effective management and development of these resources is the key to gaining competitive advantage. Therefore organizations need to have a competent workforce in order to achieve its success. To continually have a competent work force in the organization; employees must be given systematic trainings to improve their competencies and performance.

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Training is required at any stage of human life. It starts since childhood. Similarly, training programs

are necessary in any organization for improving the quality of work of the employees at all levels, particularly in world of fast changing technology, changing values and environment.

The industry that the researcher undertakes to study a problem which has already become an essential commodity which contributes for global development

Sri Lankan Cement industry consisted with 5 main companies. To retain and to increase company's market share the companies need to provide the quality product and services to their customers. Hence their human resource plays a major role in company activities.

Among them the executive level staff members are the decision makers and all corporate goals and objectives are implemented under their direct supervision. Thus, their values, behaviours and attitudes towards the organizational goals and objectives are more crucial to maintain a high productive environment in the organization. Their skills on their jobs have a direct impact on their output which is the service, they provide to local and foreign customers.

The companies are always looking to get maximum out of these human resources therefore to do that they need well skilled and talented executive staff. In order to achieve this company should give proper training to their employees.

Therefore trainings provided to employees are very important in any organization, the organizations need to be ensured that the training provided to employees must be effective. Effectiveness is measured by how many training participants successfully apply their learning on the job (penetration); how long training participants continue to apply the learning on the job (sustainability); and how quickly the organization will realize the benefits for the entire target audience (speed).

Larson (1997) believes that measuring and ensuring the effectiveness of training is one of the most difficult HRM issues. He argues that effective training is usually believed to require a thorough analysis of training needs. He goes on to argue that in any organization there are a number of factors which

make such an analysis difficult. In addition to pragmatic barriers like lack of time, resources and commitment "needs diagnosis" suffers from the sheer complexity of the operation.

Training effectiveness literature describes many factors that influence the effectiveness of training provided to employees. This research has been carried out as a framework to study how particular factors influence the effectiveness of training programs provided to executives in cement industry in Sri Lanka.

Overall Cement Industry

Cement is an essential ingredient to the construction industry which is growing at a phenomenal pace due to the post-conflict growth of the economy. The demand for a cement has been increasing at a high rate recently due to new infrastructure projects initiated by the government and private sector, reconstruction and rehabilitation projects launched in the conflict-affected areas in the northern and eastern provinces,

The cement industry and trade estimate the cement market amounts to 4.2 million MT per annum. It is also estimated that the market is growing at the rate of 10% per annum.

Key Players

According to the trade sources, the five largest bulk cement/clinker importers (Holcim, Tokyo-Cement, Ultra-Tech, Lafarge and Singha) which process cement bag packing operations and distribution network in the country represent more than 90% of the market. The rest of the market requirements are being met by the importers of cement bags.

All the five big players in the market have their own bulk cement terminals either at Colombo port, Galle port or Trincomale port. One manufacturer has an integrated cement manufacturing unit in Sri Lanka. The factory operated by the Ceylon cement Corporation in Kankasanthurai which was closed due to the armed conflict is yet to be reopened.

Sri Lanka imports its cement requirement both in bulk and bag forms mainly from Pakistan and India. Sri Lanka also imports cement from Indonesia, Malaysia and Thailand. Under the Indi Sri Lanka

Free Trade Agreement (ISFTA) and Pakistan-Sri Lanka Free Trade Agreement (PSFTA) Sri Lanka offers Zero Duty Tariff Concession for import.

Due to the time constrain the researcher selected three cement companies from the industry which are Holcim(Lanka) Ltd, Lafarge and Ultra Tech, and following include a brief introduction about those companies

Problem Statement

Human resources managers in the cement industry in Sri-Lanka are quite comfortable with the evaluation mechanism they have with regard to training of low level employees and other blue collar workers where the results can be measured in terms of efficiency, productivity. However, they are not quite sure whether the money they spend on training of non-directors, that is, executives and managers are paying off or not. This area has always been a grey area for HR and training managers in the industry as the results are not tangible, and training systems are not sophisticated enough to measure the effectiveness of training provided to managerial employees in terms of their behavioural changes and organizational outcomes.

