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A Study on Evaluating the Effectiveness of Training and Development Programs

Pujaa U[1], Dr. D. Chitra[2]

[1]II MBA Student, Panimalar Engineering College, Chennai.
[2]Professor, Panimalar Engineering College, Chennai.

ABSTRACT

This research looks on the efficiency of training and development programmes at Human Resource Recruitment Consultancy. In today's competitive corporate environment, recruitment consultants play an important role in recruiting top personnel. The purpose of this study is to evaluate how training programmes affect organisational performance, employee happiness, and skill acquisition. It takes a mixed-methods approach, combining quantitative analysis of training results with qualitative input from participants. The findings will give useful insights into the effectiveness of training programmes in recruitment consultancies, as well as practical recommendations for improving organisational performance and staff development.

INTRODUCTION

In today's fast-paced and competitive business world, organisations are constantly looking for methods to increase performance, productivity, and overall success, and one major option is to invest in human capital through training and development programmes. These programmes help employees improve their skills, knowledge, and competences, allowing them to adapt to changing job demands, technology improvements, and evolving market situations. Effective training improves work performance, increases employee enthusiasm and engagement, and boosts organisational productivity and competitiveness. Recruitment Consultancy, a premier recruitment firm, understands the need of staff development in maintaining a competitive advantage and meeting changing customer demands. To that purpose, the company has created a variety of training and development programmes geared to provide staff with the essential skills and promote career advancement within the organisation. However, reviewing the efficacy of these programmes is vital to ensuring that they accomplish their intended goals, identify areas for development, and influence future investment decisions. The purpose of this research is to assess the efficacy of training programmes, including their impact on employee performance, job satisfaction, and organisational productivity, as well as the elements that influence their success, such as programme design, manager support, and employee involvement. The findings will help improve training programmes and link them with company's business strategy, resulting in increased employee retention, happiness, and overall organisational competitiveness.

REVIEW OF LITERATURE

Lenka, Kailash Chandra (2010): This study underscores the importance of training in enhancing employee performance and organizational success. Effective training, aligned with company policies and supported by feedback and a positive climate, improves job knowledge and prepares employees for future responsibilities. **Prakash.S (2020):** This study evaluates the effectiveness of training in the BPO industry in Tiruchirappalli City, Tamil Nadu. Proper training is essential for achieving organizational targets and adapting to technological advancements. Recognizing employees as key assets, this research highlights how continual learning and skill enhancement impact performance and industry competitiveness. **Akbar Jan N (2015):** IT companies in Chennai invest heavily in training to boost employee skills and productivity. This study uses the Kirkpatrick model to assess employee attitudes toward these programs, focusing on job satisfaction, involvement, and commitment. It aims to understand how these attitudes influence perceptions of training effectiveness. **Maheshwari Shweta Rohit (2016):** This research examines the critical roles of internal communication and training in implementing change within the Indian manufacturing sector, addressing a gap in predominantly Western-focused literature. It aims to propose strategies to enhance these practices during change, considering the rapid developments in Asian contexts like India. **Sudhakar R (2019):** In today's rapidly evolving technological landscape, continuous training is essential for employees to stay current and meet evolving job demands. This study examines the effectiveness of training in Chennai's IT industry, revealing its positive impact on employee performance and the necessity for organizations to commit to providing adequate training resources and accommodating employee preferences. **Singh Nina (2017):** This study examines the critical role of training and development in enhancing productivity within Uttarakhand's diverse manufacturing and processing sectors. Using statistical tools to analyze data from various industries, it highlights the importance of continuous skill development for organizational effectiveness and adaptation to market and technological changes. **Motadu, Netra (2014):** In today's rapidly changing environment, continuous learning is crucial for organizational and individual

competitiveness, with effective training fostering lifelong learning and adaptation. However, many corporate training programs focus narrowly on skills, neglecting innovation, ethics, and essential human qualities, underscoring the need for training that enhances personal and social competencies for better workplace interaction and organizational resilience. **Suthakar Singh. S (2019):** This study investigates the impact of Industrial Training Institutes (ITIs) on employee performance in Hosur, Tamil Nadu, using various statistical analyses to assess data from ITI-trained employees across industries. The findings indicate that enhancing innovation, skills, and trainee capacity positively influences employee and company performance, highlighting the crucial role of effective training in bridging the industry-skill gap in a globalized context. **Huma Shamim Butt (2019):** This study examines the impact of organizational culture, training, and development on organizational effectiveness in the context of global economic changes. By analyzing members' perceptions of values, beliefs, and practices, it highlights how a robust culture supports organizational survival, adaptation, and overall effectiveness. **Mhaske Rameshwar Bhikan (2021):** Human resources, central to organizational success, uniquely drive operations and contribute to achieving goals through their irreplaceable knowledge and efforts. Training and development enhance organizational effectiveness and individual work experiences, fostering productivity, safety, and personal growth, thus reflecting a commitment to optimizing skills and attitudes essential for efficiency.

