



## A Study on Effectiveness of Learning and Development Training Programs

<sup>1</sup>Dr. M. Sudha Paulin MBA, Ph.D., <sup>2</sup>Miss. S. Dhivya BCA, MBA,

<sup>1</sup>Assistant Professor, Sathyabama Institute Of Science and Technology Chennai, Tamilnadu, India

[sudhapaulin.soms@sathyabama.ac.in](mailto:sudhapaulin.soms@sathyabama.ac.in)

<sup>2</sup>School of Management Studies, Sathyabama Institute of Science and Technology Chennai, Tamilnadu, India

[dhivyasrinivasan2403@gmail.com](mailto:dhivyasrinivasan2403@gmail.com)

### ABSTRACT:

This study aims to assess the impact of Learning and Development Training Programs held at the company. The main purpose of this study is to ensure and intend to evaluate the effectiveness of Training programs with the feedback collected by the employees of the organization, achieve the result inclusion and bring the needs of the employees who attend the Training. In this survey, we used a quantitative survey method using a Google Forms survey from the target individuals. The employees who attended the Training has filled the google form with a sample of 170 respondents. The survey found that 60% of the people who attends Training are totally satisfied with the programs held in the organization. This study attempted to use formal decision on making changes in the further Training Programs in their company.

KEYWORDS: Learning and development, Training programs, L&D Training, Training practices, OJT, Development programs, Training methods

### INTRODUCTION:

A company's learning and development (L&D) department is in charge of fostering employee development and enhancing their knowledge, abilities, and skills in order to improve corporate performance. One of the main responsibilities of every organization's HR department is to provide effective L&D, which has the objective of equipping employees with the knowledge and abilities they need to succeed in their jobs and support corporate growth. Training is a method for transferring knowledge, fostering skill development, and altering attitudes and behaviour. Its goal is not to amuse viewers and make them forget about their daily worries. It exists to aid individuals in comprehending and addressing their preoccupations with regard to employment.

TRAINING AND DEVELOPMENT: An human resource management is an example of a recently coined phrase that first appeared in the 1930s. Previously, it was frequently referred to by its conventional names, like personnel administration or personnel management. But the tendency is now shifting. Human Resource Management (HRM) is the current name for it. A management function called human resource management aids in employee selection, recruitment, training, and development. The scope of HRM is unquestionably broad. From the moment an employee joins an organisation until the moment they leave, all of their activities fall under the purview of human resource management. Recruitment, payroll, performance management, training and development, retention, industrial relations, etc. are some of the departments that fall under HRM. Training and development is one of these key divisions among these others.

IMPORTANCE OF LEARNING AND DEVELOPMENT: • Optimal Human Resource Utilisation - Training and development contribute to maximising the use of human resources, which in turn aids employees in achieving both organisational and personal goals.

• Development of Human Resources - Training and Development aids in offering a chance and a wide-ranging structure for the development of technical and behavioural abilities in human resources inside an organisation. Additionally, it aids in the personal development of the workers.

• Employee skill development - Training and development aids in enhancing the knowledge and abilities of workers at every level. It contributes to the development of employees' overall personalities and intellectual horizons.

• Productivity - Employee productivity can be increased via training and development.

• Teamwork and collaboration - Training and development aid in fostering a sense of teamwork, team spirit, and cross-team cooperation. It aids in fostering a passion for learning in the workforce.

• Organisational Culture - Training and development aid in the growth and improvement of the organisational effectiveness and health culture. It aids in fostering a culture of learning within the company.

- Building a favourable perception and feeling about the organisation is helped by training and development. These emotions are conveyed to the workers through superiors, subordinates, and colleagues.
- Quality - Training and development aid in raising the standard of living and the quality of the workplace.
- A healthy work environment - Training and development aid in establishing a productive workplace. It promotes the development of positive working relationships so that each helps the company reach its long-term goal.
- Teamwork and collaboration - Training and development help to promote a sense of cooperation amongst teams. It encourages a love of learning in the workforce.
- Organisational Culture - Training and development support the development and enhancement of the effectiveness and wellness of the organisational culture. It helps to promote a learning culture within the business.
- Training and development aid in creating a positive perception and emotion about the organisation. Through bosses, subordinates, and coworkers, these feelings are communicated to the employees.
- Quality - Training and development help to improve both the workplace and societal standards of living.
- A healthy work environment - Training and development help create an environment that is conducive to productivity.

