

AN ANALYTICAL STUDY OF TRAINING INTERVENTION AND THEIR IMPORTANCE FOR INDIAN IT PERSONNEL

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ABSTRACT

Training is a vital factor for developing human capital and its positive impacts on its organization. An organization's approaches to human development and training should be aligned to support its mission, reason, goals and strategies. Soft skills training had been considered as most important by different industries in general and IT industries in particular. While working on projects IT personnel's have to keep, interaction with different stake holders. Present research explored the an analysis of training interventions as formal Integrated and Creative Innovate used by the Indian IT companies and their importance for Industrial benefits, professional development, personnel development and soft skills development of the employees.

Key words: Training Intervention, Formal, Integrated, Creative and Innovative, Industrial Benefits, Professional Development, Personnel Development, Self-Skill Development.

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1. INTRODUCTION

The ability to keep up with the competition in regards to soft skill training is vital to a industry survival, slow business operations, inadequate trained employees and dissatisfied customers can be consequences of out dated management system and downfall of the organization.

Training is a vital factor for developing human capital of organization based on a positive impact on organization growth. (Mayor, Smith, 2000).

Armstrong (2001) stated main objective of employees training in organizations are:

- Development of employ competencies.
- Improvement of their performances.
- Employee's growth within organization.
- Assuring that future human resource need of the organization can be made.

2. NEED OF THE STUDY

Post researches revealed that training within organization led to increase productivity, profit and area of performance. (Spilsbury, 2002) and also employees ability to work smarter. (Cosh, 2003). It was also revealed Information technology employees generally lack soft skills and face difficulties when they deal with different works of Information technology. The lack of E-mail etiquette cross cultural sensitization, team management skill etc., In addition to this less consideration to soft skills training needs assessment. The researchers see that information technology needs support its organizational change with the help of soft skills training

Hence the study is aiming at extending the previous studies to explore training, intervention and their importance for Industrial benefits professional and personal development and development of soft skills of the employees of Indian IT. Hence the study aims to answer following questions in above context.

- What is the reality of training Interventions and programs that are being implemented by Information technology industry?
- How are these interventions and programs important for industrial benefits, professional and personal development and development of soft skills of the Indian IT personals?

3. OBJECTIVES

Objectives were:

1. To study the reality of training intervention and program that are being implemented by Indian IT Industry.
2. To study importance of the training – intervention and program for Industrial benefits, professional and personal development and soft-skills of the Indian IT personnel's.

Previous studies highlighted the effect of soft skill training on commitment to organizational change in IT industry, improving employee's performance developing their competencies and skills (Professional development), growth within organization and organizational growth.

4. RESEARCH FRAMEWORK

Descriptive survey method utilized to obtain secondary data by reviewing related research studies and primary data by using structured Interview schedule and questionnaire for focus group discussion. Online Interview has been taken from 10 personnel's of different cadres of each Indian IT company as HCL, Infosys, Wipro, TCS, and Genpact.

For focus group discussion three personnel's of each has been taken.

The questions for structured interview for focus group discussion were concern training Intervention program and their importance.

1. According to research analysis the training Intervention are placed in three categories.
 - Integrated approach: Qualitative approach i.e. Combination of various method including interview, observation, sensitization to other culture (Subramaniam, 2005), Integrated work and learning, (Adams, 2008), Blending learning with soft skills used by Teachers, trainers, faculty (Dharmnagan, 2012), Integrating skills in complex, Social and organizational collaborative setting (Khledr, 1983).
 - Training Intervention related to formal course:
 - Induction program: Time Bound May be up to 12 months (Spillsburzy, 2002)
 - Leadership education program: (Drumgardt, 2011)
 - Training Intervention creating Inceptive programs & Activities: Creating a highly committed work face of the Job training (Spillsbury, 2002), International exposure and cross cultural experience (Elmul, 2004),Zhang, 2012, Role plays, Debate, group dissensions, case study supporting soft skills, (Rodhika, eh. 2013)
2. Importance of Training:

According to research analysis the training Impact visualize as follows:

- Related with Industrial benefit: In managing effectively technological change (Devercll, 1994), developing organizational benefit of human capital (Armstrang, 2001), increase in productivity (Spillburry, 2012); (Cosh, 2003)
- Related with professional Development: Increase in performance professional growth (Arnstrong, 2009) laborer productivity (Cosh, 2003), Increase in area of performance (Spillsbury, 2003), Increase in students performance in students soft skills course in other course and in placement (Prasod, 2007), Increase in Job performance and work practice, organizational learning (Brungardt, 2000).
- Related with personal development: Positive Impact on affective aspect of employee (Meye Smith, 2000) Improved ability to work starter (Cosh, 2003), empowering earners cause continuous earning mart demonstrable value, improved sprit of mate ship aesthetic satisfaction (Brungardt, 2011).
3. Related to soft skills Development: Development of competencies (Armstrong, 2001), unhanding development of soft skills and team work proficiency (Brungardt, 2011), Development of culture sensitivity skills, customer handling skills (Subraminiam. 2005), supporting soft skills

5. REVIEW

Review process and impact of training (1) CCC must be taught as an integral part of the curriculum at B-schools, periodical training interventions should happen frequently at various corporate entities for better results. (Kumar and Chakravarthi 2009).