It is evident through the interviews with Managers and HR managers followed by with a pilot study done with three cement manufacturing organizations, the training provided to executives has not been effective in terms of improving their performance. It was observed that HR managers were unaware whether the training provided to executives is effective in terms of improving their job performance or not. None of the companies participating in the pilot study had either a formal mechanism or measures of assessing effectiveness of the training that they are providing to their executive staff. Managers are not satisfied with the job performance of their executives and they admitted that they are spending a considerable amount of money and time on training in order to improve the competencies of their executive staff. Therefore, the researcher was very much keen in study the factors which are influencing the Training Effectiveness of executives in Sri Lankan cement industry

Hence, the problem statement of this research study is;

What are the factors that influence the effectiveness of training provided to executive level employees of cement industry in Sri Lanka?

Objectives of the Study

The main objective of the researcher in this study is to assess the factors influencing the effectiveness of training provided to executive level staff of the cement industry in Sri Lanka.

The other specific objectives of this research study are;

1. To establish the direction of the relationship of those identified factors with training effectiveness.
2. To determine the areas that can be improve to increase the effectiveness of training provided to executives.
3. To give suggestions to improve to increase the effectiveness of training provided to executives.

Significance of the Study

Any organization needs to identify the effectiveness of the trainings given. They provide trainings to their employees to improve their performance in order to gain a competitive workforce. After a certain period of time, they must find out whether the trainings were effective or not. That's would be a greater support to management and development of the training and development function of the organization.

No doubt higher the effectiveness of training programs will lead to organizational success and from the employees' point of view their career advancement in this competitive industry.

HR managers today are pressurized from all directions to achieve measurable results. They should be able to account for every cent they spend, be it on training and development or HR administration. HR managers have not been able to measure the effectiveness of training provided to executive and managerial employees.

And the role and responsibilities of executives have increased with the new challenges facing the industry. In this context, HR managers have to facilitate the development of these front-end employees, and measure the effectiveness of such development

efforts. Hence, it is important for the cement industry to know the factors influencing effectiveness of training provided to front-end employees, and it will also be an important input in designing future training programs to suit the new challenges facing the industry. As managers of the industry are unaware of the factors that influence training effectiveness, this study is expected to provide some insights in that area, and fill an important knowledge gap.

LITERATURE REVIEW

Definition of Training and development

Training is the systematic development of the knowledge, skills, and attitudes required by an individual to perform adequately a given task or job. (Michael Armstrong, 1992)

Factors influencing the Training Effectiveness

It is now important to understand what has led the employee to feel satisfied or dissatisfied in their training program offered by their companies, therefore the causes or sources of training resources will be discussed by each term towards training effectiveness.

Types of Training

The type of employee training which is best suited to a particular organisation depends on a number of factors. Some of these factors are the skills that are called for in the job that have been filled, the qualification of the employees and the types of problems faced by the organisation. According to Kempton, the approaches that can be used in implementing training fall broadly into; on- the job and off-the job techniques, notwithstanding that some of the training techniques cut across (Kempton 1995).

On-the job training techniques

On- the job training is one of the approaches to training. It has been defined as,

‘training that is planned and structured that takes place mainly at the normal work station of the trainee-although some instruction may be provided in a special training area on site-and where a manager, supervisor, trainer or peer colleague spends significant time with the trainee to teach a set of skills that have been specified in advance. It also includes a

period of instruction where there may be little or no useful output in terms of productivity’ (Holden 2001:332).

Some of the on-the job training techniques include job enrichment, job rotation, special project, secondment, coaching, mentoring and planned experience. The effectiveness of the on- the job training depends mainly upon immediate supervisors and qualified trainers.

On- the job training has also been argued to be the most useful but equally the most abused and most unsuccessful method of training (Kenny and Reid 1986). In this study, I have used on-the job training as a proxy for more specific training. While people do learn best by doing, that doing needs careful planning and control in order to get full learning value out of it.