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### **MANAGEMENT DEVELOPMENT:**

The more future oriented method and more concerned with education of the employees. To become a better performer by education implies that management development activities attempt to instill sound reasoning processes. Management development method is further divided into two parts:

- On the Job Training
- Off the Job Training

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### **ON THE JOB TRAINING:**

The most frequently used method in smaller organizations that is on-the-job training. This method of training uses more knowledgeable, experienced and skilled employees, such as managers, supervisors to give training to less knowledgeable, skilled, and experienced employees. OJT can be delivered in classrooms as well. This type of training often takes place at the work place in informal manner. Some key points on On-the-Job Training

On-the-Job Training is characterized by following points:

- It is done on ad-hoc manner with no formal procedure, or content
- At the start of training, or during the training, no specific goals or objectives are developed
- Trainers usually have no formal qualification or training experience for training

The four techniques for on-the job development are:

- COACHING
- MENTORING
- JOB ROTATION
- JOB INSTRUCTION TECHNIQUE (JIT)

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### **OFF THE JOB TRAINING**

There are many management development techniques that an employee can take in off the job.

The few popular methods are:

- ♣ SENSITIVITY TRAINING
- ♣ TRANSACTIONAL ANALYSIS
- ♣ STRAIGHT LECTURES/ LECTURES
- ♣ SIMULATION EXERCISES

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## STATEMENT OF THE PROBLEM

No systematic study has been conducted so far about the effectiveness of training in matrimony.com. Therefore, the present study is an attempt to examine the same

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## OBJECTIVES OF THE STUDY

This project is designed mainly to identify and evaluate the Effectiveness of training programs and Employees satisfaction level towards the training programs conducted in their organization.

- 1.To study the various training methods followed at Matrimony.com Ltd
- 2.To evaluate the training program's effectiveness and participants' level of motivation
- 3.To know the satisfaction level of employees in the training programs conducted.

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## SCOPE & SIGNIFICANCE OF THE STUDY

The study covers all levels of employees and various aspects of employees like:

1. Identifying Employees attitudes towards various attributes at work place.
2. This study gives us an insight of how Employees see and perceive about organization.

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## REVIEW OF LITERATURE

**Karthik R (2019)** has analysed on his research and found that Training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.

**Kalaiselvan and Naachimuthu (2017)** has been going throughout his career on this project with some anonymous issues faced. And finally found that Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective.

**Bates and Davis (2014)** According to the Training is the act of increasing knowledge and skills of an employee for doing a particular job.

**Kane (2013)** has researched that If the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organizational needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

**Raymond (2011)** The author found that Characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainee's attributes and attitudes may influence the effectiveness of training.

**Adeniyi (2009)** The author has found that Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization

**Seyler, Holton III, Bates, Burnett and Carvalho (2008)** The researcher found that the continuous changing scenario of business world, training is an effective measure used by employers to supplement employee's knowledge, skills and behavior.

**Akinpeju (2006)** The Researcher has found that The process of training and development is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

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## RESEARCH METHODOLOGY:-

Type of research data: Descriptive Research

Sampling Design: Population of Employees

Population size: 170

Data collection:

**Primary data:** It is been collected from employees of using questionnaire

**Secondary data:** Secondary data is been collected from journals, organization, records, organization website, web source

Instrument design: Questionnaire is used as an instrument for data collection.

Analysis:

One Way Anova

Chi square method

Correlation

**HYPOTHESIS:**

CHI-SQUARE:

H0: There is no significant difference between years of experience and training helps in performing the job more enthusiastically

H1: There is significant difference between years of experience and training helps in performing the job more enthusiastically

ANOVA:

H0: There is no significant association between whole plan of the training and time provided was sufficient for the whole training session.

H1: There is significant association between whole plan of the training and the time provided was sufficient for the whole training session

CORRELATION:

H0: There is no significant relationship between the training taking place at their own workplace and training has been satisfied for the employees.

H1: There is significant relationship between the training taking place at their own workplace and training has been satisfied for the employees.

## DATA ANALYSIS AND INTERPRETATION

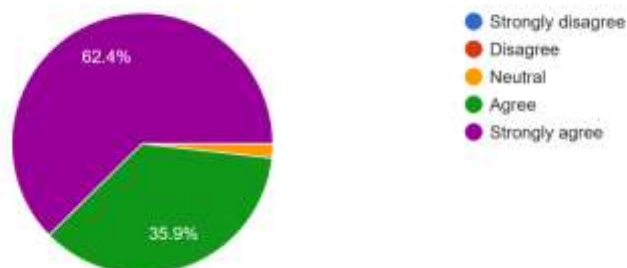
### PERCENTAGE ANALYSIS

**Table 1 :The training would be useful at my workplace**

S.NO	Factors	NO. OF RESPONDENTS	PERCENTAGE
1.	Strongly agree	106	62.35
2.	Agree	61	35.88
3.	Neutral	3	1.76
4.	Disagree	0	0
5.	Strongly disagree	0	0

**The training would be useful at my workplace**

170 responses



**Interpretation :**

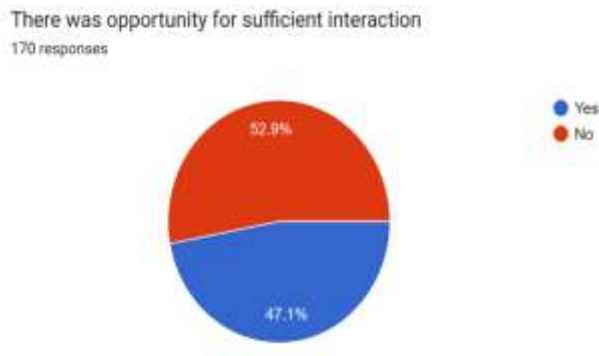
From the above table it is interpreted that the number of respondents whose opinion is strongly agree is 62.4%, agree is 35.9%, neutral is 1.7%, disagree is 0%, strongly disagree is 0%.

