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Training Practices In Select It Companies – An Evaluation

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ABSTRACT
Training programmes in the Indian software industry has been distorted to design a smarter workforce and yield the optimised results. The optimum utilisation of employee or human resource is the basic target of anysoftware company and training is a technique to increase software business outcomes. It is required in each de- partment of software companies like marketing, sales, human resource relationship building, production, logis- tics, etc.. Increase in training programme budget and providing effective training has become the strategies of the best software companies to manage, retain and get highest quality output from the employees. In this con- nection, this research paper focused on the evaluation of training practices in select IT companies. Descriptiveresearch method is used to evaluate the training practices. The study based on primary data which is collectedfrom the questionnaire from select IT employees. The collected data is analysed with statistical techniques ofMean and Standard deviation. The study found that there are no significant association between select employ- ee's education level and their opinion towards the training practices of Training Learning Environment, Skill Application and retention, Participant Engagement and Trainer Effectiveness. There is a significant associationbetween select employee's education level and their opinion towards the training content and relevance.

KEYWORDS
Software Industry, Training Practice, evaluation. Research method

1. Introduction

Training is a systematic and planned process by which we enhance knowledge and skills for a definite purpose. It is the most vital method of human resource development. It plays an important role in reaching the organisational and employee's goals and objectives. Now-a-days, human resource is a basis of competitivereturns for all software companies. Therefore, training programmes in the Indian software industry has beendistorted to design a smarter workforce and yield the optimised results. The optimum utilisation of employeeor human resource is the basic target of any software company and training is a technique to increase softwarebusiness outcomes. It is required in each department of software companies like marketing, sales, human resource relationship building, production, logistics, etc.

Now-a-days, software employees no longer are enthusiastic to join any new software companies, where their knowledge and skills do not get upgraded. Providing an opportunity training is being used as a retention technique for small and larger number of software companies. The most challenging task is to attract and retain employees in this competitive world. Providing effective training and increase in training budget have becomethe strategic planning of the best software companies to retain, maintain and reach the quality output from the IT employees. In this connection, the researcher prepared a questionnaire to collect the opinions of selectIT employees towards training practices in select companies. This chapter presents the demographic profile of select IT employees and to collect the opinion of select IT employees towards training practices in select software companies in Telangana.

1.1 Review of Literature

Ultricies leo integer malesuada nunc. Risus sed vulputate odio ut enim blandit volutpat maecenas. Ipsum dolorThere are various studies conducted on employee training programme practices and training evaluation in ITsectors. Few of the studies are discussed below.

Kalediet al., (2021) study observed that the benefits of improving employee performance mainly depends on the challenges encountered during training evaluation. This study found that there is a relationship between training evaluation and employees' resources to accurately measure the Return on Investment (ROI) of training.

Malabika Sahoo and Sumita Mishra (2017) reviewed the various research papers on training effectiveness and motivational factors to transfer of employees one place to other. The study discussed the impact of motivation to transfer training in soft skill programmes.

Harsh Dwevidi and Ona Ladiwal (2011) the study conducted training practices in Indian commercial organisation. This study found that employee training function is predominantly designed as an integral partof human resource management though some business organisations have separate training departments.

Singh (1995) defined training as theprocess of changing attitudes, improvingknowledge and developing skills of thepersons/employees of an organization so as toenable them to perform their jobs effectively.

Chowdhry (1986) remarked: Training is a process, whichenables the trainees to achieve the goals andobjectives of his/her organizations.

Taylor (1961) conceptualized training asa means to bring about a continuousimprovement in the quality of workperformed, it would equip them withnecessary knowledge, skill, abilities andattitude to perform their jobs.

1.2 Research Gap

Training programmes are playing an important role in developing the technical knowledge and skills of software employees to exist in this current competitive environment. There are various studies that are conducted on human resource practices in IT companies and various service organisations in India and abroad. Very few studies were conducted on training practices in IT companies.

1.3 Need for the Study

Now-a-days, software employees are more interested to join any new companies where their technical knowledgeand skill do net get promoted. Providing learning opportunities is being used as a retention strategy by large number of software companies. Attracting and retaining software employees have become a challenging task inthe competitive world. Increase in training programme budget and providing effective training have become the strategies of the best software companies to manage, retain and get highest quality output from the employees. In this connection, this research paper focused on the evaluation of training practices in select IT companies.