Off-the job training

Off-the job training includes group discussion, individual tutorials, lectures, reading, training courses and workshops (Kempton 1995).

According to Kempton (1995), this kind of training offers an opportunity to impart knowledge and skills that can be learnt or practiced in a safe environment.

He further states that if training is conducted in an organised and systematic way it should be able to develop new attitudes and experiences that contribute to the success of the organisation, improve employee morale which would lead to better performance and greater productivity and create a psychological climate which orients the activities of each employee towards achieving the goals of the organisation.

Training Environment

Training environment that includes: training facilities, site layout, sound lighting, hardware environment, classroom climate, student involvement of the soft environment. Therefore only the training of managers and trainers work together to create a better learning atmosphere and environment. According to (Martin, 2010; Ford, and Weissvein, 1997), Training environment have an effect on training effectiveness on human resource practices among employees.

Work Environment

Work environment includes such factors as managerial support, peer encouragement, adequate resources and opportunities to apply learned skills, technical support, and consequences for using training on-the-job. Research has shown that removing barriers to application in the work environment is so important that training opportunities should be turned down by employees if proper follow-up support is not available. Employees have been trained after training program, they should relate to their current job performance and also the behavior of the job. Managers can show support for training in a variety of ways ranging from simply allowing employees to attend the training to participating in the training itself as an instructor. Supervisors signal whether the training is to be used and how quickly changes are expected. A supervisor who does not view the training as useful or relevant can easily undermine application in a variety of direct and covert ways. A supportive organizational climate is also communicated by how the work is designed and skill application rewarded. The most important variable for the purpose of this study is "Training effectiveness" which have an effect on both of organizational needs and individual needs in the company.

Trainee's Personal Characteristics

A variety of trainees' personal characteristics have been studied in relation to transfer of learning during the training program. The related personal characteristics that figure out with the age, gender, marital status, and etc.

In the study, these variables as control variables to be more, rather than the independent variables to be studied. The results of these studies is that for the training guide, training, which should be fully taken into account the individual's personality characteristics and psychological interaction between the demographic variables of the training process. This interaction makes the training process more complex. Elizabeth (2002) in the study found, young, highly educated women are more vulnerable than other women training means training to produce a virtuous cycle of career development effect. Trained adult women tend to retire later, suggesting that a more knowledgeable and more wealth to more career

women in skills, the ability to stay longer in the professional community. Gender and learning style and cognitive style will interact and affect the training methods on the role of training effectiveness. Study also found that gender training methods may also directly regulate the relationship between performance and training.

METHODOLOGY

Sampling Method

Researcher used stratified random sampling and systematic sampling as a combination of sampling technique to select the sample.

Population

The Population identified by the researcher consists of executives level employees in cement industry in Sri Lanka.

However due to the population size and time constrain three major cement companies in Sri Lanka was selected as a sample.

- Holcim(Lanka) Ltd
- Lafarge
- Ultratech Cement

Sample

Concerning the sample selection process, sample is consisted with the executive level employees in Sri Lankan cement industry.

In order to select sample, out of cement companies in Sri Lankan cement industry three were selected to represent the cement industry. Researcher used simple random sampling and systematic sampling as a combination of sampling technique to select the sample.

The sample unit of this research would be executive level employees who are currently working. 105 executive level employees were selected 35 from each company by using simple random sampling method. The sample was taken as representative of entire population.

Data collection

As far as method of data collection concerns, primary data are collected through simple structured questionnaire (Appendix 2). In case of designing questionnaire, to collect respondent of executives to measure Training effectiveness, SERVQUAL type questionnaire relevant to the cement industry was used. At the same time, self-administered questions were used to identify the respondents' personal information.

Data Analysis

To summarize and analysis of primary data researcher used MS Excel and composite score for each variable by each respondent was transferred to

the SPSS (Statistical Product & Service Solution) statistical analysis software (version 20.0) and MINITAB to get the Descriptive statistics and analysis of Regression and Correlation between the independent variables and dependent variable.

