

Employee Training and its Effectiveness among IT and ITES Employees of Bengaluru City

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ABSTRACT

Information technology is the key sector of modern and digitalized India. The sector is considerably contributing towards the GDP of the nation. The IT sector offers numerous job offerings to the young and talented professionals. Teamwork and diversified work environment is predestined in any work environment. In this era IT industry is facing lots of changes and succession planning becomes most important. Knowledge transfer practices will help the employees in tactical decision-making, leadership and in technical expertise. Attrition rate need to be brought down in the industry. Training is the only solution for achieving productivity and improving employee performance. For this purpose, the author identified 6 important constructs of training based on existing literature and tried to explore the interrelationship and impact on effectiveness of training. Among all the assets, human asset is very important and precious too. Those companies who invest in human capital will alone survive in this dynamic and competitive business scenario. Improved training will reduce the staff attrition, trim down the miscommunication, cut down the redundant costs. Improved employee performance will be an empowered employee who needs less supervision and guidance. Findings of the study proved that there exists interrelationship between professional technical expertise, diversity, relationship building, leadership, teamwork and coaching. When an organization optimally executes these constructs, undoubtedly there will be enhanced performance and greater productivity.

Keywords: Training, Employee retention, Employee performance, Productivity

JEL Classification: M53

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INTRODUCTION

Training has a positive and significant impact on productivity (*Colombo and Stanca, 2014*). Employees may have few shortcomings in their working environment related to problem solving and complex thinking. A structured training program enables them to fortify those abilities that every worker needs to improve. Giving the vital training makes them educated and updated employee, which in turn

improves the performance of the organization. There is a relationship between learning and performance (*Mathieu, 2017*). Placing resources into the improvement of your employees may improve the retention rate. Well-established training can give professional pathways to employees for shaping their career. Training has a positive and significant impact on productivity (*Colombo, 2014*). Training the employees can build their proficiency and efficiency in finishing their day-by-day work errands. Training

can equally enable your association to accomplish more noteworthy consistency in procedure adherence, making it simpler to extend results and meet hierarchical objectives and targets. A high-performance construction workplace facilitates employees' technical and innovation skills through team development (Tabassi et al., 2014). As the business condition turns out to be progressively intricate, coaching has picked up fame as a compelling strategy for ability improvement. This is a significant take off from an earlier time when coaching was seen as a healing method for fixing conduct issues. A developing number of associations are moving their point of view, as they understand the positive effect of coaching on administration execution. Coaching also constructs a pioneer's passionate knowledge, a key driver of execution, and fortifies arrangement with the association's main goal and qualities. The motivation behind coaching is to quicken individual, group and business execution. Coaching empowers the firm to change the system into reality. Employees from diverse work cultures can offer an assortment of different ability, skill sets, and diverse experiences, which will unquestionably benefit the organization and increase the work performance of the employees.

REVIEW OF LITERATURE

The Author examined the association between learning culture, job satisfaction, and organizational outcome. The study was intended to (IT) employees of United States. It found that organizational learning and training is related with employee job satisfaction. Retention rate is higher and there is low turnover intention (Egan et al., 2004). The Author studies about the impact of Human resource practices on the market performance of the firm. Samples collected from private and public sectors in Israel. The results indicated that training and learning practices have a considerable impact on market performance of the

