

# A STUDY ON EFFECTS OF EMPLOYEE TRAINING AND DEVELOPMENT IN IT SECTOR BASED CHENNAI

R.DIVYA, *Research Scholar,*

*Department of Commerce and Management, National College, Tiruchirappalli, TN*

&

Dr.S.V.SRINIVASA VALLABHAN, *Research Supervisor,*

*Department of Commerce and Management, National College, Tiruchirappalli, TN*

## Abstract

Training is an art of enhancing skills and knowledge of an employee in performing a task productively. It's about to impart a defined work related skill to the worker. Training is the connective passage between the employee and the specific job requirement. Development means overall growth of an individual along with the organization. The ultimate purpose of training and development is to increase the efficiency and being skillful by adopting various new mechanisms for a better standard of work life. The purpose of the study is to analyze the effectiveness of training modules in IT sector based Chennai. The study concentrates on the perception of the employees about the training sessions. Developing the talent of workforce enables job enrichment and enlargement. A module of ten Questionnaire is framed out to identify the strong feelings of 100 sample employees on training programs conducted by the organization. The collected data will be analyzed using simple percentage analysis, factor analysis, ANOVA and Chi-Square.

**Keywords:** - *Training and Development, Job Enrichment and IT-Information Technology*

## Introduction

Training plays a prominent role between employees and organization. It helps in enhancing talent management. Right training on a right individual in a right manner at appropriate time targets at accomplishment of goals effectively. Knowing this, most companies invest their resources in training and development. These investments build and upgrade new talents for well-equipped employees by performing their task effectively in order to achieve overall growth of organization and the individual.

## Indian IT sector

Information technology sector takes a crucial place in driving economic growth in India by shaping up Indian business standards. The rapid evolution has transformed and fuelled India's economic growth by enhancing higher education. The sector has created almost 10 million employment opportunities to Indian citizens which contribute for a social transformation in the economy. It has various segments and platforms such as software management and development, BPO (Business process outsourcing) and consultation. In 1990's, India stepped into this sector with 5000 employees exporting \$100 million. Now, this has grown up by creating employment to nearly 2.8 million workers in the sector with \$70 billion investment. IT sector in India is expected to attain growth at a rate of 12% - 16% by 2019 as per the report submitted by NASSCOM (National Association of software and services companies). IT sectors also aimed at investing US\$ 53 million in venture capitals in 2018.

## Training and development in IT sector

As the investment towards IT companies has rapidly increased, employees also seek investing their resources and revenue for development of their employees. Large numbers of companies have started their own learning centers to provide training to their employees effectively. They target corporate training. Accenture has launched its own internet based tool as "My Learning" by giving access to its employees for learning and to well-enhance in their work related skills. For this purpose, the company has assigned 80 hours of training a year. Tech Mahindra, Hexaware Technologies, SUN, TCS, CTS and Mind tree create their own separate lab in the cloud to conduct training programs. Zensar Technologies has invested \$15 million towards digital training academy to train their employees. These companies cater their workers by coaching them new and innovative digital practices, programs and developing software's. Tata consultancy

services, biggest software exporter invest in encouraging skills of workforce by creating a separate in-house talent development programs allocating 7% of company's revenue funds. Zoho corporation private limited employ high schooling students and train them to become an IT professional. NASSCOM launches an online platform (e-learning) to upgrade the skills of IT professionals and students.

### Significant investments in Indian Information sector

Tata communications seek putting about US\$210 million to twice up its revenue and profits on data center capacity in India within three years of time period. The Techno Park plans to start up "openispace" for young investors and entrepreneurs to impart skills. Mphasis has revealed to launch an e-surveillance and power efficiency solution in partnership with Delta power solutions named "Pro Techt". Appilo Technologies private limited has invested and expanded with four branches in consultation services. Saama Technologies Inc., a leading data analytical solution gets into expansion by opening a office at Pune. Singapore IT Park firm "Ascendas" planning its expansion in India with more than \$1 billion worth of IT park assets.