(2) Kumar and Jain (2010) in their study tried to answer that how classroom knowledge can is integrated with workplace knowledge in the education process. The analysis and findings indicated that management education could play a vital role in synergizing the efforts of industry and Institute in grooming young graduates towards better employability options in management professions.

(3) Training in soft skills provides strong practical orientation to the students and help them in building and improving business correspondence, also helps in career visioning and planning, effective resume writing and dealing with placement consultants and head hunters. - Rani, M (2010).

(4) Pulko and Parikh (2002) documented the findings of an initiative which aimed to improve the success of soft skills teaching through a modified teaching approach by combining academic and commercial learning.

(5) Spilsbury (2002) found in his study that 65% employers provided training for their employees over the previous 12 month attributed an increase in productivity, 47% of employers in the private sector found that training led to an increase in profit. All four types of training activity led to benefit most the productivity area of performance. Off the job training produced greater returns to productivity than firm specific training.

(6) Cosh (2003) found that the training provided by business organizations increased their profit margins, second most common benefit of training as observed is improved labour productivity and employee's ability to work smarter.

(7) Elmuti (2004) emphasized need for managers with international exposure and cross cultural experience. Subramaniam (2005) studied soft skills training at a large Business process Outsourcing Firm Located at Bangalore, India. The training included qualitative approach using a combination of methods such as the long interview, secondary sources research and actual observation and pertained to social and customer handling skills in addition to cultural sensitization of Indians to other cultures. Prasad (2007) in his study revealed the parameters of ascertaining the effectiveness of soft skills training as student's performance in soft skills course and placements and performance in courses other than soft skills, also found high degree of correlation between the three parameters.

Adams (2008) presented a research based four level blended learning model for integrating work and learning illustrating how different implementation strategies can have different impacts on job performance and work practice. Learning accountability loops are created as a mechanism for empowering learners and organizational learning which integrating work and practice cause continuous learning and impart demonstrable value.

Brungardt (2011) assessed impact of leadership education and found that it enhances graduate's soft skills development and increased their perception of team work proficiency. The trainers, professors or faculties are in a much better position to blend soft skills along with hard skills efficiently that shapes the students personality. Here a little bit of extra effort from faculty, parents and students needed.

According to Ross & Ruhleder (1993) information Science curriculum should concentrate on developing technical & business skills, working in a collaborative setting, instilling sensitivity to social and organizational impacts and to inculcate the ability to self-learn in a rapidly changing technological. They assist to integrate the skills in complex environment.

Radhika, Ch. (2013) focused on training of identified soft skills. According to her the training sessions should be centered on Role Plays, class Debate, Group Discussion and case studies. Programs and activities must be created, developed and used to support soft skills. Participating in these activities gave the learner invaluable lessons in how to accept success and defeat, and to take competition in one's stride. It fostered a spirit of caring and sharing - a spirit of mate ship. It also gave scope for artistic expression and aesthetic satisfaction.

Table 1 Raining Interventions and Approaches Related To Formal Course

HCL	Entry level training, project work. Behavioral learning and development dealership development	Classroom training.
WIPRO	Induction program WASE Project readiness program (PRP), Fundamental readiness Program (FRP Corporate Readiness program, Technical readiness program (TRP) Real life lab (RLL) Grooming corporate leaders (GCL), Soft skill training package. Target audient (5 years)	Assignment, case studies. Project work development of individual talent.
INFOSYS	Training program for New recruits (14-15 weeks) includes soft skills training also.	Use of library which is online, data base of Infosys case studies. Lectures and work independently. Perform skits, what if scenario.
TCS	Induction training – Initial learning program (ILP) Web based training	at Global delivery center 6 weeks for SWE one week for entry level Technical training case studies associates induction, Integration.
GENPECT	Training program focus. Corporate Etiquette	Participation Approach

Table 2 Integrated Training Interventions and Approaches Related To Integrated Course

HCL	Lateral lines training – Behavioral learning and Development	Online training, collaborative learning webinar e-learning.
WIPRO	Wipro leaders program WIBGYOR competency Framework	Develop Wipro leader qualities. Develop required skills and competencies Develop behavioral competencies role wise.
INFOSYS	Pravesh Leadership Program STAR program	Soft skills campus convert Program – Face uncertainties. Interact together with members of partner colleges.
TCS	Leadership Development Programs	Coaching intervention by coaching agencies.
GENPEC	<ul style="list-style-type: none"> • Focus on presentation delivering. • Use a key models, time management 	Teleconference etiquette, effective mentoring, coaching techniques