firm. Further to training practices, staff recruitment and selection practices considerably having an impact on perceived market performance (Harel, 1999). The Researcher surveyed from 96 companies and found that effectiveness of training moderately intervene the association between Training Needs Assessment (TNA), comprehensiveness and the effectiveness of the organization. The author explored that, there is no outcome of training quantity on training effectiveness and organization effectiveness (Van et al., 2008). In this complex and diverse work scenario, the author explained the importance of ethnic and gender diversity, which are turning the attention of policy makers. The author proved that increased diversity enhances the effectiveness of the organization. However, the association between diversity management and organizational effectiveness/competitiveness is seldom made unambiguous. Attracting talented work force, marketing success, inventiveness and novelty, investigative ability, and managerial agility are the dimensions, which is related with the performance of the organization (Cox and Blake, 1991). The Author explored that, diversity is not the precedence of many organizations, even though its importance is explained well through research. The author investigated and explained the importance of diverse work environment (Robinson and Dechant, 1997). The Researcher has studies about the relationship of teamwork, esprit de corps, Trust (team), Rewards & Recognition and staff performance. The Author hypothesized that teamwork positively affects the staff performance, which in turn increases the productivity of the firm. The results of the study add value to the preceding study of (Cohen and Manion, 1999; Frobel and Marchington, 2005; Cohen et al., 1999; Cohen and Manion, 2007; Frobel and Marchington, 2005) which stated that companies which shows importance to team and team works will have improved productivity and employee performance (Agarwal and Adjirackor, 2016).

The work gives insights about the decision of investing in educating the employees through trainings would lead to more in expected return (*Alba, 1994*). Implementation of training programs led to labour productivity (*Bartel, 1994*). The study focuses on the interpersonal competence skills and its influence on the business (*Bassellier and Benbasat, 2004*). Extensive training and teamwork lead to competitive advantage (*Birdi et al., 2008*). The study examines the workplace friendships and their promotion in organizations (*Berman et al., 2002*) Creativity is considered to be the expertise in professional services (*Bryson et al., 2008*).

The study was conducted to understand the relationships among gender diversity, race and performance in the business and was considered diversity appropriate (*Kochan et al., 2003*). The study supports the impact on productivity and wages in work related training (*Konings and Vanormelingen, 2015*). The findings disclosed the need for training and development for personal as well as organization success (*Laing, 2009*). Training is remedy skills to correct the deficiencies which can enhance the productivity of employees (*Ng, 2005*). It's very important for employees to come out of routine and mundane job in order to learn continuously with the changing dynamics in the business (*Nda and Fard, 2013*). Effective communication can lead to higher level of performance (*Okoro and Washington, 2012*). The result has proved the training contribution in enhancement of productivity (*Sala and Silva, 2013*). Workforce diversity is considered to be one of the strongest strength in any organization in increasing the productivity (*Saxena, 2014*). The need for analysing and exploring various practices in training and their impact on productivity across industries (*Singh and Mohanty, 2012*). Study has significant changes from the training (*Watson et al., 1993*).

METHODOLOGY

The Study was conducted in selected IT and ITES employees of Bengaluru City. Selected middle level IT employees of Bengaluru city collected 108 samples. Questionnaire was constructed using 6 constructs with 5 point likert scale 1-Strongly Disagree to 5- Strongly agree. The Data analysis was carried out using SPSS 20.0 and AMOS 20.0. Pilot study was conducted for 12 samples to check the soundness of the research instrument and to make sure the research based objectives and constructs are coincided with the collected primary data. Structured Questionnaire was framed and collected data was analysed using SPSS 20.0 and IBM SPSS AMOS. Confirmatory factor analysis (CFA), Pearson Correlation. Internal Consistency of the data was ensured using Cronbache alpha reliability statistics.

Instrument Development and validation

Structured Questionnaire was framed with seven dimensions namely, Effectiveness of Training, Coaching, Leadership, Professional Technical Expertise, Relationship Building, Team work and Diversity. 5-Point likert scale was used to record the responses ranging from 1-Strongly Disagree to 5-Strongly Agree. 108 samples were collected from middle level employees of IT and ITES companies of Bengaluru City. Data analysis and interpretation was done using IBM SPSS 20.0 and AMOS 20.0.

Hypothesis:

- H1:** Coaching is having a direct effect on “Training effectiveness”.
- H2:** Leadership is having a direct effect on “Training effectiveness”.
- H3:** Professional technical expertise has a direct effect on “Training effectiveness”.

H4: Relationship building has a direct effect on “Training effectiveness”.

H5: Team work is having direct effect on “Training effectiveness”.

