

## **A Study On Impact Of Training And Development Among It Employees In Bengaluru**

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### **Introduction**

The current state of the economy creates additional obstacles for businesses and industries to overcome in order to remain competitive on both the national and international levels. As a result, these establishments are being pressured to improve their levels of productivity, quality, timeliness, and customer service. In such a climate, organisations that are focused on the future are actively taking steps to undergo massive cultural change in order to bring about changes in their performance. In this context, it would be meaningful to identify and delineate the critical factors in the organisational environment that have a positive impact on the performance of an enterprise. This could be done by looking at the organization's environment from different perspectives. Because of factors such as increased international competition, low profits, the financial crisis, and other similar factors, various government organisations are in the process of being privatised. Many of the information technology companies are also going through the privatisation process. As a result, the time has come to make the most of the existing human resources in an effective and efficient manner. The best way to make use of the potential capabilities of the employees is through training, which improves the existing knowledge and skills. This enhanced capability improves the competency, so training is the best way to make use of the potential capabilities of the employees. Training refers to a series of activities with the purpose of enhancing an individual's abilities, knowledge, and experience. It results in a shift in attitude on the part of the employees. It is anticipated that this will increase both the efficiency and contentment of the workforce. The people who are selected to participate in a training programme have a significant impact on its likelihood of being successful. When managers discover or become aware of gaps between the expected performance of their employees and their actual performance, they become aware of the need for additional training. Companies are well aware of the fact that the only way to achieve a competitive advantage is with quality employees who are equipped with a wide range of skills and capabilities. An important aspect of conducting a Training Need Analysis is determining the degree to which current practises deviate from those that should be followed. Any organization's process for determining its training needs must include all three of the following types of analysis: corporate, group, and individual. Measuring the gap between the current level of competencies and the level that could be reached with more effective training is one way to determine what kind of training is required. The purpose of this research is to investigate the factors that employees in the city of Bangalore believe are most important to the success of training programmes offered by information technology (IT) companies. The establishment of a causal link between the impact of training programmes and their level of job satisfaction led to the formulation of a research model as a working hypothesis.

**Statement of the problem :-**

The system that manages human resources ought to acquire the ability to analyse and evaluate numerous facets of the entire process of training, beginning with the identification of needs and continuing with the application of what was learned (Lynton & Pareek, 1990). Training is an essential component of Human Resource Development, which is an essential component for the successful operation of any organisation. The value of investments in such functions that are sufficient, consistent, and made over a prolonged period of time would be appreciated by organisations. They will face difficulties as a result of changes in both the economy and technology; as a result, they need to make the necessary preparations to adapt to these changes. In order to accomplish this, they require their workers to undergo attitude and perception training in addition to receiving updated skills and information. The employees tend to avoid the act of establishing or maintaining human relations with their peers, subordinates, and superiors and instead focus their attention on the activities directly related to their jobs. They are unable to impart their knowledge to other people because of the attitude that they have. As a direct consequence of this, they act differently. Therefore, it is absolutely necessary to instil the importance of team spirit and team building among the workforce of any organisation in order for that organisation to realise its objectives. To achieve this goal, employees need to have an understanding of the organisation in order to improve their level of competency through the utilisation of a wide variety of training modules.

**Research Design :-**

The investigation is of a descriptive nature. It makes an effort to describe the perspectives of the workers regarding the training programmes and the impact those programmes have on their jobs. For the purpose of the study, we used a sampling method called Simple Random Sampling to pick employees from three different technical departments. The research was conducted on a total of 243 IT workers who were employed by a variety of IT companies in Bangalore.

**Theoretical Framework :-**

The establishment of a framework that describes the causal relationship between the factors for impact of the twenty-seven selected variables was done with the goal of gaining a better understanding of the impact that training programmes of the IT sector in Bangalore have had. The reasoning that guided the development of this research framework is not complicated. The company's productivity will increase proportionately with the depth and breadth of its training programmes. Further the validated scale will be used to ascertain the Training and Development and its impact in productivity in IT sector.