Survey Design

The study was done on field survey method by using a structured questionnaire to collect the primary data on effectiveness of training programs.

The Questionnaire utilizes a Likert-type scale with five response alternatives ranging from “Strongly Disagree” (weighted 1) to “Strongly Agree” (weighted 5) for each of the statements.

Conceptual Model of the Study

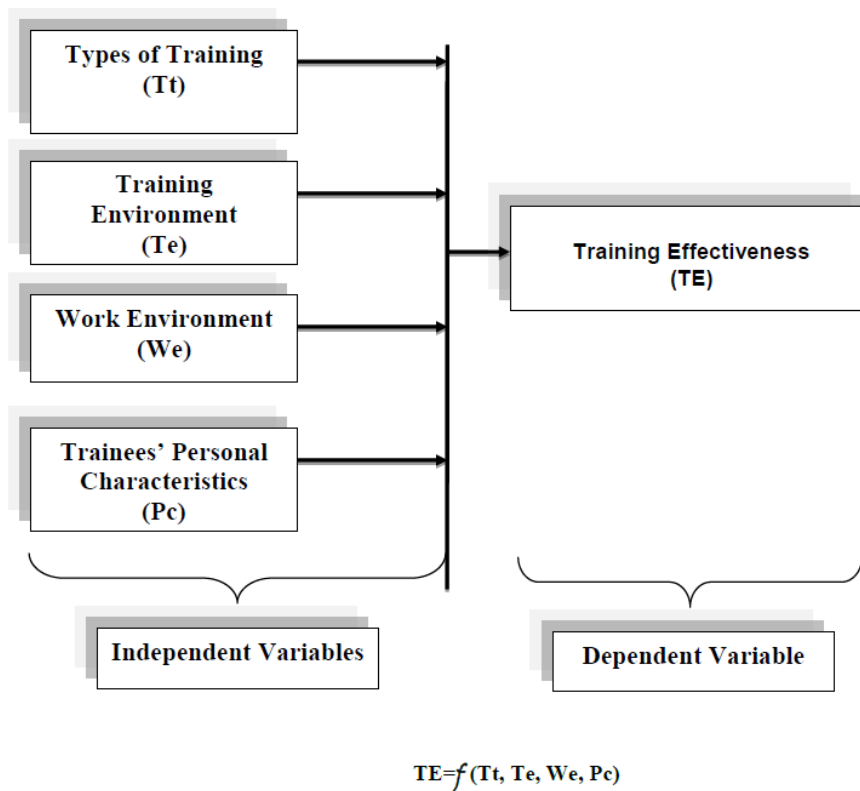


Figure 1 Conceptual Model

Hypothesis Formulation

Following are the statements of hypotheses the researcher wants to test with the help of empirical findings.

Alternative / relevant Hypothesis (H1)

- Types of training will affect training effectiveness.

- Training environment will affect training effectiveness.
- Work environment will affect training effectiveness.
- Trainees’ personal characteristics (age, gender, marital status, education level and length of working in current job) will affect training effectiveness.
- There is no influence on training effectiveness by Training environment
- There is no influence on training effectiveness by Work environment
- There is no influence on training effectiveness by Trainees’ personal characteristics.

Operationalization of Variables

A Null Hypothesis is developed to ascertain the validity of the research study on Factors influencing the effectiveness of training provided to executives.

The variables, indicators and measures relevant to Training effectiveness of executive level employees are operationalized for the purpose of the study as given in the Table below.