H6: Diversity Coaching has a direct effect on “Training effectiveness”.

Research Questions

1. Does diversified workforce have an effect on training and development?
2. Does team work have an impact on effectiveness of the training?
3. Do all the six dimensions of training interrelated?

The Cronbach alpha coefficient of reliability for the questionnaire construct is tabulated. The Coefficient value obtained is ranging between 0.5 to 0.78 for the dimensions. The data set is having acceptable internal consistency (Table 1).

Table 1: Reliability Statistics

Dimensions	Cronbach's Alpha	N of Items
Effectiveness of Training	0.692	8
Coaching	0.594	5
Leadership	0.780	7
Professional Technical Expertise	0.554	5
Relationship Building	0.574	5
Team Work	0.552	5
Diversity	0.698	5

Mean score was generated using descriptive statistics for all the constructs. High mean value is observed for “Coaching” which 3.96 and second highest mean value is observed for “Professional Technical expertise” is 3.95. Lowest mean value is observed for “Diversity” which is 3.48. The Skewness value obtained shows the data is normally distributed. Generally, skewness value should be nearer to zero (Table 2).

Table 2: Descriptive Statistics

Dimensions	Mean	Std. Deviation	Variance	Skewness
Coaching	3.96	.502	.252	.235
Leadership	3.89	.482	.232	-.466
Professional Technical Expertise	3.95	.539	.291	-.055
Relationship Building	3.60	.601	.361	.436
Team Work	3.87	.573	.329	-.268
Diversity	3.48	.701	.492	.056

The Pearson correlation coefficient is computed for all the dimensions. The r value is 0.291 between Effectiveness of training and leadership ($p=0.000$). The r value is 0.280 between Diversity and effectiveness of training. The r value is 0.376 between coaching and effectiveness of training. There exists a high positive correlation between teamwork and diversity ($r=0.486$, $p=0.000$). All the dimensions are related with effectiveness of training. The entire six proposed hypothesis is proved (Table 3).

In this model, the CMIN/df value ($581.263/394$) = 1.475 and $p<.000$ means that the model is fit the data well. $RMR \leq .05$ = good fit, $.05 < RMSEA < .08$ = reasonable fit, and $RMSEA \geq .08$ = poor fit (Browne and Cudeck, 1993). Here the model get the residual value is 0.039 less than 5% level of significance. The GFI (Goodness of Fit) Value close to 1 indicates that the model is a good fit (Byrne, 1994). In this model GFI value is 0.986 it's nearing one so it indicates that the model is a good fit. All the six constructs of training is deemed to have inter relationship (Table 4).