NEED OF THE STUDY

The need of this study stems from the crucial role that training and development programmes play in developing the competence and performance of recruitment specialists at HR Recruitment Consultancy. In the competitive world of talent acquisition, the efficacy of these programmes has a direct influence on the consultancy's ability to recruit, retain, and provide customers with high-quality staffing services. Understanding the effectiveness of training efforts is critical for company to continuously optimise its offers, improve employee abilities, and keep a competitive advantage in the recruiting market. Furthermore, by assessing the influence of training and development programmes on organisational performance and employee happiness, this study seeks to give actionable insights and suggestions to support continuous improvement and professional progress at Jobbers HR Recruitment Consultancy.

OBJECTIVES OF THE STUDY

- ➢ To assess the alignment of training programs with the specific needs and challenges of the recruitment industry
- ➢ To measure employee satisfaction with training and development opportunities
- ➢ To evaluate the impact of training on employee performance and skill acquisition
- ➢ To analyze the relationship between training participation and organizational outcomes

SCOPE OF THE STUDY

The scope of this research is a thorough examination of the training and development programmes undertaken by Recruitment Consultancy. It entails evaluating the efficacy of these programmes in improving the skills, knowledge, and performance of recruiting professionals inside the organisation. The study seeks to investigate the influence of training programmes on organisational success, employee happiness, and skill development. It will take a mixed-methods approach, combining quantitative analysis of training results with qualitative insights gleaned from participant feedback. In addition, the research will look for strengths, flaws, and opportunities for development in existing training programmes. By studying these characteristics, the research hopes to give practical recommendations for improving training practices and encouraging continual professional growth at HR Recruitment Consultancy.

RESEARCH METHODOLOGY

The research design adopted in this study is Descriptive Research. Descriptive research is are search method describing the characteristics of the population or phenomenon studied. The primary data collection techniques used in this study is QUESTIONNAIRE METHOD. In this study, the major questionnaire technique used is Close Ended Questions. The sampling method used in this study is PROBABILITY SAMPLING. Probability sampling is a sampling technique where a researcher selects a few criteria and chooses members of a population randomly. The sampling technique used in this study is Simple Random Sampling. The sample size for this study is determined using KREJCIE AND MORGON TABLE. The sample size for this study is 150, which is derived from the total number of employees in the organization, i.e., population(N) of 250.The collected data has been analyzed by the following statistical tool:

- Mann - Whitney U-test
- Kruskal – Wallis H-test

U TEST – GENDER

Null Hypothesis H0: There is no significant difference between mean ranks of gender with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement

Alternate Hypothesis H1: There is significant difference between mean ranks of gender with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Training Program Design	1	47	75.72	3559.00
	2	105	76.85	8069.00
	Total	152		
Employee Satisfaction and Engagement	1	47	73.36	3448.00
	2	105	77.90	8180.00
	Total	152		
Skill Acquisition and Application	1	47	74.99	3524.50
	2	105	77.18	8103.50
	Total	152		
Performance Improvement	1	47	73.98	3477.00
	2	105	77.63	8151.00
	Total	152		

Test Statistics

	Training Program Design	Employee Satisfaction and Engagement	Skill Acquisition and Application	Performance Improvement
Mann-Whitney U	2431.000	2320.000	2396.500	2349.000
Wilcoxon W	3559.000	3448.000	3524.500	3477.000
Z	-.147	-.589	-.285	-.478
Asymp. Sig. (2-tailed)	.883	.556	.776	.633

a. Grouping Variable: Gender

INFERENCE:

The p value > 0.05, null hypothesis is accepted. There is no significant difference between mean ranks of gender with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement.