### Government Initiatives on growth of IT sector

- Indian government has set up funds of rupees 5000 crore for realizing potential skills on this service sector.
- The union budget 2018-2019, has set a national level program to enable efforts on technology in the country (NIT Aayag).
- The union cabinet has passed a national policy on software solutions 2019 to develop India as an easy software nation.

### Fields which require training programs in IT sector

- Computer Manufacturing
- Networking
- System programming /Developing
- Testing
- Data Entry
- Data house warehousing
- Application programming
- BPO

### Preferred training methods

System based training, Interactive training, lecturers, on the job training, social learning and Job Rotations.

### Concern in IT training

The major concern of training companies is to create and build IT professionals in a specific domain. There are various business centers and in-house departments in companies to train their employees and students. With upgrading new technologies, it's a big challenge for the training centres to offer a planned and innovative training module to candidates at appropriate time. For example, New Horizons gets into partnership with their customers delivering quality based training. They conduct surveys at regular intervals to focus the training needs in Indian IT sector. NIIT, has invested their profits in product segmentation to address IT education domain by customizing their products. Aptect solutions is another good example, they enter colleges, research firms and universities for training.

### Literature review

Author Casse and Banahan (2007) states the approaches of training and development have to be discussed. It must be taken into employee's attention by their own preferable models and approaches with vast experience in large organizations. The present traditional training constantly faces challenges in recruiting employees and in maintaining the uncertainty serving the purpose and in proposing innovative strategies and tactics for the work culture by recognizing and advising on the problems clearly for a smooth and flexible approach.

Miller and Desmaris (2007) highlighted five best practices for leadership development of talent. Those practices increase the significance of talent strategy and motivate organizations to carry out training programs effectively.

Davenport (2006) stated in his studies that it's easy for implementing strategy based on internet supported software. Certain training theories are very effective forthwith ahead of the skills and development. The "content" and the "access" are the genuine factors for training process. It represents itself by assessing on chief features what is effective to espoused method in training development.

Chih, LI and Lee (2008), mentioned that the training programs are categorized on different parameters for its success such as desires of the employee to learn, value and the level to which trainees are really willing to learn.

Bates and Davis (2010), effective training programs can happen only when the candidate is able to practice the theoretical aspects learned in training programs in real work place. It highlights the power of role-playing, case studies and computer based learning by exposing to a current and required body of knowledge in real world situations.

Karthik R (2012), mentions the objective of training tells the trainee what is expected from him at the end of the training period.

Percival JC, Cozzarin BP, Formanek SD (2013) realized that the major problem in managing technological change and to maintain a competitive position in business is by improvising the skills of the workforce by investments in human capital and on various training programs.

Meghe.B, Bhise P.V, Muley.A (2013) stated in their study that employee training is a significant sub system of human asset management.

### Statement of problem

Training plays a prominent role between employee and employer for effective performance of the organization. Currently, organizations appreciate training programs by making long term investments. Organizations and employees face challenges due to technical and economic conditions. For the purpose, up gradation of knowledge and skills are expected to meet these challenges. Hence, it is very must essential that employees to understand the organization to expert the competency level through different training modules.

### Objective of the study

- To analyze the effect of training on employees
- To know about the perception of employees on training programs
- To understand the attitude of IT organizations towards implementation of training

### Research Design

The study is based on descriptive. It tries to read the attitudes of the employees towards training and its effects on job. Simple random sampling was the technique used to collect samples for the survey. Sample sizes of 100 IT professionals at various IT companies in Chennai were targeted such as IBM, HCL and INFOYSIS.

### Research Instrument

The survey was conducted with a module of 10 close-ended and self-administered questionnaires that identifies the behavior of employees on training.

### Data Analysis

The collected data were analyzed and tabulated using simple percentage analysis, chi-square, factor analysis and ANOVA.

### Limitations of the study

- This study is conducted only with IT employees in Chennai city.
- The opinions of the respondents may be biased.
- Collection of data's from employees was quite hard.

