

## **An Empirical Study on Effectiveness of Training at Adecco, Chennai**

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### **ABSTRACT**

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instruction in technical and mechanical operations like operations of some machine. It is designed primarily for non-managers, it is for a short duration and it is for a specific job-related purpose. Training gives new or present employees the skills they need to perform their jobs. Training can strengthen the employee commitment. Training today requires that the firm be fast and responsive. And it requires responding to customers' needs for quality variety, customization, convenience and timeliness. Training is necessary in any organisation for improving the quality of work of the employees at all levels. Training should be conducted in the actual job environment to maximum extent. To be effective, training must use tested principles of learning. Proper training can help prevent industrial accidents too. Training programmes foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, motivation, or the inability of a person to adapt him to technological changes.

### **1. INTRODUCTION**

Training constitutes a basis concept in human resource development. It is the systematic modification of behavior through learning, which occurs as a result of education, instruction, and development and planned experience. Training is not the same as human resource development. It is a misconception to equate one with the other. Training function often fails to deliver quality service in terms of meeting increasing standards and employees. Training function suffers from structural and managerial limitations, which hampers its contribution in enhancing individual and organizational performance.

### **2. OBJECTIVES**

- To study on effectiveness of training at ADECCO, Chennai.
- To analyze the methods of effectiveness of training.
- To suggest possible measures to improve training.
- To find out the satisfaction level of various training programmes.

### **3. REVIEW OF LITERATURE**

According to Scbermerborn, Hunt and Osborn "Training is a set of activities that provides the opportunity to acquire and improve job-related skills". Training is a planned effort by a Company to enable employees to learn job related competencies Training activities are interactive and experiential, and include regular opportunities to integrate the knowledge and skills learned into solving problems commonly encountered on the job. The importance of training has been realized in all the ages. The pioneers like Taylor, Drucker, Flippo have given emphasis on training for development of skills. Craig, Laird, Goldstein, Nadler, Lynton and Pareek, Rao T.V., etc. have added different dimensions to it. On the basis of their study results they have given various concepts on training and development.

Training has been used as a human resource intervention in organization ever since Taylor (1947) experimented with "Scientific Management" towards the end of nineteenth century and demonstrated the power of attending consciously and continuously to the up gradation of the skills of employees. In the Taylor (1947) framework, training is a management tool used to address deficiency in knowledge, skills and attitudes of organizational members which are dysfunctional for the effective performance of the organization. This framework is also referred to as 'functionalist approach' 'structure oriented approach', because training is preceded by development of structures, jobs, methods and processes by the higher management and then geared to upgrade employee capabilities to fit the jobs or structures. As professor Peter Drucker (1977) states that managers are the most expensive resource in most business and the one that depreciates the fastest and needs most constant replenishment. This replenishment according to him should take place in terms of updating knowledge and the skills of the managers.

According to Frost (1992), fundamental changes in the business environment have created a sudden shift in focus of HR function. These changes include high uncertainty in business, raising costs, increasing competitive pressures and margins, technological change, complex organizations, changing demographics, etc. Due to these changes competencies are beginning to recognize the importance of people to the success of business. Waterman (1994) established through findings a positive relationship between development of human resource and performance.

Gable and Springer (1976) are of the view that knowledge acquired through training at the beginning point in career would be inadequate to deal with the development situation, which is constantly in a state of flux. Vander Krogt and Warmerdam (1997) advocated an approach that considers training as dynamic network of interaction between different actors and interest groups within and around the organization. According to this integrationist perspective, there are a variety of individuals and groups present in the organization, playing different roles and having different perspective and ideas. A learning climate in the networks of interaction can contribute tremendously to individuals, team and organizational capability. This is moving away from 'one best way' style of Taylor thinking to a training approach that stresses the crucial role of actors, i.e. to the adjustment of the actor's action to each other. In this approach changes are not looked upon in a static, mechanistic way, but are conceptualized as continuously evolving networks. They also pointed out that numerous environmental changes for organizations such as introduction of new technologies, emergence of new groups of clients, new type of problems, new professional methods, introduction of new specializations within the teams, growing complexity of the product, process and information technology, expectation of higher quality from customer and pressures on organizations of these expectations, pressures on organizations to be more flexible and create

highly motivated and trained workforce, pressures on individual to operate less with formal authority and direct control; and so on. To cope with such changes progressive organization are changing their approaches to training in some fundamental ways.

