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**TITLE OF THESIS:** Study of Impact of Training on Organizational Effectiveness

**KEYWORDS:** Training, Organizational effectiveness, Individual Competency

**ABSTRACT**

Globalization has made the world very small and increased the competition exponentially. In this era of competition one of the key objective of every organization is the enhancement the organizational effectiveness. Enhancement of the competency of individuals working in an organization through training is one important way to enhance organizational effectiveness. Considering the importance of training and its impact at the organizational level it is very important to understand the process of training and evaluate its subsequent impact on the trainee's competency and overall impact on the organization.

For the above purpose this study has been conducted to find out the change in the level of some of the critical individual competencies like Motivational Orientation, Leadership style and Decision making style as an outcome of training in the post training work environment thereby establishing the relationship between training and organizational effectiveness. This study was conducted in a Major Oil sector organization of National and international presence with it's headquarter in the NCT of Delhi.

The above variables have been considered because of their importance as few most desired individual competencies in the organizations and have been in the center of attention for the last few decades, mainly because of their crucial interdependence with organizational performance and productivity.

## **MAJOR FINDINGS OF THE STUDY**

The various individual competencies that have been considered for this study are Motivational orientation, Leadership skills and Decision making style. The study included three tests each one for individual competency like MAO-B (Motivational Analysis of Organizations-Behavior) for evaluating motivational orientation, MLQ (Multifactor Leadership Questionnaire) for evaluating Leadership skills and GDMS (General Decision making style Questionnaire) for evaluating decision making style. These tests were conducted on the same set of employees for each test in the Pre and post training environment to evaluate the change in the skill as an outcome of training. The data was collected in the form of questionnaires and comparative statistical analysis has been done for each set of questionnaire skill wise using the T-Test for PRE and POST training results and it was found that the training significantly improved the competence of the individuals in the post training environment.. These changes in the skills of employees were in the positive direction of study graph and hence it can be concluded that the Training programs significantly change the competency of the employees in the post training environment.

Subsequently the impact of the demographic factors like Gender, Age, Experience and Qualification on the transfer of training in the post training environment was analyzed and comparative statistical analysis has been done for each set of questionnaire using the T-Test and ANOVA against each demographic factor and it is found that in overall perspective the variance is bare minimum. Thus from the overall view it was concluded that the demographic factors does not have any significant impact on the transfer of training.