### Data analysis and interpretation

**Table – 1: Designation wise classification of the employees**

No.	Designation	No of workforce	Percentage
1	Lower	37	37
2	Middle	46	46
3	Top	17	17
	<b>Total</b>	100	100

Source: Primary data

The above table indicates that 37 percent of the workers are in lower level of management, 46 percent of workers are in middle level and 17 percent categorized as top level employees. Job title and designation classify an employee in the levels of the organization. It is necessary that all levels of management get trained up as per their job domain.

**Table – 2: Training wise classification of respondents**

No.	Training	No of employees	Percentage
1	Yes	87	87
2	No	13	13
	<b>Total</b>	100	100

It could be observed from the above table that 87 percent of the respondents are under training programs in their current job and 13 percent of the respondents were not trained.

**Table – 3: Classification based on type of training**

No.	Types of Trainer	No. of employees	Percentage
1	External	71	82
2	Internal	16	18
	<b>Total</b>	87	100

The above represented table shows 82% of employees are trained externally by training centers and 18% are trained in house by the company.

**Table – 4: Classification based on the training aids**

No.	Training aids	No. of workforce	Percentage
1	e-learning	27	31
2	Group discussion& lecturers	21	24
3	Case study & demonstration	12	14
5	Job rotation	17	20
6	All the above	10	11
	<b>Total</b>	87	100

Table indicate the training methods used among the 87 respondents in which 31% are based on e-learning, 24% by group discussions and lecturers, 14% through case study and demonstrations and 20 percent are trained through job rotations . There are some companies which concentrate on all the above training aids to structure an employee.

**Table – 5: Classification based on employee perception**

No.	Training	No of workforce	Percentage
1	Performance	33	38
2	Career &Experience	12	14
3	Employee attitude	29	33
4	Knowledge	13	15
	<b>Total</b>	87	100

Table explains the employee views on training programs among the 87 respondents, 38% say training improves performance, 14% gain experience through these programs, 33% feel training increases employee attitude and 15% knowledge is gained.

**Table – 6: Statistical Analysis**

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Earn score	Rank
Training programmer are conducted according to the requirements	7	6	4	4	1	.82	33
Safety measures are taught during training programmers	1	5	3	3	0	.03	55
Training duration	6	7	5	4	0	.86	2

Training improves personal growth and development	9	6	3	3	1	.17	44
Knowledge gained for attending training	7	5	3	4	3	.98	11

The above table inferred that the employees have answered for the given attributes and the weighted average. The attributes are respondents opinion about the safety measures are taught during training programmer weighted average of 4.031 and its rank of weighted average is 1<sup>st</sup> rank, the attributes are respondents opinion about the training duration weighted average of 3.86 and its rank of weighted average is 2<sup>nd</sup> rank, the attributes are respondents opinion about the training programmer are conducted according to the requirements weighted average of 3.82 and its rank of weighted average is 3<sup>rd</sup> rank, the attributes are respondents opinion about the improves personal growth and development weighted average of 3.17 and its rank of weighted average is 4<sup>th</sup> rank, the attributes are respondents opinion about the knowledge gained for attending training weighted average of 2.98 and its rank of weighted average is 5<sup>th</sup> rank.

### ANOVA

To know that there is any relationship between quality of the training program conducted and level of employees in IT industry.

### Null Hypothesis

There is no significant difference exists among the respondents on factors influencing training based on their designation

### Alternate Hypothesis

There is significance different among the respondents opinion about the factors influencing training based on their designation.