Table 3 Training Intervention Approaches Related To Creativity and Innovation

HCL	<ul style="list-style-type: none"> • Diversity nurturing creating diversity frameworks used employee first customer second philosophy (EFCS) • Employee affinity networks. • Women connect network. Creative programs –Stepping spouse • Cafe coffee • Symphony Network for cultural assimilation 	Positive work place diverse and inclusive work force entrepreneurial environment drive innovation, foster creativity collaborative Network.
WIPRO	CRISP – Program communication, relationship management, Interpersonal relations, self-realizing and personal effectiveness	Instruction to employees enhance to self-learning.
INFOSYS	Creativity and Innovative practices by students are included in star programs but less weightage	Use of micro lab practices. Linked building
TCS bench mark of talent retention	<ul style="list-style-type: none"> • Project specific training - career hub, TCS- GEMS • Internal social networking platform. • Employees engagement platform maître • Talent diversity management • Executive education program for women (customized program) • Women discussion circles • Learning module to work with diverse teams for managers. 	<ul style="list-style-type: none"> * Digital systems, enhance performance * Free expression of feelings ideas * Culture of volunteering. * Employee engagement initiatives * Inclusion to attract and retain women. * Recruitment of individuals belonging to disadvantaged group.
Gen Pact	<ul style="list-style-type: none"> • Training program focus, customer centricity. • Emerging excellence 	Participatory approach, give constructive feedback.

The table revealed training interventions is related to formal course are:

- Induction Program 'long term program' common in all IT companies named differently but the aim is to trained the technical skills, introduced to organization prepare for project work, understand culture of organization, job role and somewhat professional and behavioral skills.
- Related to integrated course: Leadership program develop leadership qualities for the organization.

Strategies and approaches one different according to need of the organization.

- Related to creative and innovation course – These programs are framed concerned mainly to work place environment, over working, development of various necessary soft skills main culture diversity management, customers relationship using participatory approach. Prepare global work force.

Table 4 Importance of Training on The Basis of Responses from Structured Interview Schedule and Report of Focus Group Discussion

S. No.	Indian IT COMPANIES	ORGANIZATIONAL BENEFIT	Development of technical skill and Professional development	Personal Development	Soft skills development
1	HCL	Understand and adopt organizational cultural. Enhances productivity increase customer satisfaction	Technical skills developed CC++, JAVA, ORACLE, Networking	Self confidence	Cross culture sensitivity Interpersonal relationship leadership, team building
2	WIPRO	Understanding organization	Behavioral competencies demonstrated according to job role : organizational skills	Self-realization behavioral skills	Time management, communication relationship, leadership, team building
3	INFOSYS	Understand values of Infosys	Development of Hard and technical skills, technical applications. Entrepreneurial skills	Self-confidence. Global etiquette, Business Awareness	Leadership skills, language skills, Interpersonal communication, Presentation skill, body language team building, public speaking.
4	TCS bench mark of talent retention	Understand the organization. Talent diversity management	Technical skills. Talent management and talent retention business and people skills	Etiquettes	Behavioral skills, leadership, communication emotional culture sensitivity, team building.
5	Genpact	Essentials of service excellence	Managing work relationship handling customer relationship. E mail and telephone etiquette	Corporate etiquette personal development plans	Conversation skills, team building cultural sensitivity skills. Listening skills.

Importance of is for (i.e organizational benefits, professional development, personal development and soft skills development enhances.

In some IT companies as HCL, Wipro, Infosys more emphasis in starting on technical skills but understanding and immerse in organizational culture not avoided. Equal attention on development of soft skills is being given. It can be visualized as the attention of personal and soft skills development is increasing the organizational growth is also increasing. Important skills are being developed are cross culture sensitivity, interpersonal relationship leadership, team building, communication, time management presentation.

6. DISCUSSION

As research studies revealed and present Indian IT industries have adopted training of soft skills integrated with other formal courses and creative and innovative activities influence the IT personnel more successfully than independent skill based training. The skills communication inter personal relationship, team building, customer relationship, presentation... developed by various type of training program organized by the IT organizations should if with their academic learning. The approaches methods activities of training program are more important to develop soft skills.

7. CONCLUSION

The study explored the various training interventions revealed by researches, by responses of IT personnel's through structured interview schedule and focus group discussion which are beneficial for growth of IT industry and IT personnel. The training interventions as revealed by study and systematic efforts being made by develop Indian IT companies which are large Indian IT organization established and growing firstly in number of countries. These definitely highlights main emphasis on systematic training interventions concerned mainly with selected soft skills behavioral skills, professional skills along with technical skills are necessary for. Fast growth of organizations as technology is rapidly fast. The study also highlights the importance of training as development of various skills especially soft skills.

Definitely the study will be helpful to other industries as guide to take step for development of human capital which is main base of industrial benefit.

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