**Analysis and Interpretation**

The training development and its impact was segmented by the researcher into 27 distinguished Likert scale items, which each measuring parameter started with "strongly agree" to "strongly disagree." In addition, the researcher used descriptive statistics followed by second order confirmatory factor analysis. The descriptive statistics resulted in the following Table.

**Table 1 Descriptive statistics**

Recode	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
AB1	243	3.6299	1.19027	-.654	-.338
AB2	243	3.6501	1.17304	-.650	-.337
AB3	243	3.6070	1.16511	-.565	-.406
ATT1	243	3.5760	1.16059	-.556	-.373
ATT2	243	3.6218	1.20574	-.602	-.437
ATT3	243	3.6231	1.19775	-.587	-.447
ATT4	243	3.6097	1.18890	-.643	-.332
CR1	243	3.6312	1.22802	-.635	-.436
CR2	243	3.6326	1.16941	-.563	-.451
CR3	243	3.5976	1.20571	-.577	-.447
CR4	243	3.6366	1.20639	-.604	-.451
MO1	243	3.5814	1.20244	-.537	-.478
MO2	243	3.5680	1.16688	-.532	-.407
MO3	243	3.5989	1.20000	-.626	-.367
MO4	243	3.5774	1.18122	-.537	-.436
KN1	243	3.5962	1.20694	-.612	-.397
KN2	243	3.6016	1.17365	-.511	-.493
KN3	243	3.5976	1.20235	-.573	-.446
KN4	243	3.5760	1.19942	-.591	-.393
FS1	243	3.5814	1.16602	-.504	-.462
FS2	243	3.6083	1.20591	-.586	-.446
FS3	243	3.5693	1.19307	-.568	-.406
FS4	243	3.6285	1.16060	-.519	-.502
SA1	243	3.5518	1.17002	-.530	-.396
SA2	243	3.5814	1.19004	-.519	-.482
SA3	243	3.5922	1.20502	-.553	-.473
SA4	243	3.6218	1.20238	-.612	-.415

Source : SPSS output

An assessment of normality is prerequisite for applying the parametric test. In order to check the normality of the collected data, many ways are used to execute this like visualise the data in graphical manner or prove the normality of collected by the way of taking some statistical test. By using statistics instead of graphical visualisation, the researcher has taken descriptive statistics of the collected data. That contains Mean, Std.Deviation, Skewness and Kurtosis. Specifically, Skewness and Kurtosis statistics are measuring the normal distribution of data. The acceptance limit of observation especially skewness and kurtosis threshold value should be up to  $\pm 1.96$ , if that value of particular statistics fell within the critical value reveals collected data is normally distributed. Otherwise, higher the absolute value greater the value of kurtosis and Skewness. In that complex situation the researcher might use the non-parametric test that will be is the best solution. The impact of training and development mean descriptive statistics is between 3.6501 to 3.5693. Further the Skewness value and kurtosis values are which shows are all the normality of the collected data. All the

observed variables are reaching to the limit of critical indices. Hence, the researcher may apply the parametric tests to evaluate the hypothesis.

### Reliability and validity criterion

In order to establish the strength of the confirmatory factor analysis solution, it is essential to establish the reliability and validity of the obtained reduction. Cronbach's Alpha test is applied to know the reliability and validity of the statement while applying Explorative Factor Analysis. But theory checking work the Confirmatory Factor Analysis is widely used method to validate the structures pertain from the EFA. In order to strengthen the CFA for the latent construct reliability and validity are proven through composite reliability and discriminant validity.

### Assessment of fitness of the model

The fitness of a measurement model is indicated through certain Fitness Indexes. Efficiently to do this, any item that does not fit the measurement model due to low factor loading should be removed from the model. However, the items deletion should not exceed 20% of total items in a model. Otherwise, the particular construct itself is deemed to be invalid since it failed the "confirmatory" itself. In order to avoid the factor deletion before conducting CFA, the researcher conduct the first order CFA to recheck the theory and to check it whether the collected data are cope with it. Initially CFA is usually applied to check the theory; on the other hand, new theories are formed by using Explorative factor analysis. Many researchers apply the EFA to CFA analysis for already existing theory to form the model, because of robust reason is against on social behavioural changes. The EFA analysis is not run by the researcher here due to theory checking. The second order CFA of training and development and its underlying seven dimension. Which comprises the standardised factor loading.