1.4 Objective of the Study

The main objective of the study is to evaluate the select IT employee's opinion towards training practices in select IT companies.

1.5 Research Methodology

Descriptive research method is used to evaluate the training practices. The study based on primary data which is collected from the questionnaire from select IT employees. The collected data is analysed with statisticaltechniques of mean and Standard deviation. A sample size of 447 employees is taken for this study.

2. Reliability & Validity of the Questionnaire

In order to achieve the objective of this Doctoral Research Work, the researcher used a well-structured questionnaire which is distributed electronically and systematically selected the IT company employees, advisor and human resource managers of the company for recognizing the any problems with the questionnaire directions, instances where items are not clear, formatting and other typographical errors and issues. Therefore, to ensure the reliability of the responses, the researcher distributed 75 questionnaires as a pilot study test andthen taken some adjustment. Finally, reliability of the questionnaire would be test by computing Cronbach's Alpha and reliability values for all constructs are confirmed as greater than 0.771, which are considered acceptable.

Table – 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.986	.985	74

Source: SPSS Output

2.1 *Interpretation*

The present study is conducted by using a sample of 447 employees. The sample size is ascertained by using Cronbach's Alpha. The value calculated shows higher consistency with 0.986 which is more than 0.7 (α=.986), which implies that the questionnaire and scale used are acceptable and reliable.

3. Select IT Company Employees

IT Companies in Hyderabad are playing an important role in the Indian economy by earning the exports revenue from the international markets. In this regard, the researcher identified three IT companies which conductedthe effective training programmes in Hyderabad. The relevant data collected and presented in Table – 1.

Table – 2: Select Respondents of IT Companies

S. No.	Select IT Companies	Respondents	Percentage
1	TCS	151	33.8
2	Infosys	149	33.3
3	HCL	147	32.9
Total	447	100.00	

Source: Primary Data

3.1 *Interpretation*

The data in Table 2 reveals that the 33.8 percent of respondents are working at TCS Company, 33.3 percentare working at Infosys Company and 32.9 percent of respondents are working at HCL Company. Accordingto the William Cochran's (1977) sample size formula for categorical data was used to find out the appropriate sample size for this Doctoral Research Work. The minimum sample size required is resolute as 384 but, 447 IT employees have been selected for the research work which is more than the minimum sample size required.

3.2 *Demographic Profile of Select IT Employees*

Demographic profile is most significant because it gives required formation that can be used to make required decisions in business and research. It helps in understand the employee information about the characteristics of specific group or population. In this regard, the researcher assessed the level of education, age, gender, designation, experience and etc. Table – 3 presents the Demographic Profile of Select IT Employees.

Table – 3: Select Respondents Level of Education

S.	Demographic Profile	Respondents	Percentage
Gender-wise Distribution			
1	Male	256	57.30
2	Female	191	42.70
Age-wise Distribution			
1	Less than 25 years	96	21.50
2	Between 26 to 35 years	179	40.00
3	Between 36 to 45 years	155	34.70
4	More than 46 years	17	3.80
Level of Education			
1	Diploma	38	8.50
2	Bachelor's Degree	225	50.30
3	Master's Degree	184	41.20
Designation -wise Distribution			
1	Executive Trainee	95	21.30
2	Process Associate	63	14.10
3	Team Leader	67	15.00
4	Programmer	77	17.20

5	Software Engineer	103	23.00
6	Senior- Softwa re Engineer	42	9.40
Experience -wise Distribution			
1	Less than 3 years	183	40.90
2	3 to 6 years	120	26.80
3	6 to 9 years	116	26.0
4	More than 9 years	28	6.30
Total		447	100

Source: Primary Data

3.3 *Interpretation*

The data in Table – 3 shows that the majority of IT employees are male and it is also indicating that the female employees are more involving in the IT companies, it is also indicating that the almost female employeesare working in selected IT companies (TCS, Infosys and HCL). The select IT employees are completed their Bachelor's Degree (B. Tech) because this is the basic degree to enter into the IT companies and these people are ready learn skills quickly and at the same, they adopt them self with the market competition which will improve the productivity of the companies. Select IT employees are belonging to middle age group because middle age people can compete with the current market changes and they always ready to learn new technologies very fastly. The majority of select IT employees are working as Software Engineer, Executive Trainee's and Programmer because three designations are the entry level of every B. Tech completed students. It is also observed that the majority of select IT employees are having 3 to 6 years of experience.