Null Hypothesis (H0)

- There is no influence on training effectiveness by Types of training

Table 1: Operationalization of Variables

Concept	Variables	Indicators	Measure
Training Effectiveness	(1) Types of Training	On the job training	* 5 point Likert Scale
		Off the job Training	* Importance Rating Scale
		Mentoring and Coaching	
		Role-playing	
		Job rotation	
	(2) Training Environment	Training facilities	* 5 point Likert Scale
		Site layout	* Importance Rating Scale
		Sound lighting,	
		Hardware environment	
		Classroom climate	
		Executive’s involvement of the soft environment.	
	(3) Work Environment	Managerial Support	* 5 point Likert Scale
		Peer Encouragement	* Importance Rating Scale
		Adequate Resources	
		Opportunities to Apply Learned Skills	
		Technical Support	
		Consequences For Using Training On-The-Job	
	(4) Trainees Personal Characteristics	Age	* Importance Rating Scale
		Gender	
		Marital Status	
		Work Experience	

DATA ANALYSIS

Finding 1- Analysis of demographic characteristics with Training Effectiveness predicted that;

The gender disparity is not revealed as the major variance of the effectiveness of training provided to executives in Sri Lankan cement industry being a male or a female employee. The study of surveying data revealed that 69 (69%) percent are male executives whilst 31 (31%) percent are female executives.

14 Executives are in the age group of under 30 years which is 13 percent (13%). 25 executives are in the age group of 31-35 years. It represents 24 percent (24%) in the whole sample. 38 executives are in the age group of 36 to 40 years which represent 36 percent (36%). Under the Age group of 41 to 45 years include 19 executives as 18 percent (18%). Last age group is age 46 above which include 09 executives as 9 percent (9%). This reflect that more executives are in age categories of 36 to 40 and 31 to 35 which indicate there are more young executives where they are motivated to attend to those training programmes rather than the executives in the age group of 46 above .

The marital status of the executives do not have significant effect on Training Effectiveness and, study revealed that 58 percent executives are married and whilst 42 percent are singles.

In order to find the differences between respondents based on their length of work experience and training impact, it is observed that there are a significant differences among the respondents' regarding the training effectiveness levels based on their work experience. According to my data collection 46 percent (46%) have 05-09 year experience in the organization which include 48 executives. Which indicates that most of the executives in the industry have more experience in company but Results showed the less experienced participants have higher training effectiveness because they believe that they need to gain knowledge from these training programmes but the executives who are having 15-20 years' experience believed that they know everything and it is not necessary for them to participate those training programmes.

Next demographic character is Educational level of executives. 38 executives in the sample are having a basic degree. It represents 36 percent (36%). 21 Executives represent Diploma/Certificate course education level as percentage its 20 (20%). While 24 executives have Advanced level educational qualification and it represent as a 23 percent (23%). 12 percent (12%) of executive have Professional Qualification. It represents 13 executive level employees. Last Educational Level is post graduate diploma. It includes 10 Executives and its 9 present (9%) as a percentage. Therefore it is observed that there are no differences among the respondents' educational level regarding the training effectiveness levels

The following table shows the results of descriptive analysis.

Table 2: results of descriptive analysis

Variable	Mean	ST.Deaviation
Methods Of Training	4.0196	0.6161
Training Environment	4.6078	0.4931
Work Environment	4.0784	0.5947

When considering the Table 4.1 the researcher has identified that in a descriptive analyses mean value of Type of training provided to executives is 4.0196 and it can deviate 0.6161 from mean value. Mean value of Training Environment was 4.6078. This means value can be deviate 0.4931 from the mean value. Mean value of Work Environment was 4.0784 and it can be deviate from the mean by 0.5947.

Finding 2 -In the process of field survey, the researcher used questions (from question number 01 to 34 to measure importance level of 20 attributes which related to the effectiveness of raining provided to executives

Table 3:-Summary of Regression & Correction by order of strength

Variable	Correlation Coefficient	SE	P Value
Type of Training	0.1054	0.1354	0.014
Training Environment	0.1989	0.1626	0.021
Work environment	0.0689	0.1406	0.023

Source: Field survey

According to the above table, there are positive linear correlations between the 3 factors and Training Effectiveness. It means that when the above factors are increased then the Effectiveness of the training will be increased too. If the factors influencing Training effectiveness decreased the effectiveness of the training will be decreased.

Further, the Standard Error of the Estimate (SEE) as shown in above table also predicts the strength of the relationship. Lesser numbers of SEE have the strong relationship with dependent variable; Training Effectiveness.

