Evaluation of Training on Organizational Effectiveness in It Sector - A Study of Select Companies

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ARTICLE INFO	ABSTRACT
	An efficient and effective training programme is required to increase an organization's production. Investment in training has further become vital in light of advancements in modern society. Thus, it is no longer possible to overstate the importance of staff training and development. The foundation of employee development and training is the idea that for a business to advance, staff abilities must be enhanced. Companies that continuously create new information, spread it throughout the entire business, and promptly integrate it into new technologies produce high-quality goods and services. These activities define the corporation as a learning Organisation that only engages in continuous innovation. Training is the methodical development of the knowledge, abilities, and attitudes that workers need in order to perform well on a particular activity or job. This essay focused on the relative significance of staff training and development in relation to the efficiency of organizational productivity. This study's goal is to investigate the factors that affect training programmes in the IT sector. Data was gathered from 100 workers working in IT organizations in Hyderabad city in order to validate the research methodology. **Key Words:** Evaluation of training -Organizational Effectiveness –HR Policies-Training assessment

Introduction:

Simply put, training may be described as a procedure that helps a person improve his effectiveness and efficiency in a specific work area by learning more. The establishment of specialized knowledge, skills, and capacities in an employee also requires training. Training and development are equally as vital to an organisation as organisational growth because training is a prerequisite for both of these. However, the organization's development does not centre on the training. It is an organisational development function. Education, especially formal education, differs from training. Although the goal of education is primarily to increase information, training also strives to change attitudes and competencies in a positive way. In general, education is developed according to a framework and a syllabus, whereas training is not developed according to a framework and a syllabus. It can vary from employee to employee, from one group to another, and even within a class. One explanation for this is the variance in attitudes and abilities between individuals. Even yet, after a good training programme, a group of employees with various types of skills might unite into a group with a similar capacity and level of expertise. The trainings have this benefit.

In order for business and industry to remain competitive on a national and international level in the current economic climate, these companies must perform better in terms of productivity, quality, time, and service. In such an environment, forward-thinking firms are taking action to undergo significant cultural transformation in order to improve their performance. In this situation, it would be important to pinpoint and describe the organisational environment's key constituents that enhance an enterprise's success. Increasing worldwide competition, low profit margins, the financial crisis, and other reasons all contribute to the privatisation of some government organisations. Additionally, many IT companies are privatising. Therefore, it is the moment to make effective and efficient use of the available human resource.

The best approach to utilise an employee's potential capabilities is through training that enhances their knowledge and skills, which in turn improves their competency. An individual's abilities, knowledge, and experience can be increased through a series of activities called training. The employees' attitudes change as a result of it. It is anticipated that this will improve staff effectiveness and happiness. Any training program's success largely hinges on the individuals chosen for training. When managers notice or perceive discrepancies between expected performance and the actual performance of the workforce, they are aware of the need for training. Organizations are aware that only qualified individuals with a wide range of skills and competencies can give them a competitive advantage.

Determining the discrepancy between what is occurring and what ought to occur is one of the goals of training need analysis. Any organization's determination of its training needs must include three different types of analysis: corporate, group, and individual. By measuring the gap between the current level of skills and those that should be closed through efficient training, the training needs are determined. The purpose of this study is to investigate the variables that affect how training programmes in IT businesses are felt by the workforce in Hyderabad. By establishing a causal relationship between the effectiveness of training programmes and participants' degree of job satisfaction, a research model was postulated.

OBJECTIVES OF THE STUDY

1. To understand the performance of the employees before training and after training.
2. To know the perception of employees about the training programme.
3. To evaluate the impact of training of employees.
4. To identify the satisfaction level of employee about the training provided by the organization
5. To evaluate the impact of training on organizational growth.

SCOPE OF THE STUDY

The scope of study is limited to WIPRO and TCS companies, Hyderabad. To understand the training need and process.

SOURCE OF DATA

The methodology adopted for this study deserves a special mention. The study includes primary sources and various secondary source of information. The study is based on primary as well as secondary information.

RESEARCH METHODOLOGY

1. Research Design
- **Type of Study**: This study will adopt a mixed-methods approach, combining quantitative and qualitative research to gain a comprehensive understanding of the impact of training on organizational effectiveness.
- **Descriptive Research**: To assess the current state of training programs and their perceived effectiveness within selected IT companies.

2. Population
Target Population: Employees and management of selected IT companies.
- **Sampling Technique**:
  o **Stratified Sampling**: To ensure representation across various levels (executives, managers, and staff) and departments (HR, IT, operations).

3. Data Collection Methods
- **Surveys/Questionnaires**:
  o A structured questionnaire will be developed to measure perceptions of training effectiveness, organizational effectiveness, and relevant demographic information.
  o Likert scale items (1-5) will be used to assess the impact of training on performance and organizational goals.