## 4. TRAINING PROCESS

Training process involves- planning, designing, and evaluation of training as discussed.

- Planning Training
- Setting strategic direction
- Training needs assessment
- Developing training strategy
- Developing training policies, plans and procedures
- Identifying training resources and earmarking funds and staff
- Developing training calendar
- Designing Training

## 5. RESEARCH METHODOLOGY

### i) RESEARCH TYPE

The type of research design undertaken for the study is '**Descriptive research**'.

### ii) RESEARCH AREA

The research was undertaken at ADECCO at Annanagar.

### iii) SAMPLING TECHNIQUE

- ❖ **SAMPLING DESIGN - CONVENIENCE SAMPLING – A CONVENIENCE SAMPLING** is a type of non-probability sampling which involves the sample being drawn from that part of the population, which is close to hand. That is, a population is selected because it is readily available and convenient.

- ❖ **SAMPLE SIZE - NUMBER OF RESPONDENTS: 100**

### iv) RESEARCH INSTRUMENT

## 6. QUESTIONNAIRE

In this study for gathering data with a series of questions and other prompts for gathering information from respondents.

- v) **CONTACT METHOD** - The contact method used in our study is *personal* method.

- vi) **DATA SOURCES** - Data collection methods used for the study are primary and secondary.

**vii) STATISTICAL TOOLS**

- I. Chi-square test
- II. Correlation.

**7. HYPOTHESIS AND STATISTICAL ANALYSIS**

**CHI-SQUARE**

**HYPOTHESIS FORMULATION**

H0 – There is no significant relationship between experience and satisfaction level.

H1 – There is significant relationship between experience and satisfaction level.

**CHI-SQUARE TEST**

To test the relationship between experience and satisfaction level.

$\lambda^2$  calculated value = **33.209**

Degree of freedom of **9** at 5% Level of significance is **16.919**. Hence, the calculated value is greater than the tabulated value. **33.209 > 16.919**

So, Reject Ho and Accept H1.

**RESULT**

**So, there is a significant relationship between experience and satisfaction level.**

**CORRELATION**

**Hypothesis** - To test the significance relationship between confidence of training and achieve your target

$$r = \frac{\sum (X - \bar{X}) (Y - \bar{Y})}{\sqrt{\sum (X - \bar{X})^2} \sqrt{\sum (Y - \bar{Y})^2}} == 0.075$$

**Result:** Hence, the result of correlation is positive. Therefore, there is no significant difference between confidence of training and helps to achieve the target

## **8. FINDINGS**

- Major number of the respondents suggests that the training programmes should follow both on the job & off the job training.
- Majority of the respondents are said that the training programmes are conduct regularly. Majority of the respondents felt that the training programmes are good.
- Majority of the respondents felt that the programme is good. Results presented above suggested that, the schemes at Adecco are mainly regarding Nature of work and safety measures, work efficiency and perfection. 93% of respondents are interested in attending the training programme.

## **9. SUGGESTIONS**

- Trainer, training place, training method, trainee are the major things that should be considered will conduct the training program.
- More improvement in latest knowledge should be added in the training program.
- According to employees perception the facilities performance of the trainer is somewhat good, it should be changed, to great extent.
- The selection of the Employees for the Training Program must be done considering the employees wish for attending the Training Program.

## **10. CONCLUSION**

Today the organization is having fragmented training approach, this need to be replaced with a long term approach (HRD approach). To be more specific, today training program are partially successful and effective. From the study it is indicated that the employees have shown there positive and favorable attitude towards the enterprise. Since employees are the major asset of any organization it plays a vital role in its development. In order to attain those, the organization has to consider the employees attitude and suggestion about training. Adecco being a prestigious organization, and to develop its fame and to make it compete with the existing organization and a benchmark to the up-coming organization, training has been designed in vertical dimension. Training would be one of the time factors to help it achieve its goals.

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