

An Investigation of Training and Development Practices in Selected Software Companies with Special Reference to Bangalore

Dr.ARVIND PRASAD

Assistant Professor of Commerce
Government First Grade College.
Kuvempunagar, Mysore, Karnataka

Abstract

Training is essential in the competent and challenging business format in this competitive world. Training is the nerve that suffices the need for fluent and smooth functioning of work, which helps enhance the quality of work life of employees and organizational development. Development is a process that leads to qualitative and quantitative advancements in the Organization, especially at the managerial level. It is less concerned with physical skills and more with knowledge, values, attitudes, and behavior than specific skills. Hence, development is continuous, whereas training has specific areas and objectives. So, every organization needs to study the role, importance, and advantages of training and its positive impact on development for the growth of the Organization. Quality of work life is a process in which the Organization recognizes its responsibility for the excellence of organizational performance and employee skills. Training implies constructive development in such organizational motives for optimum employee quality of work life. These training and development programs help improve employee behavior and attitude towards the job and uplift their morale. Thus, employee training and development programs are essential aspects which are needed to be studied and focused on. This paper focuses on and analyses the literature findings on the importance of training and development and its relation with the employees' quality of life.

Keywords: *Human Resource Management, Training, Development, and Quality of work life.*

1. INTRODUCTION

In today's date, in India, HR has the same importance as the other departments; in some organizations, it has more importance. With the constant increase in education, technology, and frequent fluctuations in economic status and structures, HR is the oldest, most mature, and yet, the most efficient of all management styles. Human resources can be described as the combination of traditionally administrative personnel functions with performance, Employee Relations, and resource planning. Human resources have two related interpretations depending on the context. The original usage derives from the political economy and economics, where it is traditionally called labor, one of the four factors of production. The other common usage in organizations and businesses refers to the individuals within the Organization and the day-to-day dealings dealing with recruitment, motivation, promotions, payrolls, training, and other personnel issues.

OBJECTIVE OF HUMAN RESOURCES MANAGEMENT

They maximize the return on investment from the Organization's human capital and minimize financial risk. Human resource managers are responsible for conducting these activities practically, legally, fairly, and consistently. Some of the functional areas within the human resources are

1. Identification of requirements of new employees
2. Selection
3. Training and Development
4. Performance Appraisal
5. Motivation
6. Employee Relations
7. Conflict Management
8. Compensation, pensions, bonuses, etc., in liaison with Payroll
9. Career development of employees

Human resources have been part of businesses and organizations since the initial days of agriculture, but the modern concept of human resources began in the early 1900s. In the early 1900s, psychologists and employment experts in western countries started the human relations movement, which viewed workers in terms of their psychology and lit with companies rather than as interchangeable parts. This

movement grew throughout the middle of the 20th century, emphasizing how leadership, cohesion, and loyalty played essential roles in organizational success. Although this view was increasingly challenged by

More quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.

Training and development are considered a continuum. The training-development continuum has manual training at one end and philosophy at the other. The training-development continuum contains the following stages:

- ❖ Manual Skills
- ❖ Specific job techniques
- ❖ Techniques
- ❖ Concepts
- ❖ Philosophy

Manual skills training is given to operatives for performing specific jobs. As it progresses, we find more emphasis on other continuum points. Managerial personnel has more significant needs for conceptual and human relations skills than job-related skills. Therefore, their need for training is wider than developing skills for specific jobs. They require skills and competence for future managerial jobs besides their present contents rather than on account of the Process involved.

NEED FOR TRAINING AND DEVELOPMENT

There is continuous pressure for efficiency, and if the Organization does not respond to this pressure, it may find itself rapidly losing its market. The training imparts skills and knowledge to employees so that they contribute to the Organization's efficiency and cope with the pressures of changing business environment. The viability of an organization depends to a considerable extent on the skills of different employees, especially that of the managerial cadre, to relate the Organization to its environment. Therefore, in any organization, there is no question of whether to train its employees; the only choice is following a thorough training and development method. Technological advances, organizational complexity, and human relations are three factors that necessitate continuous

organizational training. All these factors are related to each other.

ROLE OF TRAINING AND DEVELOPMENT IN AN ORGANIZATION.