3.4 *Training Practices of Select IT Employees:*

The training practices are categorised into five like training content and relevance, Training Learning Environment, Skills Application and Retention, Participant Engagement in Training and Trainer Effectiveness.In each training practices category, five components are covered and the researcher has presented each training practice in each table and he also used correlation to identify the strong positive components in each trainingpractice.

Table – 4: Opinion towards Training Practices among Select IT Employees

S.	Components of Training Practices	N	Mean	SD
Training Content (TC) and Relevance				
TCR1	TC aligned with current job requirements	447	3.43	1.39
TCR2	Training objectives are clearly defined by the company	447	3.54	1.28
TCR3	Training material was easyto grasp and relevant to job	447	3.13	1.18
TCR4	Training techniques was logical &requirements	447	3.63	1.34
TCR5	TC is well formulated to meet the expected challenges	447	3.33	1.25
An Overall Average Mean & Standard deviation			3.41	1.28
Learning Environment				
TLE1	Training room comfortable and adequately equipped	447	3.66	1.37
TLE2	General ambiance of roomis conducive to learning	447	4.08	1.19
TLE3	Required resources are readily available to trainees	447	3.92	1.24

TLE4	Training sessions are more attractive to involve	447	4.22	1.10
TLE5	Did not ever faced technical issues in online training	447	4.36	1.02
An Overall Average Mean & Standard deviation			4.04	1.18
Skill Application and Retention				
SAR1	Employees very confident in applying the new skills	447	4.10	1.17
SAR2	It believes that this training will improve performance	447	4.03	1.12
SAR3	Employee are ready to implement learned skill	447	3.99	1.10
SAR4	Regular training is improving the technical	447	4.04	1.12
SAR5	Training is more effectiveto stay at company	447	4.29	0.99
An Overall Average Mean & Standard deviation			4.09	1.10
Participant Engagement				
PE1	Training given an opportunity to interact with others	447	4.20	1.05
PE2	Training ideas and thoughts are encouraged	447	4.30	0.94
PE3	Employees are quickto learn the training techniques	447	4.29	0.94
PE4	Employees are given enough time to absorb techniques	447	4.24	1.03
PE5	Training programmes are transfer of knowledge and skill	447	4.04	1.09
An Overall Average Mean & Standard deviation			4.21	1.01
Trainer Effectiveness				
PE1	Trainer displays ample knowledge at the training	447	4.41	0.97
PE2	Trainer maintained a balanced pace training session	447	4.10	1.17
PE3	Trainer session is effectiveand answered questions	447	4.21	1.03
PE4	Trainer is successful in keeping the sessioninteractive	447	4.44	0.89
PE5	Trainer language issustained entire trainingprogramme	447	4.47	0.85
An Overall Average Mean & Standard deviation			4.32	0.98

Source: Primary Data

3.4 *Interpretation*

The data in Table – 4 reveals that the overall opinion towards Training Content and Relevance of select IT employees are strongly agree all the statements with an overall mean of 3.41 ($\alpha = 1.28$). The select IT employees are strongly agreed with statements of Training techniques was logical and as per the company requirements,

Training objectives are clearly defined by the company and Training contents are aligned with current job requirements with the mean of 3.63, 3.54 and 3.43 respectively.

The overall opinion towards Training Learning Environment of select IT employees are agreed with an overall mean of 4.04 (α =1.18). The select IT employees are strongly agreed with the components of training learningenvironments of 'Did not ever faced technical issues in online training programmes', 'Training sessions are more attractive to involve employees' and 'General ambiance of room is conducive to learning of employees' with the mean of 4.36, 4.22 and 4.08 respectively.

The overall opinion towards Skills Application and Retention at training of select IT employees are agreedwith an overall mean of 4.09 (α =1.10). The select IT employees are strongly agreed with the components of skill application and retention of 'Training programmes are more effective to stay at company', 'Employees very confident in applying the new skills which are learned at training', 'Regular training programmes are improving the technical skills' and 'Employees believe this training will improve job performance' with the mean of 4.29, 4.10, 4.04 and 4.03 respectively.