Finding 3 - Hypotheses testing rejected the null hypotheses while accepting the alternative (relevant) hypotheses.

Accordingly in this industry;

Type of Training has a significant relationship on the Effectiveness of Training provided to executives in Sri Lankan cement industry.

Training Environment has a strong relationship on the Effectiveness of Training provided to executives in Sri Lankan cement industry

Work Environment has a significant relationship on the Effectiveness of Training provided to executives in Sri Lankan cement industry. This is the second highest influential factor

Trainee's Personal Characteristics has a normal relationship on the Effectiveness of Training provided to executives in Sri Lankan cement industry.

Taking into consideration the Effectiveness of Training provided to executives and the above facts as a whole, it proves the researchers objectives of conducting this study.

CONCLUSION

In the above context, the researcher has to arrive at the conclusion that the selected 04 variables of (1) Type of Training, (2) Training Environment, (3) Work Environment, and (4) Trainee's Personal characteristics, have a significant correlation of the effectiveness of training provided to the executives in Sri Lankan cement industry, and demographics exist as the foundation for general satisfaction of training provided to executives. If the executives are satisfied with the trainings which have been provided to them then training can strengthen workplace skills and lead to greater long-term job security, Training Effectiveness helps the organization in many ways, means having well-trained workers is key to maintaining competitive performance and distinguishing a company from its rivals. Thus, the management should focus on these variances and try to maintain minor variances to enable the cement company to have more effectiveness of training provided to executives.

The researcher makes some recommendations to reinforce the satisfaction level of executives in cement industry.

Recommendation 1 -

Improve working environment of the executives

As it shows in this study the working environment has a significant influence on the effectiveness of training provided to executives. The executives who are having a better working environment are fully satisfied with their jobs so they are always trying to perform their jobs successfully, where the training effectiveness of those executives are at higher level rather than the executives who are having poor working environment.

This study suggests that a learning culture and supervisor support available in the organization, and self-efficacy of employees are significant factors that determine the effectiveness of the training provided to employees.

Recommendation 2 -

Training Method Approach

All methods of training should satisfy the following criteria

They should provide for active participation by participants. Lack of participation by trainees may limit learning to only listening the trainer and not getting the benefit of sharing experience.

The training method should also provide participant constant feedback on their performance.

The method should be able to facilitate transfer of training content to real life situations. The methodology should be such as to provide employees linkages between what is done in training session out what its relevance to actual on the job behaviours. This is an important consideration without which learning would remain theoretical

Recommendation 3 -

Training should be targeted to less experienced young executives

As the surveyed data shows the most of the executives comes under the age category of 36 to 40 and 31 to 35 years and when consider about the work experience there are 46% of executives who are having 05-09 year experience. Therefore to increase the effectiveness of training provided to executives the companies should consider more about the less experienced executives who are coming under these age groups, because the executives who are having less experience about the company are more motivated towards the training programs offered by the company than a person who have more experience. They always try to gained more knowledge since they are less experienced therefore training provided to those type of executives are more effective than the others

Recommendation 4 -

Application of Modern and sustainable training resources

One major reason for less Training Effectiveness of executives is that the use of traditional methodologies in providing training, So to avoid this gap the

companies can apply modern and sustainable training resources and effective instructional materials for the executives training delivery is recommended and outdated methodologies to be avoided. So by using attractive and practical learning situations the effectiveness of training provided to executives can be increased.

Recommendation 5 -

Resource personnel and training delivery

Make sure the trainers hired are professional educators and personnel who are having good knowledge about the industry are invited to conduct the training programmes for the executives in cement industry. Generally speaking managers or functional specialists are preferred trainers because they are the people with specialist job knowledge not the training staff. Therefore if the companies industry used the well skilled trainers then it will lead to increase the effectiveness of training provided to executives.

Recommendation 6-

Develop rewards and recognition system

Introducing a reward and a recognition system that reward the initiatives led by employee. A reward and recognition system is essential to motivate the employees and retain them in the training activities. The rewards and recognition systems may include considering initiatives as criteria for promotion, reward involvement in the period of training programmes with duty leave, offer financial rewards for development of quality learning resources. This would help to encourage the executives for accepting additional workload entrusted to them by learning activities.

