Assessing the Effectiveness of Training and Development Initiatives in Enhancing Workforce Performance and Operational Efficiency of the Organization in Selected IT Companies in Bangalore

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Abstract

Learning impacts the performance of the employees. The learning of the employees will be influenced by the Training and Development programs of the organizations. Training programs will enhance decision-making skills, interpersonal skills and Operative skills. A survey has been conducted with the help of a sample of 96 employees from 14 IT companies of Bangalore and it is found that most of the employees are feeling positive with the Training programs. Most of the respondents feel that Training content and job performance are relevant. The employees who are more engaged are more confident of delivering their duties in the job as the skillset is updated as per the changing environment. The employees getting more support from the management are more motivated and able to perform well in the organization.

Keywords: Decision-Making Skills, Employee Engagement, Learning, Operative Skills, Training and Development

Introduction

Employee training is significant for both individual and organizational success. Training is a key component to improving Productivity, Quality, Increasing Employee Engagement and Employee competence. Training and Development are planned learning experiences designed to provide workers with the competencies needed to perform their current or future jobs (Lawrence S. Kleiman, 2000). The organizational procedure by which people learn knowledge and or skill for a definite purpose (Dale S Beach, 1980). Employee productivity is a measure of both efficiency and effectiveness in job performance which leads to motivation, Job satisfaction, positive work environment (Stephen P. Robbins, 1974). Organizational performance is linked to employee attitude and the employee attitude can be mended with the help of proper training programs (Bireswari, 2013). Training and development programs impact the employees in terms of operative skills, decision-making skills, interpersonal skills, and overall improvement in the performance of the employees (Gonchkar, 2012). Some companies follow Zero tolerance in building quality products and services. Most of the MNCs employees' quality is better than Indian firms' employees (Sadekar, 2016).

Review of Literature

A well-structured training programs lead to a measurable increase in operational efficiency. Metrics such as reduced project turnaround times, higher employee satisfaction, and improved team collaboration were observed. Also, periodic assessment of training effectiveness is essential for sustained impact (Sharma & Patel, 2024). HR Data Analytics plays a pivotal role in the Training and Development policies of IT companies in Bangalore as there is a positive correlation between the implementation of HR Data Analytics and upskilling activities in established organizations. Hence most of the companies are integrating the Training and Development activities with HR Data Analytics (Chandrakala *et al.*, 2024).

There is no relationship between employees' experience and professional effectiveness, but there exists a strong positive correlation between the Training and Development activities of employees and working efficiency, this has been observed in Tech Mahindra Ltd. T and D activities of the company is enhancing technical skills, new knowledge which are leading to enhanced competency level and professional effectiveness (Kurian & Swarupa, 2024). Employee

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morale is increasing consistently with Training and Development activities. The organizations have to allocate budgets for T and D, rapid technological developments need to be focused more while crafting Training plans (Mahalakshmi *et al.*, 2024).

Nearly 60% of companies have significantly increased their Learning and Development (L and D) budgets in FY25, which includes most of the IT companies from Bangalore. Companies are mostly focusing on Artificial Intelligence (AI), Machine Learning (ML), data science, and cybersecurity as these skills are much needed in the competitive environment (The Economic Times, 2024). According to LinkedIn's report, about 94% of Indian firms are aligning their Training programs to fulfil their strategic objectives. The approach is mostly on concentrating the future challenges the employees are going to face due to rapid digitization and most of the companies in Banglore are reducing the hiring cost with internal talent development (The Hindu Business Line, 2024).

Employee diversity and perception towards organization performance are inter-related. Diversity will make a positive impact on performance irrespective of gender. Promotions based on gender are seen in many of the respondents. Unlike production units, the IT organizations will have equal opportunities for promotion, this cannot be attributed to all industries (Kundu & Mor, 2017). Most of the respondents from ITeS employees are moderately satisfied with the companies' policies. The respondents who are more committed towards the organizations have more satisfaction and minimise employee turnover. A major challenge for the employees is dealing with different projects without proper training (Jyothi & Ravindran, 2012). Employee friendly environment, comprehensive Training aspects, and developmental aspects are important for the employee's personal growth which are part of organizational HRM practices (Paul & Anantharaman, 2004).

There is a significant difference between government and non-government employees in terms of satisfaction because of various factors and those factors are impacting the performance levels (Locke, 1976). Perceived organizational support is always correlated with job satisfaction which is observed in China. Employees who are supported by immediate supervisors could be able to deliver better output and improved performance at the workplace (Miao & Kim, 2010). To check the effectiveness of training programs one should evaluate four factors such as learning, behaviour change, reaction of employees and results in the performance of the trainees (Bendigiri, 2011). There is no significant difference concerning the job satisfaction of employees and most of the employees are positively influenced by the Training

Table 1: Descriptive Statistics of the Research

	Responses	Percentage
Age of respondents		
21-25 years	22	22.92
25-30 years	38	39.58
30-35 years	28	29.17
More than 35 years	8	8.33
Experience in years		
Less than 1 year	24	25.00
1-2 years	43	44.79
2-3 years	22	22.92
3 years and more	7	7.29
Number of trainings attended		
1-2	31	32.29
2-3	41	42.71
More than 3	24	25
Support from management		
Not supportive	10	10.42
Neutral	25	26.04
Supportive	39	40.63
Very supportive	22	22.92
Not supportive	10	10.42
Engagement in training		
Not engaged	9	9.38
Moderately engaged	33	34.38
Slightly engaged	26	27.08
Highly engaged	28	29.17
Relevance of training in the job		
Highly relevant	32	33.33
Not relevant	23	23.96
Relevant	41	42.71
Influence of training		
Negatively influenced	22	22.92
Neutral	48	50.00
Negatively influenced	22	22.92
Neutral	48	50.00
Strongly influenced	26	27.08
Confidence in the job after training		
Extremely confident	36	37.50
Moderately confident	35	36.46
Not Confident at all	25	26.04
The overall quality of training		
Poor	7	7.29
Average	27	28.13
Good	44	45.83
Excellent	18	18.75

Figure 1: Percentage Analysis of Respondents with respect to the Questionnaire Shared



and Development facilities of the organization (Rast & Tourani, 2012).