**Table 2**  
**Training and Development and its underlying dimension – Secondorder CFA results**

Name of Category	Name of Index	Index value	Critical value	Comments
Absolute Fit	RMSEA	0.000	<.08	The Required level is achieved
	GFI	1.000	>0.90	
Incremental Fit	CFI	1.000	>0.90	The Required level is achieved
Parsimony Fit	Chi. Sq / df (CMIN)	.001	< 5	The Required level is achieved

Source:AMOS output

### COMPARATIVE FIT INDEX(CFI)

CFI is another one measure of fitness of the measurement model. The CFI index uses a chi-square distribution. Just like GFI, CFI value also ranges between 0 and 1. The value of CFI is 0.90 or above is considered to indicate a good fit. The future dimension CFI value is 1.000 so the data best fit to the model.

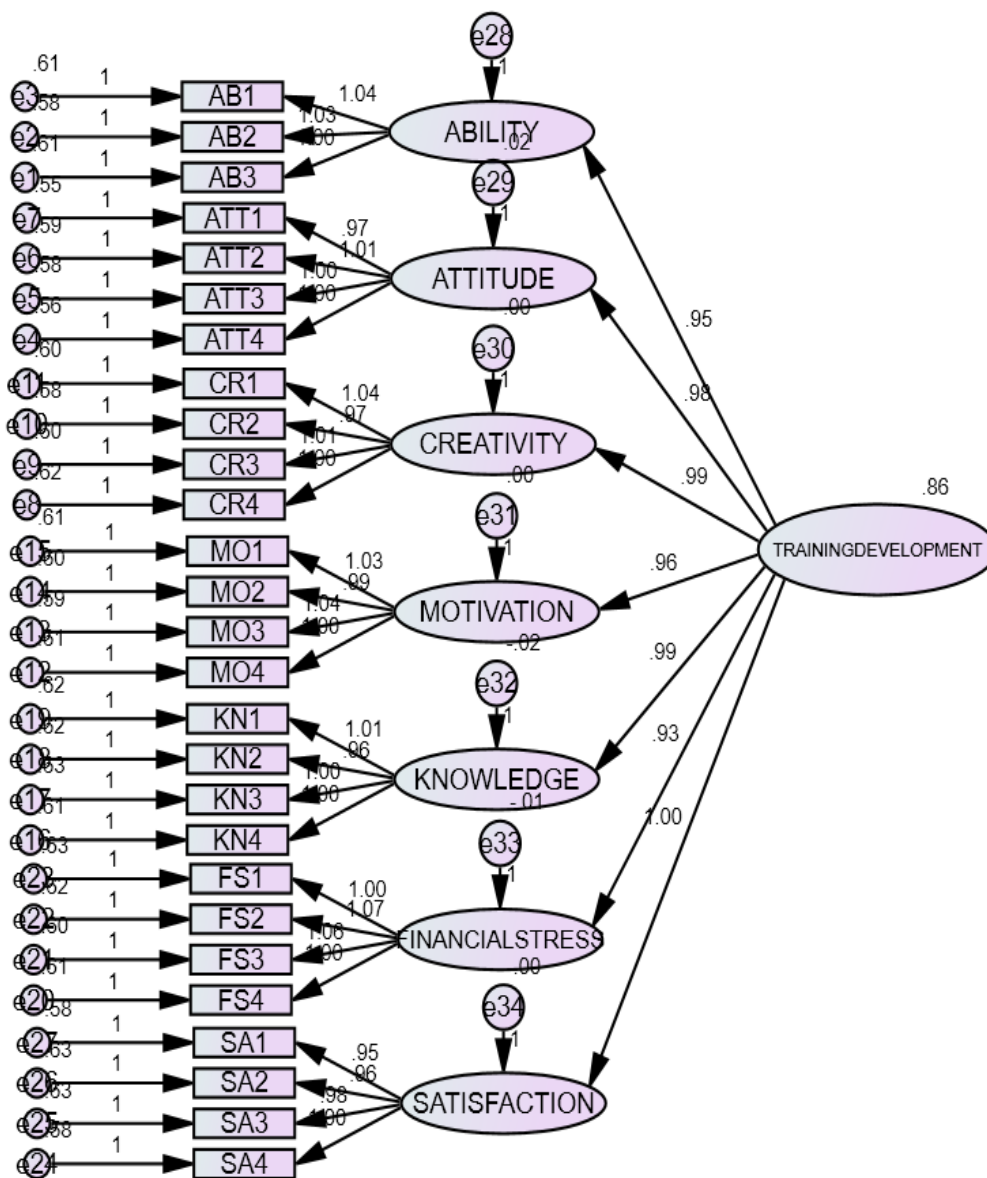
**ROOT MEAN SQUARE ERROR OF APPROXIMATION (RMSEA)**