RECOMMENDATION FOR FUTURE DIRECTIONS

In this study, the researcher arriving at a conclusion developed a conceptual model that these factors have great influence on the Effectiveness of training provided to executives. If the companies can improve these factors they can increase their Training effectiveness.

Through the entire process of the study, it was also identified that there are several variables that could be influenced to Training effectiveness of executives and

even to the demographic characteristics. Due to the limited sample size (i.e. sample was taken only from three cement companies) and limited variables which were taken to study, covering of every possibility and perspectives Training effectiveness level was a mere imagination. Therefore, there can be some significant factors which would be covered under this research.

ACKNOWLEDGEMENT

This is devoted to those who contributed to make this effort a success in numerous ways. Many shared their knowledge and experience that helped me to better understand the study. It is my duty, even though they never expected, to express my gratitude to all of them for the invaluable assistance extended throughout the study.

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Questionnaire on The study of Factors influencing the Effectiveness of Training provided to executives in Sri Lankan cement industry.

I am U.L.Herat an undergraduate in the final year of the B.Sc. (Special) Degree programme of the Department of Business Management of the Wayamba University of Sri Lanka. It would be much appreciated if you could extend your kind co-operation to respond to this questionnaire as; it is a partial requirement for me to conduct a research study for my degree program.

I hereby declare that the confidentiality of the information provided by you will firmly protect and I promise that information will use only for the purpose of studies and research.

Please tick (√) in the relevant cage

Personal information

Gender : Male Female

Marital status : Single Married

Your Designation :

Age group

1) Under 30	
2) 31-35	
3) 36 to 40	
4) 41 to 45	
5) 46 above	

How many years do you have work experience with the company?

Less than 4 years	
05-09 years	
10-14 years	
15-19 years	
20 years above	

Educational Qualifications

Up to Advanced Level	
Diploma/Certificate Level	
Basic Degree	
Post Graduate Degree/Diploma	
Professional Membership	

Are you actively involved in learning during training process?

Yes No

Please tick (√) the relevant cage under each number which gives the following meanings.

1 = Strongly Disagree
4=Agree

2 = Disagree
5= Strongly Agree

3=Moderate

About my training programmes, this is how I feel about

Overall

- I am satisfied with the training program which provided by my company

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Type of Training

- Most of the trainings related to my job profile are conducted as on the job training.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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There is a job rotation programme to give us diverse job assignments during

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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the first years of employment

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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I like the Training methods provided by the organization to train the executives

There is a performance appraisal system that ties financial rewards to technical competence

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Management use new technology for training the employees

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Training environment

Training staff provide sound and clear Training based on each Executive

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All the relevant physical equipments are provided when I'm trained

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(Pen, Papers, computers and etc)

The workplace of the training is physically well organized

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I can understand the facts delivered by the trainer

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Trainer quickly understand the level of audience

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I am actively involved in learning during training process

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Modern instructional resources and multimedia help to

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get the training effectively and efficiently

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All related areas are covering through the training

Work Environment

My manager shows me how to improve my performance

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My manager lets me know how well I am performing

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My manager utilizes a variety of methods to assist me with my Development

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My manager has the skills to coach me effectively in my development

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My manager views developing staff as an important aspect of his/her job

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Increasing my skills through training at my organization has helped me to

--	--	--	--	--

perform my job better

I can get a good support from my colleagues to implement what I have newly

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gained from the training

The training course help me to work independently and produce results

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Employee promotion policy is handled fairly in my organization

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Training Provide confidence to meet the challenge

Any further comments/suggestions regarding the effectiveness of the training

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provided to you.

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.....

.....
Date

.....
Signature

Cement Distributing Companies in Sri Lanka

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- Tokyo Cement (Lanka) PLC
- Holcim Lanka Ltd
- Singha Cement Pvt Ltd
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