4. Data Analysis
Quantitative Analysis:
Descriptive statistics (Mean, Standard deviation and Correlation) will be used to summarize survey data.
Inferential statistics (regression analysis) will be conducted to identify relationships between training and organizational effectiveness indicators.
This methodology provides a structured approach to evaluating the impact of training on organizational effectiveness in the IT sector, combining quantitative and qualitative methods to ensure a comprehensive understanding of the topic.

STATISTICAL ANALYSIS

The data collected, modified and summarized in the form of tables by using of the percentage Method and are further elicited by the means of chart diagram, Mean, Standard deviation and Correlation, Regression

Demographic Details: Respondents

Table: 1 the gender details of sample respondents

| Gender	Percent
Females	50
Males	50
Total	100

Source: Data compiled from the field study

Interpretation

Presents the details of resopndents surveyed during the research study that the managemnt implementation aspects to understand the efficiency and effectiveness of implementation of Evaluation of Employee training on Organizational Effectiveness in Indian IT industry -A case of select Companies.
The details of gender in the sample as considered represents male(50%) and female(50%) respondents have been reviewed with an equal sample size in order to know about the views towards efficiancy and effectiveness of implementation of Indain railway projects.

Figure:1 The Gender details in the sample respondents
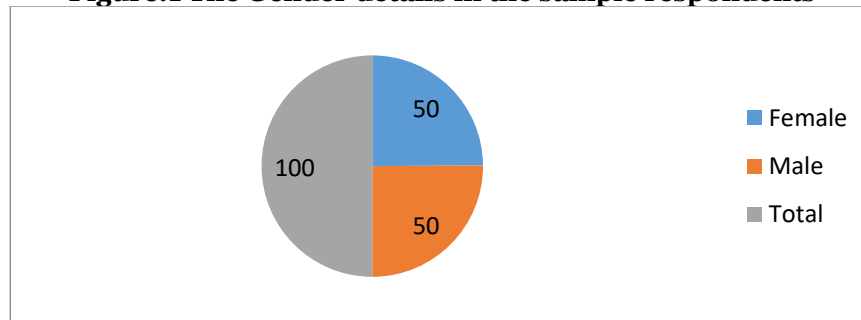
Source: Data compiled from the field study

Table: 2. The respondents on the basis of Age

Age	Percent
Below 25	16
26-35	48
36-45	18
Above 45	18
Total	100

Source: Data compiled from the field study

Interpretation:

The age details of the respondents considered to assess the performance of the efficiancy and effectiveness of implementation of Evaluation of Employee training on Organizational Effectiveness in Indian IT industry-A case of select Companies are given in Table: 2. The different age groups of respondents have been considered with the 100 sample respondents to know about the efficiancy and effectiveness of Evaluation of Employee training on Organizational Effectiveness in Indian IT industry-A case of select Companies *a*bout (16%) below 25 years and followed by (48%) respondents were below an age of 35 years, followed by persons (18%) between 45 years, (18%) above 45 years.

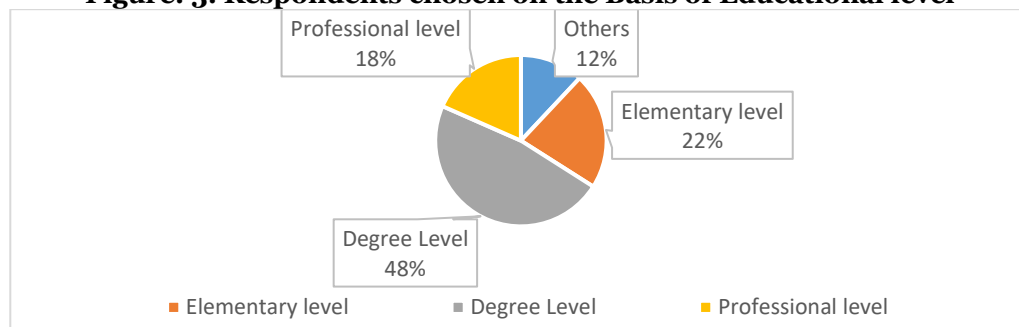**Table: 3. Respondents on the Basis of Educational level**

Qualification	Percent
Elementary level	22
Degree Level	48
Professional level	18
Others	12
Total	100

Source: Data compiled from the field study

Interpretation:
Revealed the educational details considered to assess the performance of the Evaluation of Employee training on Organizational Effectiveness in Indian IT industry-A case of select Companies. Among 100 respondents, (48%) were degree holders, followed by (22%) had education upto elementary school level (18%) had professional level of education and (12%) had educational qualification. The 100 respondents with different types of qualification in the sample were assessed assess the performance of the Evaluation of Employee training on Organizational Effectiveness in Indian IT industry-A case of select Companies

Figure: 3. Respondents chosen on the Basis of Educational level

Source: Data compiled from the field study

Table: 4. Respondents classified on the basis of occupation

Occupation	Percent
Professional	30
Self employed	30
Salaried	30
Others	10
Total	100

Source: Data compiled from the field study

Interpretation:
Indicate the occupational details of the respondents considered in the study to assess the performance of Evaluation of Employee training on Organizational Effectiveness in Indian IT industry-A case of select Companies. The categories of professionals, self-employed, salaried and other respondents were considered to know about the working of PPP management systems. Among the 100 respondents having different occupations, (30%) each were found to be under the professional, self employed and salaries categories, while (10%) were under other categories.