1. INCREASES EFFICIENCY: Training and development increase skills for doing a job in a better way. This is more important in changing technology because the old working method may need to be revised. As such, training is required even to maintain a minimum output level.

2. INCREASES MORALE: Training and development increase the morale of employees. High morale is evidenced by employee enthusiasm. Training increases employee morale by relating their skills with their job requirements. Possession of skills necessary to perform a job well often tends to meet human needs such as security and ego satisfaction. Trained employees can see the jobs in a more meaningful way.

3. BETTER HUMAN RELATIONS : Training increases the quality of human relations in an organization. The growing complexity of organizations has led to various human problems like interpersonal and inter-group problems. These problems can be overcome by suitable human relation training.

4. REDUCED SUPERVISION : Trained employees require less supervision. Autonomy and freedom can be given if the employees are appropriately trained to handle their jobs without the help of supervision. With reduced supervision, a manager can increase his span of control in the Organization, which saves costs for the Organization.

5. INCREASED ORGANIZATIONAL VIABILITY AND FLEXIBILITY : There is no more incredible organizational asset than trained personnel because these people can turn the other assets into a productive whole. Viability relates to the survival of the Organization during bad days, and flexibility relates to sustaining its effectiveness despite losing its crucial personnel and making short-term adjustments to the existing personnel. Such adjustment is possible if the Organization has trained people who can occupy the positions vacated by key personnel. The Organization, which does not prepare a second line of personnel who can ultimately take charge of key personnel, may not be successful without such key personnel for whatever reason.

Types Of Training And Development Programs

Different practices are followed in different industries and in different organizations too. So, the need for training and development programs depends upon the requirements of the job profile. Therefore, there are various types of programs shared by different authors.

The types of training and development programs are as follows:

TYPES OF TRAINING

- I. Job Instructions Programmed Instructions
- II. Apprenticeship & Coaching Class Room Lectures
- III. Job Rotation Simulation Exercises
- IV. Committee Assignment - Business Games
- V. Internship Training - Case Study Method
- VI. Training through step by step - Audiovisual Method - Experiential Exercises - Vestibule training - Computer Modelling - Behavioural Modelling - Role Playing - Conference/ Discussion Method - Workshop / Seminars

STAGES OF TRAINING AND DEVELOPMENT PROGRAMS:

Training should be conducted systematically to derive the expected benefits from it.

The training system involves four stages, namely:

- a. Assessment of training and development program needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

IT INDUSTRY IN INDIA

History has witnessed several path-breaking scientific achievements that have benefited humanity immensely, like the discovery of fire, the invention of the wheel, the industrial and automobile revolutions, and so on. Nevertheless, without any ambiguity, the Information Technology revolution has significantly impacted this century. It has greatly influenced human progress in communications, trade, manufacturing, services, culture, entertainment, education, research, national defense, and global security.

The liberalization of the Indian economy in the early nineties has played a significant role in the growth of India's IT industry. Deregulation policies adopted by the Government of India have led to substantial domestic investment and inflow of foreign capital to this industry. In 1970, high import duties forced IBM to leave India. However, many multinational IT companies, including IBM, began operations in

India after the early nineties. During 1992-2002, the Indian software industry grew at double the rate of the US software industry. The reasons for such spectacular growth in the IT industry in India are:

1. Abundant availability of skilled human resources
2. English-speaking human resources
3. Engineering-oriented human resources
4. Economic Infrastructure costs
5. Reduced telecommunication and internet costs
6. Reduced import duties on software and hardware products
7. Cost advantages
8. Encouraging government policies

India's IT industry caters to both domestic and export markets. Exports contribute around 75% of the total revenue of the IT industry in India. The Indian IT industry can be broadly divided into four segments.