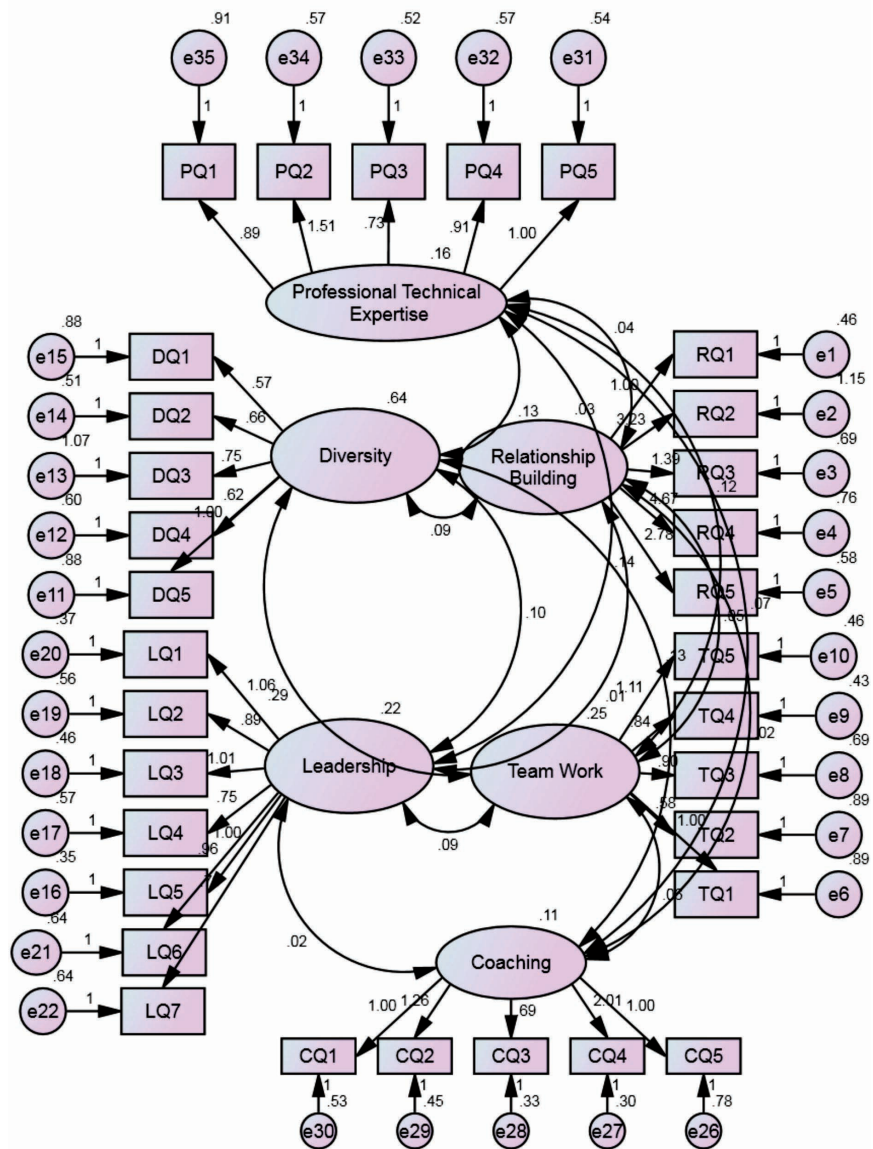
The regression weight score table was generated from the text output of AMOS 20.0. The C.R value is more than 1.96 for majority of the constructs. When the Critical Ratio is above 1.96 the estimated construct is said to be significant. In the significance value column, asterisk denotes significant when $p<0.001$ (Table 5).

Table 3: Pearson Correlation

	Effectiveness of Training	Coaching	Leadership	Professional Technical Expertise	Relationship Building	Team Work	Diversity
Effectiveness of Training	1						
Coaching (H1)	.376**	1					
Leadership (H2)	.291**	.225*	1				
Professional Technical Expertise (H3)	.242*	.331**	.487**	1			
Relationship Building(H4)	.201*	.282**	.220*	.319**	1		
Team Work (H5)	.285**	.267**	.285**	.342**	.370**	1	
Diversity (H6)	.280**	.301**	0.167	.309**	.435**	.486**	1

** . Correlation is significant at the 0.01 level (2-tailed); * . Correlation is significant at the 0.05 level (2-tailed)

Figure 1: Confirmatory factor analysis –structural equation modelling



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Table 4: Model fit summary

Test for Model Fit	Values
Chi-square (Probability value) /	Sig- 0.000
CMIN Value	(Value=581.263, DF=394)
RMR (Root Mean Square Residual)	0.039
GFI (Goodness of Fit)	0.986
CFI (Comparative fit index)	0.967

FINDINGS AND DISCUSSION

The author found out the relationship among Diversity, Coaching, Professional Technical Expertise, Leadership, Team Work and Relationship Building. The researcher selected all these constructs after reading the comprehensive literature support available in the