RMSEA is a supplementary fit of CFA model. It is used widely to provide a mechanism for adjusting sample size where chi-square statistics are used. If RMSEA value is less than or equal to 0.08 is good fit for the measurement model. The RMSEA value for the present model is obtained 0.000, which is less than the critical value of RMSEA 0.08.

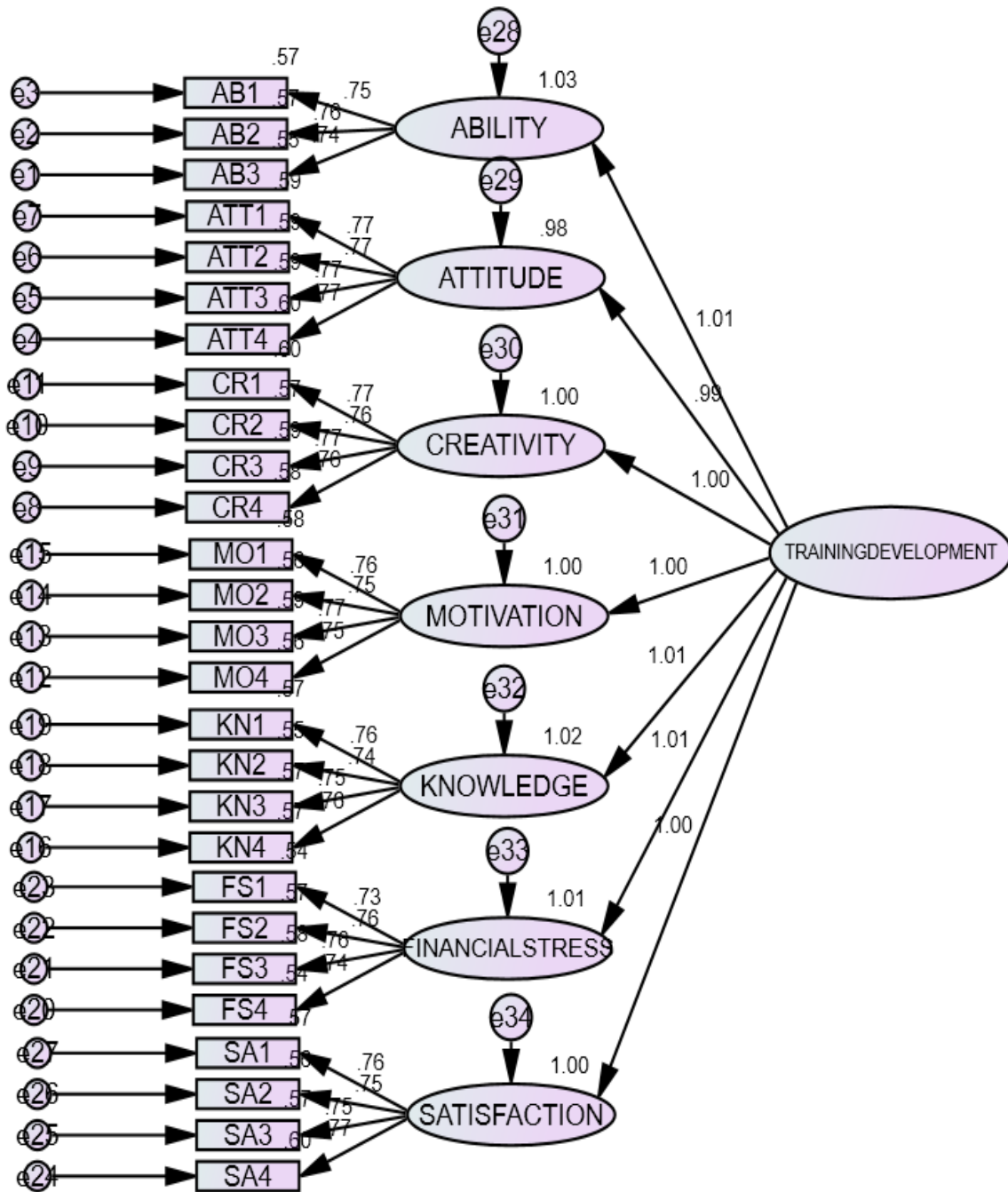
**CMIN**

The value of CMIN is smaller and it indicates the better fit of the model. The chi-square would be non-significant indicating no significant discrepancy between model and data. In the present model the value of CMIN is less than the critical value .001<5 (0.001/1).

**TRAINING AND DEVELOPMENT MODEL -SECOND ORDER CFA  
Unstandardised Regression weights**



**Standardised Regression weights**



The researcher also furnished the unstandardised factor loading to test the significance of the model.

**Conclusion :-**

This research study will add a new dimension and diversity to the impact of training programmes in terms of perspective, method, unit of analysis, and data analysis. It will do this by examining how these factors interact with one another. The training policymakers who are able to address the impact of training programmes on the IT sector thanks to this framework. The decisionmakers at IT companies need to pay more attention to the development of the information that is relevant in the training programme, as well as communication and technology. Additionally, they could use the

findings of this study as a benchmark for judging the effectiveness of the training session.

Scope for Further Research :-

The training programme in Bangalore city that was influenced by the people working in the information technology sector was the primary focus of the study. It would be appropriate to carry out a second study with the intention of concentrating on the training programmes that are offered by the automobile industry in Bangalore in order to verify the findings of the first study. It is possible to adjust the questionnaire so that it focuses more on the workers and less on the IT industry. This study is an in-depth investigation into the topic at hand. It is possible to conduct an independent study using any of the twenty seven variables that were used in this one, or one could use a particular combination of variables instead.