- IT services
- Software
- ITES-BPO
- Hardware

MAJOR IT COMPANIES IN INDIA	
Tata Consultancy Services Ltd.	Polaris Software Lab Ltd.
Infosys Technologies Ltd.	Zensar Technologies
Wipro Technologies Ltd	Cognizant
IBM	Mphasis BFL Ltd.
HCL Technologies Ltd.	Siemens Information Systems Ltd.
CSC	Genpact
Amazon	i-Gate Global Solutions Ltd
Tech Mahindra Ltd	Flextronics Software Systems Ltd
IGATE	CA Technologies
L&T InfoTech Ltd	Yash Technologies

EMPLOYMENT - The most significant benefit of the IT industry is the tremendous amount of employment it generates. The high IT sector employment rate is a significant advantage for a developing country, India, with a considerable population. The IT industry is expected to generate employment of 3.28 million by the end of 2022

LITERATURE REVIEW

This study area is comparatively new as only a little study has been undertaken. Studies have been done on Telecom, Banking and Insurance, the pharmaceutical industry, and the hospitality sector training and development. However, only a few studies have been done concerning the IT sector in India. The previous research literature on training and development in the IT sector has not been very helpful in understanding the training and development policies and practices in the Indian context.

1. Thomas Anderson in the year (2010) did his research on the topic "struggles of managerial being and becoming (Experiences from manager's personal development training)" and has reviewed this paper to investigate the struggles of managerial identity concerning the Process of becoming/being a manager and the personal conflicts involved within this Process.

2. Comparative Analysis of HRM Strategies: Pre and Post Disinvestment in India, he has done comprehensive research management strategies. Lachoo Management Journal, Vol1, Num 1, July – December 2010

3. Kalaiselvan and Naachimuthu (2011). Training cost and business benefits are drawn on X and Y axis, respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits), (iii) Think (Lower training cost and lower business benefits), (iv) Drop (Higher training cost and higher business benefits).

4. Rajeev Kumar (2011) emphasizes that; a solid employee development program can mean the difference between a successful company and one that struggles. Indeed, the company's chances for growth are closely aligned with its commitment to fostering employee development.

5. Saharan (2011) highlighted that most organizations are taking employee feedback for training effectiveness to maximize its benefits. In the ceaseless drive for a competitive edge, companies subscribe to the belief that more thoughtful, better-trained workers increase chances for success.

6. Karthik R (2012). Training objectives tell the trainee what is expected out of him at the end of the training program. Training objectives are significant from some

stakeholder perspectives; Trainer, trainee, designer, and evaluator.

7. Sumaiya Shafiq et al. (2017) discussed the effect of training and development on employee performance in a private company in Malaysia. Researchers stated that the employees are a significant asset of the Organization; they have a role in its success. So taking care of their learning is mandatory to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that significantly impacts the dependent variable (employee performance). In contrast, the other independent variables are found to be insignificant drivers in influencing employee performance.

8. Ananthalakshmi Mahadevan et al. (2019) studied the impact of training methods on employee performance in a direct-selling organization in Malaysia. Researchers claim that building a skillful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team to sustain and grow in a dynamic business environment. This study aimed to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a common coefficient beta value of 0.370 and 0.546, respectively, with a significant value of 0.000. Based on the beta value reading, the researcher found that off-the-job training has a higher impact on employee performance than on-the-job training.

OBJECTIVES OF THE STUDY

1. The present study is undertaken to study "Training and development policies and practices in IT companies."
1. To identify the Training and Development practices in select IT Organizations.
2. To study the impact of the Training and Development procedures on organizational development.
3. To identify key areas of training and development in study organizations.
4. To evaluate the training and development program available in the IT sector to cope with the current business environment.
5. The perception of the employees on the Training and Development process being adopted in the study organizations.

HYPOTHESIS

H₀₁: Training and Development practices do not significantly influence the Organization's performance.

H₀₂: Training and Development procedures do not significantly influence the Organization's performance.

H₀₃: The performance of an Individual is independent of the training imparted to the employee

H₀₄: There is no significant influence of Training and Development programs on the performance of an organization

RESEARCH DESIGN

The study is descriptive. It attempts to describe the employees' attitudes to the training programs and their impact on their job. Simple Random Sampling was used to select the employees from three technical departments for the study. The study's sample size was 170 IT employees employed in different IT companies in Bangalore.

Size of the Sample

S.No.	Description	Sample size
1	Companies selected for the study	9
2	Employees	130
3	HR executives	40
Total		170

WHO CONDUCTS THE TRAINING?

Particular	Frequency	Percentage
Internal	25	14.66
External	20	11.82
Both	125	73.52
Total	170	100.0

Source: Various questionnaires from respondents.

According to the above table, training in the organizations is generally conducted by both internal and external sources, as 73.52% of respondents replied, "both." Choosing who will conduct training depends on the requirement of training needs.

