

# **Training as a Tool for Human Resource Development (HRD)**

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## **I. Introduction**

Training is a process that applies different methods to strengthen employees' knowledge and skill needed to perform their job effectively. It means that organizations whether private sector or public sector are generally agree that training and development is very critical to the growth and development of the core activities in which the organizations engages in. However, the organizations are unwilling to invest in training program that has not been sufficiently evaluated in terms of its potential contribution to the organizational strategic goals and mission, and its effectiveness and uses on job to achieve the desired objectives. The solution is the evaluation of training effectiveness that is the measurement of improvement in the employee's knowledge, skill and behavioral pattern within the organization as a result of training program. This measurement help to match the cost incurred in the design and implementation of training with the associated benefits. Thus, it indicates whether the program has been able to deliver its intended goals and objectives. The purpose of this paper is to review the model of training effectiveness for the adoption by the human resources development executives in their planning, designing and implementation training program.

## **II. Literature Review**

There are several model and format developed for measuring HRD and training effectiveness, the most accepted model is that developed by Kirkpatrick. He suggested that there are four areas that required measurement, when analyzing the effectiveness of training program-that is emotional reaction, achievement of objectives, behavioral changes and organizational impact.

Emotional reaction refers to the attitudes of participants at the end of training. An employee who has considerably gained skill and knowledge from the training will be willing to apply it on job, thus bring positive reaction. This could be a barometer for measuring employee's general attitude, expectations and motivation. The measurement is useful in fostering management supports for the training program.

Achieving learning objectives is the second area of measurement, achieving learning objectives is a type of post training evaluation of knowledge and skill gained through the training intervention and which will ultimately translate to improving job performance. A positive emotional reaction and increase practical skill and knowledge of functional concept are indication of successful training and a requirement for meaningful HRD program.

Behavioral Changes is the third approach to measuring the effectiveness of training focused on the training behavioral changes. The third level of evaluation is about work – related behavioral changes which reflects in performance. This entails studying the changes in employees work related behaviors as a result of training While emotional reaction and knowledge gain can be easily accomplished immediately after training sessions, measuring behavioral changes requires some time lag foe employee to fully implement the newly acquired skill and knowledge.

Impact on Organization is the fourth approach area in Kirkpatrick model revolves around the impact of training and development on the organization. The measurement is

based on the notion that training and human resources development must reflect the organizational culture and strategy. A training program is judge successful only if the training outcome aligned closely with the organization's goals.

### **III. Conclusion**

HRD is one of the most essential part of the organization its one effective function is training as we already know and do a lot of training. We realize that the training process is, and the most important process is the evaluation which presenting the model of Kirkpatrick. So that Training and Extension section under SEAFDEC Training Department try to develop the activities or process of the training for example using the pre-post assessment, daily monitoring, mood meter, energizer and etc. making the training effective and also update the technic and information to make it better as much as we can.

### **IV. Bibliography**

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