Table: 5. how long time you are working in this organization

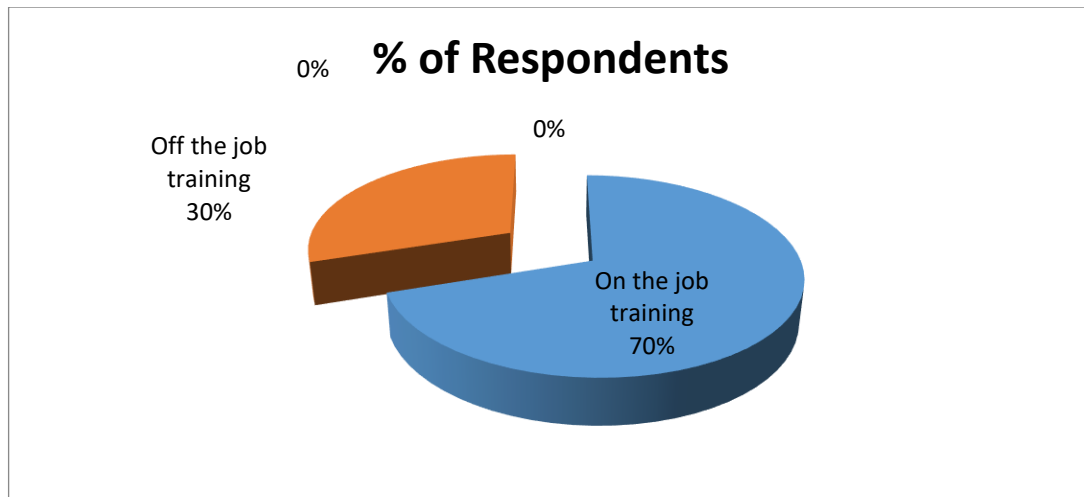| Criteria	No. of respondent	% of respondent
6 month	15	15
1 year	35	35
2 years	30	30
Above 5 years	20	20

Source: Data compiled from the field study

Interpretation:
The above table shows that 15% of respondents are working since 6 months and 35% of respondents are working from 1 year and 30% and 20% respondents are working form 2 years and above 5 years respectively.

Table: 6. Type of training you got.

Criteria	No. of respondents	% of respondents
On the job	70	70
Off the job	30	30

Source: Data compiled from the field study

Interpretation:
According to above data 70% of respondents have got on the job training and left 30% of respondents have got off the job training.

Table: 7. you think training is necessary for new employees

Criteria	No. of respondents	% of respondents
Strongly agree	50	50
Agree	44	44
Neutral	5	5
Disagree	1	1

Interpretation:
According to response of respondents we found that 1% employees are disagree, 5% of employees are neutral and 44% are agree and 50 % respondents are strongly agree for new employees training is necessary.

Table 8: Mean and SD values of Training and Management Development Programmes

Training and Management Development Programmes	Mean	SD
There is a systematic training needs assessment criterion.	3.65	1.254
Our organization provides cross functional training/job rotation to the employees.	3.62	1.465
The organization provides training for a variety of skills.	3.68	1.358
Due importance is given to continual training and up gradation of skills of employees in our organization.	3.45	1.227
Organization provides facility of learning using multiple electronic technology	3.58	1.242
Our organization practices innovative management development methods	3.57	1.245
like stress management programs, leadership and attitudinal training, study leave, programs for women managers	3.89	1.133
Management development program is aimed at identifying and developing employees for succession planning.	3.82	1.244
Management development program enhance effectiveness and implementation of succession planning.	2.65	1.265
Organization Planned Programmes for women managers	3.56	1.356
Linking Management Developmental Programmes to Organizational objectives.	3.87	1.466
Linking Management Developmental Programmes to employee needs.	3.89	1.267
Organization Provides Leadership and attitudinal/behavioral training.	3.64	1.468

Source: Data compiled from field survey

Interpretation:
Mean and SD values of Training and Management Development Programmes There is a systematic training needs assessment criterion(3.65), Our organization provides cross functional training/job rotation to the employees(3.62), Due importance is given to continual training and up gradation of skills of employees in our organization(3.45), Organization provides facility of learning using multiple electronic technology (3.58), Management development program is aimed at identifying and developing employees for succession planning(3.82), Management development program enhance effectiveness and implementation of succession

planning(2.65), Linking Management Developmental Programmes to employee needs(3.89), Organization Provides Leadership and attitudinal/behavioral training(3.64).