RESEARCH METHODOLOGY

SAMPLE SIZE

This study was guided by a descriptive research design. A sample size of 170 employees was selected from the target population of 2500 employees working in an organization using a simple random sampling technique. Both primaries, as well as secondary data, are used for this research study. A self-structured questionnaire was designed into two sections. The 1st section comprises demographic questions, and the 2nd section comprises subjective questions. The Likert scale was framed for subjective questions to ensure the reliability of the study. Employees from different designations filled out the questionnaire for this study. Secondary data was collected through online sources. Statistical tools such as standard deviation, mean, reliability test, frequency, and coefficient of skewness have been applied. Data were analyzed through the SPSS 16.0 version.

ORGANIZATIONS SELECTED FOR STUDY

The Organizations selected for the study will base on the nature of work within the Organization. The selected organizations are into software development. For a uniform representation of the selected organizations, Three organizations from each stratum were selected for large, medium, and small companies in the IT industry.

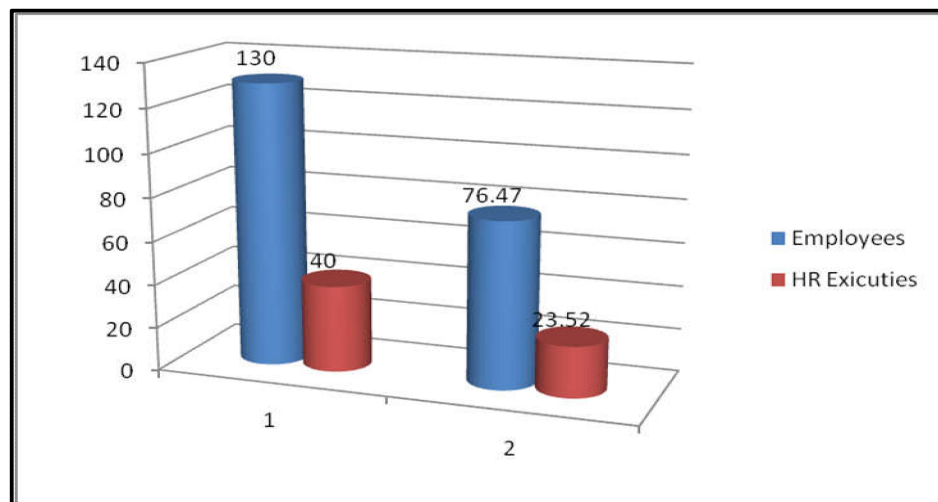
Table1 : Size of the Company

S.No.	Name of the Organization	Size of Industry
1	Tata Consultancy Services Ltd.	Large
2	Infosys Technologies Ltd.	Large
3	Wipro Technologies Ltd	Large
4	L&T InfoTech Ltd	Medium
5	HCL Technologies Ltd.	Medium
6	Cognizant	Medium
7	Four Soft Ltd	Small
8	Mphasis BFL Ltd.	Small
9	Flextronics Software Systems Ltd	Small

Table 2: Frequency of Employees regarding Training and Development

Mode of Payment	No. of Respondents	Percentage
Employees	130	76.47
HR Executives	40	23.52
Total	170	100.0