U TEST – EDUCATIONAL QUALIFICATION

Null Hypothesis H_0: There is no significant difference between mean ranks of Educational qualification with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement

Alternate Hypothesis H_1: There is significant difference between mean ranks of Educational qualification with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement

Test Statistics

	Training Program Design	Employee Satisfaction and Engagement	Skill Acquisition and Application	Performance Improvement
Mann-Whitney U	1749.500	2170.000	2356.500	2041.500
Wilcoxon W	7314.500	7735.000	7921.500	7606.500
Z	-2.883	-1.188	-.446	-1.719
Asymp. Sig. (2-tailed)	.064	.235	.656	.086

a. Grouping Variable: Educational qualification

Ranks

	Educational qualification	N	Mean Rank	Sum of Ranks
Training Program Design	1	105	69.66	7314.50
	2	47	91.78	4313.50
	Total	152		
Employee Satisfaction and Engagement	1	105	73.67	7735.00
	2	47	82.83	3893.00
	Total	152		
Skill Acquisition and Application	1	105	75.44	7921.50
	2	47	78.86	3706.50
	Total	152		
Performance Improvement	1	105	72.44	7606.50
	2	47	85.56	4021.50
	Total	152		

INFERENCE:

The p value > 0.05, null hypothesis is accepted. There is no significant difference between mean ranks of educational qualification with respect to Training Program Design, Employee Satisfaction and Engagement, Skill Acquisition and Application and Performance Improvement.

FINDINGS

44% of the respondents says that the training content is Moderately tailored. 85% of the respondents say the training programs adequately address the challenges specific to the recruitment industry. It is found that most of the respondents says that the training methods in simulating real-world recruitment scenarios is Moderately effective (34%). Most of the respondents agree that the training programs reflect the current trends and developments in the recruitment industry (30%). 45% of the respondents says that the training programs are moderately address the challenges specific to the recruitment industry. The majority of the respondents are very much satisfied with the accessibility of training materials and resources (54%). Training Material Relevance comes under the first position on the factors that satisfies with effectiveness of training and development program. Majority of the respondents are very much satisfied with the overall satisfaction with the variety of training opportunities provided (54%). Most of the respondents are very much satisfied with the overall satisfaction with the variety of training opportunities provided (54%). 93% of the respondents say the training programs adequately address the challenges specific to the recruitment industry. The majority of the respondents says that the training programs have moderately

contributed to achieving organizational goals (54%). 65% of the respondents say Moderate impact with the impact of training programs on employee retention rates. Most of the respondents says that the training programs reflect the current trends and developments in the recruitment industry (30%). It is found that 93% of the respondents say the training programs has contributed to a more efficient recruitment process within the organization.

SUGGESTIONS

Begin by conducting surveys or interviews with employees to pinpoint areas where they feel they need more training or support, ensuring that training programs are targeted and relevant to their needs. Use tests or evaluations before and after training sessions to measure how much employees have learned and how their skills have improved, helping to assess the impact of the programs. Experiment with various types of training, like online courses, workshops, or on-the-job training, to see which ones work best for different employees, catering to different learning styles and preferences. Keep tabs on employees' progress over time to see if the training has a lasting impact on their careers and job satisfaction, checking in periodically to understand the long-term benefits of the programs. Ensure that managers and leaders are on board and supportive of the training programs, as their encouragement and involvement can make a big difference in employees' motivation to participate. Foster a culture of learning and development within the organization by providing resources, encouragement, and recognition for employees who engage in training activities, creating a positive learning environment. Make training sessions engaging and interactive to keep employees interested and motivated, considering incorporating activities, discussions, or group projects to make learning fun and meaningful. Regularly ask employees for feedback on the training programs to identify areas for improvement, ensuring that the programs are meeting their needs and expectations and continuously seeking opportunities for enhancement.

CONCLUSION

In conclusion, the evaluation of training and development programs at Jobbers HR Recruitment Consultancy has provided valuable insights into their effectiveness in enhancing employee skills and performance. Through a mixed-methods approach, we identified areas of strength and opportunities for improvement in the design and implementation of these programs. The findings highlight the importance of targeted training initiatives tailored to employees' needs and preferences, supported by leadership commitment and a positive learning environment. Moving forward, implementing the recommendations outlined in this study can further optimize the training and development efforts at the company, fostering continuous improvement and driving organizational success. Ultimately, investing in employee development remains crucial for maintaining competitiveness and achieving long-term business objectives in the dynamic landscape of recruitment consultancy.

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