**Inference:**

Majority (62.4%) of the respondents has responded that they strongly agree.

**Table 2 :There was opportunity for sufficient interaction**

S NO	Particulars	No. of Respondents	Percentage
1.	Yes	90	52.90
2.	No	80	47.10



**Interpretation:**

From the above table it is interpreted that the number of respondents whose opinion is yes are 52.9% and No are 47.1%

**Inference:**

Majority (52.9%) of the respondents has responded as Yes.

**STATISTICAL ANALYSIS**

**CHI-SQUARE TEST**

**Hypothesis:**

H0: There is no significant difference between years of experience and training helps in performing the job more enthusiastically

H1: There is significant difference between years of experience and training helps in performing the job more enthusiastically

**CHI-SQUARE TESTS**

	Value	df	Asymptotic significance (2-sided)
<b>Pearson chi-square</b>	16.604 <sup>a</sup>	6	.011
<b>Likelihood Ratio</b>	11.377	6	.077
<b>N of valid cases</b>	170		

a.5 cells (41.7%) have expected count less than 5. The minimum expected count is 0.26.

**INFERENCE:**

Since p value (0.011) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between the years of experience and training helps in performing the job more enthusiastically.

**ONE WAY ANOVA TEST**

**Hypothesis:**

H0: There is no significant association between whole plan of the training and time provided was sufficient for the whole training session.

H1: There is significant association between whole plan of the training and the time provided was sufficient for the whole training session

#### Oneway Anova:

S.no	N	Mean	Std. Deviation	Std. Error	95% confidence interval for mean		Minimum	Maximum
					Lower bound	Upper bound		
1	1	4.00					4	4
2	2	4.50	.707	.500	-1.85	10.85	4	5
3	3	4.33	.577	.333	2.90	5.77	4	5
4	55	4.33	.721	.097	4.13	4.52	1	5
5	109	4.56	.615	.059	4.44	4.68	2	5
<b>Total</b>	170	4.48	.655	.050	4.30	4.58	1	5

#### ANOVA

The Training was well planned

	Sum of squares	df	Mean square	F	Sig
<b>Between Groups</b>	2.268	4	.567	1.334	.260
<b>Within Groups</b>	70.138	165	.425		
<b>Total</b>	72.406	169			

#### INFERENCE:

Since p value(0.260) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence, there is significant association between whole plan of the training and the time provided was sufficient for the whole training session.

#### CORRELATION

##### Hypothesis:

H0: There is no significant relationship between the training taking place at their own workplace and training has been satisfied for the employees.

H1: There is significant relationship between the training taking place at their own workplace and training has been satisfied for the employees.

#### CORRELATIONS

		The training would be useful at my workplace	Are you satisfied with the training programme
The training would be useful at my workplace	Pearson Correlation	1	.161*
	Sig (2-tailed)		.036
	N	170	170
Are you satisfied with the training programme	Pearson correlation	.161*	1
	Sig(2-tailed)	.036	
	N	170	170

\*Correlation is significant at the 0.05 level (2-tailed)

#### INFERENCE:

As the p value (0.036) is lesser than 0.05, the null hypothesis is rejected and the alternate hypothesis is accepted. Hence, there is a significant relationship between the training taking place at their own workplace and training has been satisfied for the employees.

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## SUGGESTIONS & RECOMMENDATIONS

- The main advantage of training is that would help convince the employees that the organization “Listen to them” and they are the part of organization.
- Training should aim at improving the skills of the employees and so that training should be practically given by imparting it on the job.
- Not all employees learn the same way, so it’s essential that companies offer many different types of training methods. Evaluate how your training and development programs can be more inclusive of all learning styles.
- Today’s workforce includes employees across five generations, meaning employees may have varying goals.
- [Improving employee engagement](#) by conveying to individuals that they are valued as professionals.

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## CONCLUSION

Learning and development plays an important role in improving employee’s ability to work and ability to think in a creative manner. Learned executives work well in the company and it helps the company to accomplish its desired objectives and tasks. Learning gives confidence and job satisfaction to employees. Happy and satisfied workers are good performers and enjoy work like playing. Employee learning is a serious issue in IT Companies. Learning and development programme gives motivation to a worker to work for the organization and grow within the organization. Companies have to train workers in multiple ways for preparing them to work in the organization.

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