### **Scale Utilised**

#### **Abilities (AB)**

Employee's competency improvised through Training & Development

Through training and development my ability has enhanced to next level

I thought training and development is very much require for every one in my concern

#### **Attitude (ATT)**

Training and Development brings positive attitude

Training gives a feel of "I am always be an optimistic person"

I can differentiate before and after changes in attitude due to proper training

I always keep good rapport with my colleagues

#### **Creativity (CR)**

My concern always delivers a creativity training

Through creativity training I can think independent

The cognitive approach always enhances the effectiveness of creativity training

My creativity always be recognised by concern

#### **Motivation (MO)**

I feel motivation induced through training and development

My concern training methodology core attention on motivation factors

My self-worth is valuable to concern

The motivation leads to high productivity and quality work

#### **Knowledge (KN)**

Training and development improve individual knowledge and skills

If opportunity close to me, I will be the trainer

I got the attitude of 'I can know things which is unknow' through training

Like me, others in my concern have good knowledge and reputation

#### **Financial Stress (FS)**

My concern offers training on proper financial plan which also helps to personal life

During financial sickness I will be stable

There is no prolong financial sickness was ascertained in my concern

Through proper training in finance, I educate my team leader whenever something is missing in financial plan

### **Satisfaction (SA)**

I am satisfied with training offered in my concern  
 Trainer way of approach is good during training period  
 Apart from training and development, I like my job  
 I satisfied with organisational climate

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