Factors		Mean of Squares	If	Mean Square	F	If	Remarks
Explanation about the programmer organization.	Between Groups	.080	1	.080	.043	.837	Significant
	Within Groups	9.600	1	1.867			
	Total	9.680	0				
Satisfaction about the training programmer	Between Groups	.780	1	5.780	.620	023	significant
	Within Groups	6.640	1	1.597			
	Total	2.420	0				
Quality of the training material and training	Between Groups	.500	1	.500	.307	.582	Significant
	Within Groups	8.080	1	1.627			
	Total	8.580	0				
Technical Methodology	Between Groups	0000	1	.000	000	.000	Significant
	Within Groups	6.480	1	1.593			
	Total	6.480	0				
Communication	Between Groups	.280	1	1.280	693	409	Significant
	Within Groups	8.720	1	1.848			
	Total	0.000	0				
Trainee involvement and participation	Between Groups	.480	1	6.480	.935	.043	Significant
	Within Groups	9.040	0	1.647			
	Total	5.520	1				
Training aids	Between Groups	.014	1	.671	515	673	Significant
	Within groups	2.969	0	.303			
	Total	4.983	1				
Involvement in the	Between Groups	.050	1	.263	.176	322	significant

Factors		Mean of Squares	If	Mean Square	F	If	Remarks
Explanation about the programmer organization.	Between Groups	.080	1	.080	.043	.837	Significant
	Within Groups	9.600	1	1.867			
	Total	9.680	0				
Satisfaction about the training programmer	Between Groups	.780	1	5.780	.620	.023	significant
	Within Groups	6.640	1	1.597			
	Total	2.420	0				
Quality of the training material and training	Between Groups	.500	1	.500	.307	.582	Significant
	Within Groups	8.080	1	1.627			
	Total	8.580	0				
Technical Methodology	Between Groups	.000	1	.000	.000	.000	Significant
	Within Groups	6.480	1	1.593			
	Total	6.480	0				
Communication	Between Groups	.280	1	1.280	.693	.409	Significant
	Within Groups	8.720	1	1.848			
	Total	0.000	0				
Trainee involvement and participation training programmer	Between Groups	.480	1	6.480	.935	.043	Significant
	Within Groups	9.040	0	1.647			
	Within groups	2.283	0	.233			
	Total	3.333	1				

The significance difference exists in the opinion of employees about the factors influencing on training. From the obtained values it is inferred that there is no significance difference exist by respondents about the Work environment, explanation about the programmer organization, quality of the training material, communication and involvement with the training programmer. There is significance difference exist about the satisfaction about the training programmer trainee involvement and participation. Since the obtained values are less than 0.05.

### Findings

The major findings are:

- 46% of the respondents are intermediates
- 17 % respondents are in top level.
- 87 % of the respondents are given training for their present job
- 82% of the respondents gets external training and 18 % internally.
- 38% of respondents feel training improves employee attitude.
- 33% of trainers are able to do better performance
- 31% are trained through e-learning( both internally and externally)

### Suggestions & Recommendations

- Training conducted should according should be based employees needs and behavior.
- Right Trainer at right place with right training method on a right trainee are the prominent things to be considered while planning for a training program.
- Up graded innovative ideas and knowledge must be a part of the training program.
- In-house training programs can be improvised by inviting faculties from various business schools or business centers for training sessions.
- Visual & audio type of training must be followed, as it won't be getting bored for the employees than lecture type.
- Proper knowledge management system must be followed and also check whether the system is useful for the employees or not.

### Conclusion

The paper attempted to study the effectiveness made on training and development programmes on employees by IT organisations in Chennai. It will also help to analyse the various methods adopted by IT

sectors. Training and Development programmes help in motivating employees and creates a team spirit within the organisation.

### References

- Armstrong, M. (2006).A Handbook of Human resource Management Practice, Tenth Edition, Kogan Publishing, London, p. 264
- George, J.M. and Jones, G.R. (2008).Understanding and Managing Organizational behaviour, Fifth Edition,
- Luthans, F. (1998).Organizational Behaviour, 8 Editions, McGraw-Hill/Irwin, Boston, p. 147
- Mullins, J.L. (2005). Management and organizational behaviour, Seventh Edition, Pearson Education Limited,
- www.google.com
- www.hrsite.com
- www.managementjunction.com
- www.managementparadise.com
- www.naukrihub.com