Table 5: Regression Weights

	Estimate	S.E.	C.R.	P
RBA ← Relationship building	1			
RBB ← Relationship building	3.229	1.66	1.945	0.052
RBC ← Relationship building	4.672	2.267	2.061	0.039
RBD ← Relationship building	2.785	1.39	2.004	0.045
RBE ← Relationship building	1.392	0.852	1.635	0.102
TWA ← Team Work	1			
TWB ← Team Work	0.585	0.259	2.257	0.024
TWC ← Team Work	0.844	0.251	3.357	***
TWD ← Team Work	1.111	0.309	3.597	***
TWE ← Team Work	0.899	0.287	3.135	0.002
DA ← Diversity	1			
DB ← Diversity	0.617	0.148	4.182	***
DC ← Diversity	0.661	0.146	4.527	***
DD ← Diversity	0.568	0.161	3.522	***
DE ← Diversity	0.75	0.189	3.963	***
LA ← Leadership	1			
LB ← Leadership	0.747	0.218	3.431	***
LC ← Leadership	0.888	0.23	3.858	***
LD ← Leadership	1.062	0.226	4.705	***
LE ← Leadership	1.013	0.231	4.389	***
LF ← Leadership	0.961	0.247	3.896	***
LG ← Leadership	0.79	0.231	3.424	***
CA ← Coaching	1			
CB ← Coaching	2.01	0.71	2.832	0.005
CC ← Coaching	0.686	0.301	2.277	0.023
CD ← Coaching	1.265	0.472	2.679	0.007
CE ← Coaching	1.001	0.413	2.426	0.015
PTEA ← Professional Technical Expertise	1			
PTEB ← Professional Technical Expertise	0.908	0.296	3.069	0.002
PTEC ← Professional Technical Expertise	0.728	0.263	2.771	0.006
PTED ← Professional Technical Expertise	1.513	0.403	3.751	***
PTEE ← Professional Technical Expertise	0.893	0.337	2.648	0.008

research arena. Six hypotheses were framed to find out the outcome of all these constructs on training effectiveness. From the Pearson inter-correlation it is clear that all the six constructs have direct effect on training effectiveness. There also exists interrelationship among all the other constructs where the p value is observed to be <0.005 . Interesting fact is there exists a positive strong correlation between Diversity and Relationship Building where the r value is 0.435 ($p < 0.05$). This shows how diversity helps in building a constructive relationship among the employees. The same have been proved using confirmatory factor analysis. All the constructs have relationship with one another and found to be inevitable while predicting the effectiveness of training. The obtained C.R value is deemed to be fit and there exists an acceptable interrelationship among the constructs. The author has proved the hypothesis that all the constructs have high correlation with effectiveness of training. However, there exists no relationship between diversity and leadership.

Implications of the study

After crucially evaluating the study, the author has identified that diversity among the employees is a little low and need to be encouraged. Employees should be cross trained in various aspects so that the skill which learnt will surely get used during the time of contingency. Employees from diverse backgrounds may be encouraged to have knowledge transfer sessions with senior employees who serve for the company in executive level. Appreciating fact is that there exists a good relationship between professional technical expertise and leadership. IT firms have provided such a wonderful environment for peer learning. When

employees have the capability of coaching others, skills will be developed in all aspects. Surely team work has an effect on productivity. Teamwork will pave way for relationship building and help the employees to work in a diverse work environment.

CONCLUSION

Employees are the most important asset of any organization. When we look at the top and successful organizations, the accomplishment might be acquired only through the talented employees. Where the talent is coming from? Is it an inborn quality? Not at all. Then how? It is none other than through training and development. Sharpening the skills through training not only helps the company but most importantly it will satisfy the employees. Satisfaction is not an easy word. Satisfaction is a multi-faceted word. That satisfaction will reduce the unwanted cost, reduce employee turnover, increase the confidence among the employees, brings cohesiveness among the employees, avoids confusion and increase the efficacy of work. Moreover training will attract talented employees to join the organization. In today's dynamic workforce, employees not only look for compensation, also they seem to settle down in a diversified workplace where learning and development is prevalent.

SCOPE FOR FUTURE RESEARCH

Effectiveness of the training programs may be evaluated using the perceived ability of the employees (before training and after training). Cost of training and productivity may be linked to show the increase in productivity. Employee performance can be linked with the training and development practices in the further research.

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