Source: *Primary Data*

**Figure 1. Frequency of Employees regarding Training and Development**

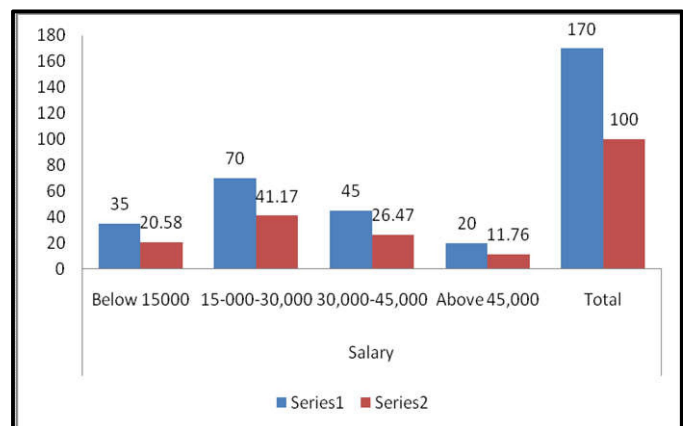
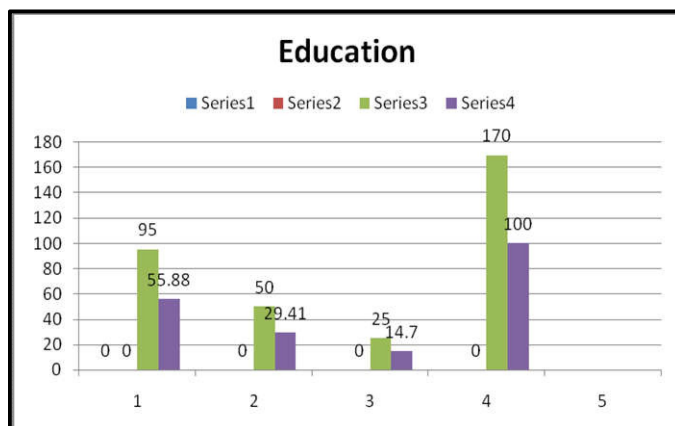
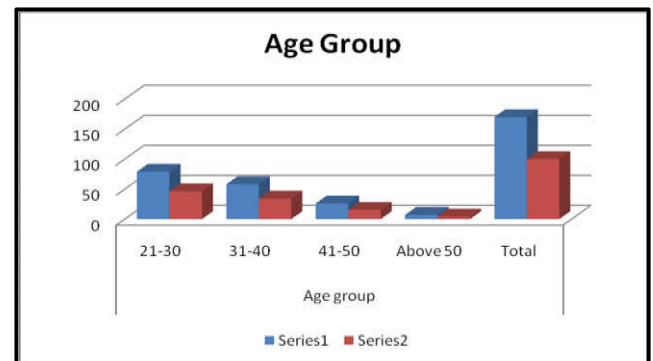
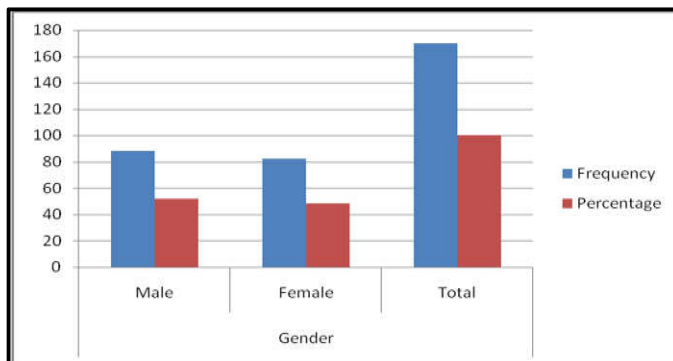
DEMOGRAPHIC DETAILS OF RESPONDENTS

Employee demographic profiles help identify the type of people an organization comprises. So, the study would only get fair justice with this data. Keeping in mind this fact, an effort was made.

Table No. 3 Demographic profile

Demographic variable		Frequency	Percentage
Gender	Male	88	51.76
	Female	82	48.23
	Total	170	100
Age Group	21-30	79	46.47
	31-40	58	34.11
	41-50	26	15.29
	Above 50	7	4.11
	Total	170	100
Education	Graduate	95	55.88
	Post Graduate	50	29.41
	Above Post Graduate	25	14.70
	Total	170	100
Salary	Below 15000	35	20.58
	15-000-30,000	70	41.17
	30,000-45,000	45	26.47
	Above 45,000	20	11.76
	Total	170	100

Source: Various questionnaires from respondents.



TOOLS OF ANALYSIS

The data collected from the sample is analyzed by subjecting it to appropriate statistical tools like Reliability tests, Descriptive tests for Mean and Standard deviation, T TEST procedures, and co-relational tests. The Statistical package SPSS of 16.0 versions will use for the data analysis. Per the hypotheses formulated, various quantitative tools and techniques have been used, including descriptive statistics like Mean, Standard deviation, t-test and correlation, Chi-square, Regression analysis, and Factor analysis. These have been calculated by categorizing the entire data considering all the variables.

