

“Training and Development Practices and Its Relevance with Work Force Performance and Behavioural Attitude with A Special Reference to Information Technology Industry Based Chennai City”

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“Training and Development Practices and Its Relevance with Work Force Performance and Behavioural Attitude with A Special Reference to Information Technology Industry Based Chennai City”

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Abstract

Information Technology sector is a fast growing sector than other sectors. This study aims at examining the effects of training and development practices on the performance of employees in Information Technology sector based at Chennai city. Most of the developing countries hiring software professionals from India because of their skills and efficiency. The primary data source was adopted based on quantitative analysis method from 200 software professionals. Five point Likert scales is been used to measure the degree of training and development practices such as training attitude, training climate and training design on employees' performance. From the result of this study, it was found that effective training and development practices influences employees' performance at a higher range.

Keyphrases: Information Technology, Training attitude, Employee Performance

1. Introduction

Training and development is a vital practice employed in every organization. According to Katcher and Snyder in the year 2014 (citation at Kum, Cowden & Karodia), “training and development enables an organization to adapt to changes that meet the tastes and preferences of customers”. It enhances the skills and morale of the employees and increases their work efficiency. Further, training and development help to reduce the employee turnover and requires minimal supervision. In the year 2000, Aswathappa states that, “training is the process whereby employees' aptitudes, skills and abilities enable them to do specific jobs”. On the other hand, the same year Drummond stated “Development makes the employees to retain their positions in the organization and helps them to offer future tasks.

Information Technology (IT) consists of modern communication and computing technologies.

Hardware and Software are the major components of Information Technology. Professionals from information technology sector manage, design and develop its components such as hardware's, internet and software's.

In the last decade of twentieth century Information Technology industry showed a highest growth rates than any other industry. Developed countries such as U.S.A., Japan and Germany offering Indian software professionals for their IT sector. As a well-known fact that majority of the software professionals are Indians in the said developed countries.

The performance of an employee in any industry depends on various factors. Training is one of the most important aspects influencing employee performance. It is very much crucial to strengthen the potentials of employees. The employees with high experience at a specific field will have the competency to perform the skill efficiently.

In 2009 (Iftikhar Ahmad and Siraj-ud-din) researchers found in their research that Training & Development is the principal task to rise the performance of health sector organizations. Qaiser Abbas and Sara Yaqoob found that the workers performance is the key component by helping in building block, increasing the performance of the whole organization. By 2010, Chris Amisanostudied that employee performance depends on job satisfaction, knowledge and management and found that there exist a positive relationship between training and performance.

2. Review of Literature

Jadhav (2013) researched the training and development programs followed by banking system for their own employees. He examined the effects of training and development programs for the bank employees to execute their work and how it is helpful for achieving customer satisfaction. The study suggested that both public and private sector banks have to commence training and development programs for the employees to improve their efficiency.

Asfaw, Argaw and Bayissa (2015) considered the impacts of preparing and advancement on representative execution among five area chambers in Ethiopia with a test estimate of 100, the Pearson relationship coefficient and basic straight relapse tests appeared that preparing and improvement affected work execution.

Aborampah Amoah-Mensah and Patrick Darkwa (2016) proposed that the stages of talent management process impacts workers performance. This outcome produces five stages which constitutes to the stages of the training and development measures. Also they found that the design stage emerged as the strongest predictor toward employees' performance. They inspect the connection between each phase of the Learning and improvement cycle and representatives' presentation in the health industry. The investigation likewise managed the training and development measures including needs examination, plan, execution and checking and assessment of the preparation and advancement.

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Premkishore et al., (2017) studied that training and development is an essential tool for corporate hospitals and it needs to identify and satisfy the needs of employees. They suggested that training and development process to be carried out in City hospital for the entire department in a daily basis. McDowall et al. (2010) claimed that “the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized”.

Worlu Okechukwu (2017), investigated on the impact of training and improvement, employee’s attainment on job satisfaction among the staff of School of Technology Management and Logistics (STML). The researcher impact the influences of learning & development program and workers execution on work fulfillment among university scholarly and authoritative staff in STML.

SK. Dhastagiri Bhasha and J. Ravi (2020), studied training and development practices from the selected companies in Visakhapatnam with a sample size of 200. They examined the potency of the training and development strategies to analyze the dimensions of training programmes and its impact toward employee’s job performance in the selected IT companies.