Not only the IT companies but also the banks in Bangalore employees' performance is dependent on rigorous training and development activities. If the Training programmes are innovative and interesting, it makes the trainees more engaged in the training program which leads to a positive impact on the performance of the employees (Gonchkar, 2012). Volunteers' performance in the job in Microfinance industry will be moderately impacted by variables such as Training and Development, Positive appraisal, Motivation and Compensation. These variables are related to the HRM practices of the companies. Out of these variables, Training and Development play a crucial role in mending the attitude of employees towards the organizations which impacts the performance of the employees (Paul & Anantharaman, 2003)

Table 2: χ^2 Analysis of the Factors Impacting the Training Effectiveness and Satisfaction Level

	DOF	χ^2 Statistic	χ^2 Critical at 95%	p-value	Decision
Age wise-relevant of training	6	12.75	12.59	**0.047***	Reject the Null Hypothesis
Number of training attended-opinion on quality of training	6	7.20	12.59	0.298	Fail to reject the Null Hypothesis
Number of training attended-opinion on confidence in performing the job	4	1.70	9.49	0.795	Fail to reject the Null Hypothesis
Number of training attended-opinion on the recommendation of training to others	2	0.80	5.99	0.670	Fail to reject the Null Hypothesis
Number of training attended-opinion on the extent of influence on learning	4	1.48	9.49	0.831	Fail to reject the Null Hypothesis
Number of trainings attended – Opinion on barriers to attending training	2	0.391	5.99	0.822	Fail to reject the Null Hypothesis
Number of trainings attended – Opinion on performance improvement	2	0.391	5.99	0.822	Fail to reject the Null Hypothesis
Number of years working – Opinion on support from the management for training	9	56.30	16.92	**0.000***	Reject the Null Hypothesis
Engagement level in the training – Opinion on performance improvement	3	12.55	7.52	**0.005***	Reject the Null Hypothesis

Objectives of the study

1. To assess the effectiveness of Training and Development programs on the learning needs of employees
2. To evaluate the overall quality of training programs received by the employee
3. To evaluate the impact of Training programs on employee engagement and job satisfaction

Research Methodology

A convenience sample has been applied to collect the data from various IT companies in India. Overall Fourteen IT companies' employees have participated in the survey. A valid sample of 96 has been considered for the purpose of analysis, descriptive statistics has been used to analyze the data and χ^2 is applied for inferential statistics.

Data Analysis and Interpretations

From the analysis, it is found that the majority of the employees belong to the age group of 25 to 30 years followed by 30 to 35 years. Most of the respondents have 1 to 2 years of experience in the present company, followed by less than 1 year in the present company, it shows that most of the respondents in the survey recently joined the present organization due to package. Most of the respondents have attended 2 to 3 training sessions. Table 1 gives a detailed picture of the total respondents.

Most of the respondents felt that their managers were supportive of the training programs. It is also found that the engagement of most of the respondents is moderately to highly engaged in the Training programs and about half of the respondents felt the Training programs are more relevant in the performance of their job. About 60% of the respondents felt that the overall quality of the programs was Good and Excellent only around 26% of the people felt that they did not gain confidence to perform the job after training and the remaining people felt that they got the confidence to perform the job with the help of Training and Development programs of the organization.

H_{01}: There is no significant difference in the perception level of the respondents towards the relevance of importance of training with respect to the age of respondents

H_{1a}: There is a significant difference in the perception level of the respondents towards the relevance of importance of training with respect to the age of respondents

Conclusion

There is a significant improvement in the Age of the respondents and the opinion on the relevance of the Training ($\chi^2_{Statistic}$ =12.75, $\chi^2_{Critical}$ = 12.59, p-value = 0.0047* at 95% confidence). It is also observed that the employees have concerns about the support of the management especially in terms of training. Out of all the variables in the survey, there is a significant difference in the employees' opinion with respect to support from the Management as ($\chi^2_{Statistic}$ =56.30, $\chi^2_{Critical}$ = 16.92, p-value = 0.000* at 95% of confidence) (H_{08} and H_{a8}), which is somewhat relevant to the study done by Kurian and Swarupa, 2024, as in their study they have mentioned that only experience is not showing the professional effectiveness but training only is positively correlated with professional effectiveness**.** From the present study, it is found that those who have more experience, are getting more support from management for the training nominations. Finally, the engagement level in the training decides the performance improvement among the respondents ($\chi^2_{Statistic}$ =12.55, $\chi^2_{Critical}$ = 7.52, p-value = 0.005* at 95% of confidence) (H_{09} and H_{a9}). The majority of the respondents who were actively engaged in the Training programs were able to get the benefits of training and they can implement skills which they have learnt in the jobs, very few who are not actively engaged are feeling that they are negatively impacted due to Training. But most of the respondents are recommending the Training to their colleagues also (H_{04} and H_{a4}).

Scope for Future Research

In the present research, we have conducted only 18 variables which have been mentioned above, this can be extended with the help of Training and Development with the help of MNCs and Training happening as offshore as well as the impact of online training.

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