

Abstract

The aim of this study is to examine how to harness the effectiveness of training and development activity through transferring of training outcomes in the Army as an organization which is in a state of transforming era after almost 30 years of prolonged civil war. To measure and evaluate how training out come transferring and make more fruitful researcher used the Kirkpatrick five levels of training evaluation model. Different data collection methods like questionnaires simply used for gather primary data from the sample. Other methods are interviews, spot interviews, unstructured questions and observations used to explore to find quantitative and qualitative data which are relevant for the analysis. Researcher took the four regiments in the Army as benchmarks, Sri Lanka Light Infantry Regiment, Sri Lanka Army Supply Corps, Sri Lanka Armored Crops and Special Forces Regiment. Army conducts numerous courses over hundreds per year. Then for the easiness researcher narrowed down the scope in to three common courses which are done by the middle grade officers they are Yong Officers course, Unite account course, Junior Command Course.

To have better information questionnaires were distributed among the sample and researcher always exercise the spot questions and spot interviews with in the sample to probe in to the grass root level. The findings of this study evaluated through reaction of respondents, learning from training program, behavior change after the program, results and Return On Investment as an organization after the training. Transfer of training levels and factors that can affect the effectiveness of training and development in the selected regiments also probe in to grass root level. Factors that can affect the effectiveness of training and development also divided in to three levels, trainees' characteristics, training design or delivery and work environment barriers to overcome in training transfer.

Senior officers, peers and subordinates individuals attitudes and trainees individuals attitudes and personality characteristics, due to prolong war commitment decay of learning habit (motivation to learn), job attitude, expectations, skills and abilities, commitment and readiness to apply are affected to transferring of training out comes at the organization in productively.

In training practice, needs analysis, job relatedness, and referrals to next appointments considered in training design. To transfer of training outcomes in military seniors must given opportunities, creativity recognized and weakness of respondents must address (counseling) and participative decision making is very significant. Support from the seniors officers while creating conducive work environment (learning culture) and seniors officers training are harness the maximum transferring training outcome at the work place while improving knowledge, skills and attitude. When eliminating the barriers of the transferring training out comes at the organization, that organization can reap the best return from the training and development programmes.