All the above factors have a positive impact on contribution to improve the HR Outcomes. Therefore, Mean and SD values of Training and Management Development Programmes null hypothesis has rejected and alternative hypothesis accepted.

Table 9 Correlation between Age and training program

S NO	VARIABLE	R-VALUE	SIG.
1	Training programs for recruiters to sharpen	.76	.456
2	Different methods of training	.82	.785
3	The training in our organization includes social skills	.78	.052
4	The Company offer training program once in every quarter	.65	.841
5	The Organization tries to make my job more interesting	.92	.029

Source: Primary data (at 5% level of significance)

Interpretation:

From the above, it is inferred that there has positive correlation between training programs for recruiters to sharpen their skill set since P-Value (0.456) is greater than 0.05. It is also inferred that there is a positive correlation between Age and Organization offer different methods of training since P-Value (0.785) is greater than 0.05. There is a positive correlation between organization social skills since P-Value (0.052) is greater than 0.05. It is inferred that there is a correlation between training program once in every quarter since P-Value (0.0841) is greater than 0.05. Finally, the table shows that there is a moderate positive correlation between job more interesting since P-Value (0.029) which is less than 0.05

Table: 10. Training effectiveness on the relationship between human resource management practices and product innovation

Criterion Variables			
Factors	TMDP Effectiveness	Product Innovation (Without TMDP)	Product Innovation (With TMDP)
	Std. β	Std. β	Std. β
Training MDP	0.39**	0.36**	0.23*
	-	-	0.34**
$R2$	0.76	0.2	0.26*
Adjusted R^2	0.75	0.16	0.22**
ΔR^2	0.76	0.18	0.25*
F-value	70.32**	5.72**	6.68**
Δ F-value	98.21**	7.12**	8.12**

Source: Data compiled from field survey

Note: **$p<0.01$, *$p<0.05$. KME denotes knowledge management effectiveness.

Interpretation:

As shown in Table 10 the effect of training on product innovation was significant without training and knowledge management effectiveness (β = 0.36, $p < 0.01$) and also with knowledge management effectiveness (β = 0.23, $p < 0.01$). However, the beta value decreased in the presence of knowledge management effectiveness. This result indicated partial mediation. In other words, training has an indirect effect on product innovation via knowledge management effectiveness.

FINDINGS AND SUGGESTIONS

1. The training's influence on IT company employees is comparatively positive, which accounts for their upbeat attitudes.
2. To teach the workforce, several approaches and techniques are used, including off-the-job training and on-the-job training. Based on the T & D programmes, various goals were set.
3. The majority of employees who participated in T&D programmes said the programmes were really helpful to them. Various techniques, such as on-the-job and off-the-job
4. Therefore, extremely planned and methodical procedures are created to teach the staff and enhance their talents, and a positive interaction between superiors and subordinates is maintained.
5. Most of the personnel in this company have been there for at least two years. Approximately 70% of workers want on-the-job training.
6. The majority of employees believe that new hires require more training than veteran workers do and that the induction phase shouldn't last longer than 15 days.

7. According to a survey, the easiest way to determine who needs training is to use a feedback form. Additionally, training aids in performance enhancement and goal achievement for the employee.

8. Self-appraisal should be replaced by evaluation in accordance with the feedback form.

9. Management should get in touch with the appropriate training programme.

10. The department head should identify training needs more so that there will be more training programmes offered.

CONCLUSION

The findings highlight the significant positive impact of training and development programs on employee attitudes and performance within the IT Company. The preference for on-the-job training among employees suggests a need for practical, hands-on learning experiences that align with their roles. It is essential to continue utilizing a variety of training approaches to cater to diverse learning preferences and goals.

The emphasis on effective communication between superiors and subordinates fosters a supportive environment, which is critical for ongoing skill enhancement. Moreover, the call for a streamlined induction process indicates a desire for efficiency in on boarding new hires, underscoring the need for a well-structured training program that balances the needs of both new and veteran employees.

Feedback mechanisms are essential for identifying training needs, and transitioning from self-appraisal to structured evaluations can enhance the effectiveness of these assessments. Management's involvement in selecting appropriate training programs, along with a proactive approach from department heads to identify and address training needs, will ensure that employees receive the support they require to thrive.

Overall, by focusing on tailored training solutions and maintaining an open dialogue about development needs, the company can continue to cultivate a motivated workforce, driving both individual and organizational success.

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