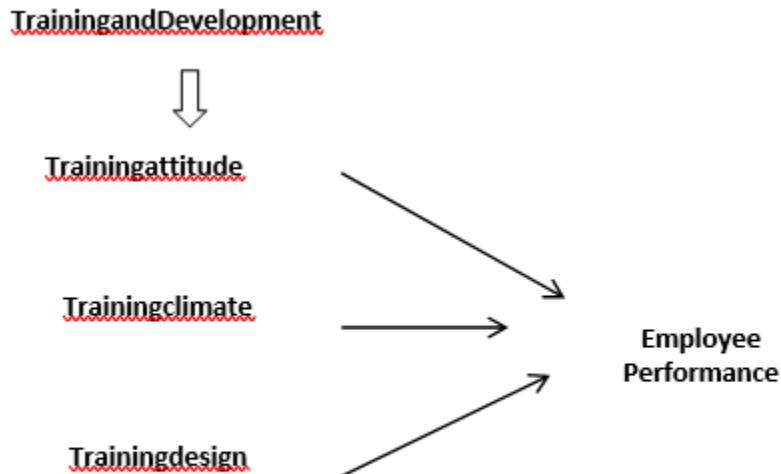


Figure-1: Conceptual model of training and development on workforce attitude.

3. RESEARCH METHODOLOGY

This present survey adopts both primary and as well as secondary data. The Primary data was collected through field study with structured questionnaire designed to measure their employee performance in Information Technology sector with reference to Chennai city. The

questionnaire consists of definite, concrete and pre-ordered questions. Five point Likert-scale was utilized

to degree the learning and improvement process and employees' performance on work fulfillment. The employees working in software professionals were selected for this study. 200 software professionals from four different organizations each with fifty employees were randomly selected for the study. The Secondary data was collected from annual reports, Journals, Magazines and published data. Statistical tools such as percentage of socio-demographic characteristics of employees were applied to know the nature of responses. Validity and reliability tests were applied and tested the hypothesis using statistical tests and simple regression analysis was applied.

Research Objectives

1. To study the socio-economic behavior and attitude of software professionals
2. To analyze the effects of training and development strategies at selected IT companies
3. To learn about the outcome of training and development projects on employee work performance
4. To test the link between training and development practices and employee's performance

Hypothesis Statements

Hypothesis 1: There is a significant difference exists between employee performance and training and development practices in IT sector across gender and marital status.

Hypothesis 2: There is a significant relationship between employee performance and training and development strategies in IT sector.

4. RESULTS AND DISCUSSION

In the research process, results and discussion are major steps. The objective of the examination is to organize, classify and summarize the collected information so that they can be way better comprehended and deciphered to deliver answers to the questions that activated to the inquire about. A fundamental investigation of the collected information has been endeavored as per the objectives mentioned.

Table 4.1 indicate that, 57% majority of the employees' were male and 43% of them were female, 39.5% of them were married and 60.5% of them were unmarried. Majority 47% of the employees were within the age group of 20 to 29, 43.5% of them were postgraduates and 31.5% of them were professionals, 55.5% of them earn between Rs.25000 and Rs.50000 as their monthly income and majority of 49% of the employees' have five to 10 years of experience.

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Description	Category	Frequency	Percentage
Sexidentity	Male	113	56.5
	Female	87	43.5
	Total	200	100.0
Maritalstatus	Married	79	39.5
	Unmarried	121	60.5
	Total	200	100.0
Age(inyears)	20 -29	94	47.0
	30 -39	57	28.5
	40 -49	39	19.5
	50+	10	5.0
	Total	200	100.0
Educationalqualif ication	Undergraduate	50	25.0
	Postgraduate	87	43.5
	Professionals	63	31.5
	Total	200	100.0
Monthlyincome(in Rs.)	Below25000	52	26.0
	25000–50000	111	55.5
	Above50000	37	18.5
	Total	200	100
Years ofExperience	Below5years	43	21.5
	5–10years	98	49.0
	Above10years	59	29.5
	Total	200	100.0

Table 4.1 Distribution of socio-economic status of the software professionals from theselectedITcompaniesinChennai city

Source:Surveydata

Student’s t-test on training and development practices and employees’ performance acrossgenderof software professionalsfrom IT sector

Null Hypothesis: There is no significant mean difference over gender toward training and development and employee's performance on job satisfaction.