The select IT employees overall opinion towards the components of Participant Engagement are agreed with an overall mean of 4.21 (α =1.01). The select IT employees are strongly agreed with the components of participant engagement of 'Training programmes ideas and thoughts are encouraged', 'Employees are quick to land the training techniques into their work life', 'Employees are given enough time to absorb the techniques presented' and 'Training programmes are given an opportunity to interact with others' with the mean of 4.30, 4.29, 4.24and 4.20 respectively.

The select IT employees overall opinion towards the components of Trainer Effectiveness in training programme are agreed with an overall mean of 4.32 (α =0.98). The select IT employees strongly agreed with the components of trainer effectiveness of 'Trainer language and expression is sustained entire training programme', 'Trainer is successful in keeping the session interactive' and 'Trainer displays ample knowledge at the training programmes' with an overall mean of 4.47, 4.44 and 4.41 respectively.

Further, there is need know whether there is any significant association between the level of education of select UT employees and their opinion towards the training practices towards training content and relevance, training learning environment, skills application and retention, participant engagement and trainer effectiveness. In this regard, null-hypothesis formulated and tested with the descriptive statistical technique of Chi-square test. The results are presented in Table – 5.

Null-hypothesis (H_0): There is no significant association between education level of select IT employees and their opinion towards training practices.

Table – 5: Test Result of Level of Education Vs Training Practices

Significant association	Chi-square Value	Calculated p-value	Significance Level (α)	Result
Training Content and Relevance	95.197	0.001	0.05	Reject (H0)
Training Learning Environment	37.416	0.165	0.05	Accept (H0)
Skills Application and Retention in Training	48.980	0.046	0.05	Accept (H0)
Participant Engagement	23.957	0.900	0.05	Accept (H0)
Trainer Effectives	19.231	0.631	0.05	Accept (H0)

Source: Primary Data

***3.5** Interpretation*

It is observed from the data presented in Table 5 with respect to Training Learning Environment, Skill Application and retention, Participant Engagement and Trainer Effectives the p-values are more than the significance levels. Therefore, null-hypothesis is Accepted. Then, it is observed that there are no significant association between select employee's education level and their opinion towards the training practices of Training Learning Environment, Skill Application and retention, Participant Engagement and Trainer Effectives. It is also indicating that the training content and relevance the p-values are less than the significance levels. Therefore, it is clearly indicating that there is a significant association between education level of select IT employees and their opinion towardstraining content and relevance.

4. Findings of the Study

1. The select IT employees are strongly agreed with the statements of Training techniques was logical and asper the company requirements, Training objectives are clearly defined by the company and Training con- tents are aligned with current job requirements.
2. Found that the majority of select IT employees are strongly agreed with the components of training learning environments of 'Did not ever faced technical issues in online training programmes', 'Training sessions are more attractive to involve employees' and 'General ambiance of room is conducive to learning of employees'.
3. Found that the majority of select IT employees are strongly agreed with the components of 'Employees very confident in applying the new skills which are learned at training', 'Regular training programmes are improving the technical skills' and 'Employees believe this training will improve job performance'
4. The majority of select of IT employees are strongly agreed with the components of participant engagementin training of Training programmes ideas and thoughts are encouraged, Employees are quick to land the training techniques into their work life and Employees are given enough time to absorb the techniques pre- sented.
5. The majority of select IT employees are strongly agreed with the components of trainer effectiveness of 'Trainer language and expression is sustained entire training programme', 'Trainer is successful in keepingthe session interactive' and 'Trainer displays ample knowledge at the training programmes.

5. Conclusion

Employees express strong agreement that training techniques are logical, aligned with company requirements, and that training objectives are clearly defined. This suggests that organizations are effectively tailoring their training programs to meet specific operational needs, enhancing their relevance. The majority of employees reported favourable experiences with the training learning environment, highlighting the absence of technicalissues in online programs and the attractiveness of training sessions. This indicates that the organizationsare creating conducive learning spaces that foster engagement and retention of knowledge. The effectiveness of trainers is positively recognized, with employees noting that trainers maintain engagement, utilize clear communication, and demonstrate extensive knowledge. This highlights the importance of skilled trainers in delivering impactful training experiences.

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