WORK PLAN

1. Write the introduction of the topic selected.
2. Collect the different reviews from various articles.
3. Survey the area where we collect the data to get accurate data.
4. This is one of the crucial stages in the research Collection of data.
5. Interpretation of data that we collected from different sources.
6. Please find out the result from the interpretation of the data we collected.
7. Discussion and conclusion
8. Recommendations

CONCLUSION

Training and development programs play a vital role in every Organization. These programs improve Employee Performance at the workplace, updates Employee Knowledge, enhance their Skills, and it helps in avoiding Managerial Obsolescence. With these programs, it is easier for the management to evaluate job performance and accordingly make decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help managers in succession planning, employee retention, and motivation. It creates Efficient and Effective employees in the Organization.

Reference

1. Ammerman, Harry, L., (1966). Development of procedures for deriving training objectives for junior officer jobs. *Journal of training and development* 82
2. Armstrong, M. (1989). *Personnel and the bottom line*. London: Institute of Personnel Management
3. Aslam (2003) 'Towards designing a training strategy for capacity building of NIPCCD faculty' New Delhi: NIPCCD.
4. Balachandran, G (2010), *Methodology And Perspectives Of Business Studies*, Ane Books Pvt Ltd, Pg 162.
5. Baldwin T T & Ford, J K (1988). Transfer of training: A review and directions for future research. *Personnel Review*, 26(3), 201–213.
6. Beardwell, I., & Holden, L. (1994). *Human resource management: A contemporary perspective*. London: Pitman Publishing.
7. Bee, F., & Bee, R. (1994). *Training needs analysis and evaluation*. London: Institute of Personnel Management.
8. Bramley, P., & Kitson, B. (1994). Evaluating training against business criteria. *Journal of European Industrial Training*, 18(1), 10–14.
9. Cary Cherniss et al. (2010). Process-designed training: New approaches for helping leaders develop emotional and social competence. *Journal of Management Development* 29(5): 413–31.
10. Chakra barty (Chandana) and Dutta (Dilip), (2001), *Indian software industry: growth patterns, constraints, and government initiatives*. Upper Montclair: School of Business, Montclair State University.
11. Clarkson (Mary) (2001). *Developing IT staff: a practical approach*. London: p. 14. Cody B. Cox and Margaret E. Beier, 2009. The Moderating effect of individual differences on the relationship between the framing of training and interest in training. *The International Journal Training and Development* 13(4): 247–60.
15. Dataquest magazine, New Delhi, July 15th, 2004 issue.
16. Deniz Eseryel (2002). *Approaches to Evaluation of Training: Theory & Practice Educational Technology & Society*, Vol. 5, No. 2

17. Desai (Ashok) (2003). Dynamics of Indian information technology industry. Franco Gandolfi, (2009). Training and Development in an Era of Downsizing. Journal of management research 9(1): 314
18. Future and a Tool for National Development", Journal of Theoretical and Applied Information Technology, August 2006, Volume 2, No 2.
19. General Accounting Office (GAO) (2003) USA, Information Technology Training: Practices of Leading Private Sector Companies.
20. Goldstein, I. (1993). Training in organizations: Needs Assessment, development,& evaluation. Monterey, CA: Brooks-Cole.
21. <http://pages.rediff.com/ibm-india/701631>
22. India's IT Industry, Economy Watch April 30th, 2010.
23. John, P. W., and Steven Western. 2000. Performance appraisal: An obstacle to training and development. Journal of European Industrial Training 24(7): 384–90.
24. London: Centre for New and Emerging Markets, London Business School.
25. Marginson (Paul) (2000). Multinational companies: innovators or adaptors? Training in the workplace: critical perspectives on learning at work. Edited by Helen Rainbird. pp. 81–100. Hampshire: Macmillan Press.
26. Martin Mulder, (2001). Customer satisfaction with training programs. Journal of European Industrial Training 25(6): 321-31
27. Mathur, S.K.(2006). "Indian Information Technology Industry: Past, Present and 28. Mayo (Andrew) (1998), Creating training and development strategy. London: Institute of Personnel and Development.
29. Muhammad Zahid Iqbal, et.al. (2011). An Empirical Analysis of the Relationship between Characteristics and Formative Evaluation of Training. The International Journal of Business Research 4 (1): 273-86.
29. Mustafa M (2007) a comparative study of integrated human resource development systems of public and private sector organizations (a case study of selected organizations).
30. NASSCOM, Annual Report (2011).-2012.