Alternative Hypothesis: There is a significant mean difference across gender toward training and development and employees' performance

Table 4.2

T-test for significant differences on training and development practices and employees' performance across gender

Factors	t -value	p-value
Training attitude	1.458	0.029 [*]
Training climate	2.187	0.000 ^{**}
Training design	2.364	0.002 ^{**}
Employee performance	3.489	0.000 ^{**}

**Significant level at 5% level; ** Significant at 1% level*

Table 4.2 on t-test reveals that, the significance of two tail for sex identity points that $p < 0.01$ and, therefore, it is significant. It appears that there exists a significant mean difference among the employees based on training attitude ($t = 1.458, p < 0.05$), training climate ($t = 2.187, p < 0.01$), training design ($t = 2.364, p < 0.01$) and employee performance ($t = 3.489, p < 0.01$).

Student's t-test on training and development practices and employees' performance across marital status of software professionals from IT sector

Null Hypothesis: There is no significant mean difference over marital status toward training and development and employees' performance

Alternative Hypothesis: There is a significant mean difference across marital status toward training and development and employees' performance

Table 4.3

Student T-test for significant differences based on training and development practices and employees' performance across marital status

Factors	t -value	p-value
Training attitude	2.104	0.000 ^{**}
Training climate	1.854	0.021 ^{**}
Training design	2.687	0.000 ^{**}
Employee performance	2.308	0.001 ^{**}

• *Level significant at 5% ; ** Significant at 1% level*

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T-test Table 4.3, reveals that, the two tail significance for the marital state indicate that $p < 0.01$ and, therefore, it is significant and this shows that there exists a significant mean difference among the employees on training attitude and behavior ($t = 2.104, p < 0.01$), training climate ($t = 1.854, p < 0.05$), training design ($t = 2.687, p < 0.01$) and employee performance ($t = 2.308, p < 0.01$).

Null Hypothesis: There is no significant link between employee performance and training and development strategies.

Alternative Hypothesis: There is a significant relationship between workers performance and training and improvement practices

Table 4.4 Correlation test

		Employee performance	Training attitude	Training climate	Training design
Employee performance	Pearson Correlation	1	0.708**	0.616**	0.679**
	Significant (2-tailed)		0.000	0.000	0.000
	N=Total Sample	200			
Training attitude	Pearson Correlation	0.708**	1	0.821**	0.663**
	Significant (2-tailed)	0.000		0.000	0.000
	N=Total Sample	200			
Training climate	Pearson Correlation	0.616**	0.821**	1	0.832**
	Significant (2-tailed)	0.000	0.000		0.000
	N=Total Sample	200			
Training design	Pearson Correlation	0.679**	0.663**	0.832**	1
	Significant (2-tailed)	0.000	0.000	0.000	
	N=Total Sample	200			

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

Table 4.4 indicate that training and development practices such as training attitude, training climate and training design were positively correlated with employee performance and

highly significant at 1% level of significance. This establish that significant strong correlation between employee performance and training attitude ($r=0.708$, $p < 0.01$), training climate ($r = 0.616$, $p < 0.01$) and training design ($r = 0.679$, $p < 0.01$). The result of Pearson correlation coefficient shows that training and development practices in the IT sector impact on employee performance.

Effect of learning, training and development on employee attitude and performance

To test the hypotheses for the influence of training and development programs in IT sector, multiple regression analyses was conducted in which each of the results was regressed on employee performance and attitude. As shown in Table 4.5, the performance measures explained a significant sum of variance in employee performance ($R^2=0.531$, $p < 0.05$). In connection with this study hypotheses, training attitude (0.631, $p < 0.01$), training climate (0.425, $p < 0.05$) and training design (0.237, $p < 0.01$) were significant predictors of employee performance.

Table 4.5 Regression test

<i>Variables</i>	<i>Employee performance</i>
Training attitude	0.631**
Training climate	0.425*
Training design	0.237**
R^2	0.531
F	2.178*
<i>Notes: * p lesser than 0.05; ** p lesser than 0.01 and values in the table are standardized coefficients</i>	

Conclusion

The study aimed at examining the impact of training and development practices on employee performance and behavior in Information Technology companies in Chennai city. The overall result of this study showed that training and development practices in IT sector influences employee performance. Furthermore, the training and development practices such as training attitude, training climate and training design have a significant relationship with employee performance. It also concludes that the concept employee's performance of IT sector is significantly different from the other sectors. It can be a guide for assisting the organization practicing training and development practices to influence employee performance for the benefit of the employees and the organization.

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