

The Effectiveness of Training and Development in HCL Technologies Pvt. Ltd., Madurai

L. Venkatraman¹, R. Malathy²

¹M. Phil. Student, Department of Management Studies, PRIST University, Madurai, India

²Assistant Professor, Department of Management Studies, PRIST University, Madurai, India

Abstract—Human resource management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization, and society. Today human resource management has a unique and timely opportunity to improve productivity. Increasingly, however, improving productivity does not mean just increasing output. In addition, evaluation ensures that programs are accountable and are meeting the particular needs of employees in a cost-effective manner. This is especially important today, as organizations attempt to cut costs and improve quality in their firms.

Index Terms— training and development

I. INTRODUCTION

A. Training and Development

Human Resource is most important asset of an organization. Training and Development is considered to be most important part of an organization. The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. The entire gamut of activities of an organization revolves around the human resources. Therefore, people are the most significant resources of any organization. Employee development is carried through the Programmes of training and training brings the requisite development in the employees working at different levels.

Today human resource management has a unique and timely opportunity to improve productivity. Increasingly, however, improving productivity does not mean just increasing output. In addition, evaluation ensures that programs are accountable and are meeting the particular needs of employees in a cost-effective manner. This is especially important today, as organizations attempt to cut costs and improve quality in their firms. Without evaluation, it is very difficult to show that training was the reason for any improvements. Human resource training may safeguard productivity as well as supporting it, insulating firms from skills shortages by preparing employees for current and future jobs.

Training is a vital phase of management control .It helps in reducing accidents, eliminating wastages and increases the

quality of work. The training programmes must focus on are soft skill ,such as interpersonal communication , team work , innovation and leadership .most importantly the training has to be comprehensive ,systematic and strategy with which the company is planning to fight the competition . In the future it is training that will act as between people, between strategy and between customers and the organisation. The development of individual and teams through training is important for the achievement of long term goals of the organization.

The existing favorable conditions and the rate at which it is expected to grow the BPO sector require large number of trained and well groomed employees. Any attempt which undermines the importance of training could adversely affect the quality of service provided and in turn becomes detrimental to the outsourcing business itself. Hence it is significant not only to identify the training needs of this sector but also the appropriate mode of training

B. Importance of Training

The benefits of training like Better performance, Employee Development,

Personal Growth, Less Supervision and High morale clearly shows its importance.

C. Need of the Study

Training is very important for employees in doing the job and it improves the performance or skills. Training strongly influences the productivity, efficiency, innovative ideas and complete knowledge about the job.

Therefore, it is necessary to know the training given to the employees in the organization provide them level of acceptance, care and confidence after the training programme and their satisfaction about the training programme.

D. Scope of the Study

In this survey, the emphasis is to identify the perceived effectiveness of training programme among the employees in Software Testing Company Private Limited. This extends to enable the management to conduct better training programmes and to adopt new methods of training programme.

In earlier researches while gender, educational background experience and salary did not influence the opinion on the impact of training on individual such as enhancement of self-

confidence, improvement of individual, competence, decision making ability, problem solving significant differences were noticed among the different positions and age groups.

E. Profile of the Company

HCL Technologies Pvt. Ltd.

HCL Technologies is an independent software testing service company providing enterprise-wide critical quality solutions to software development organizations. With a unique, effective and efficient approach to quality, HCL helps clients align IT to their business strategy and implement projects that provide a measurable return on investment.

HCL is among the fastest growing and most innovative Software and Human Resource Consulting firm based at Chennai, India. The company provides comprehensive services in the areas of IT Staff Recruiting, Temporary Staffing, Executive Staffing, and Job Placements for leading technology companies both in India and outside.

HCL Technologies is the country's leading provider of Outsourced Independent Testing Services to the IT organizations of the most admired corporations in the Banking, Finance, Insurance and Technology sector.

F. Training

HCL Technology provides a formalized set of training courses on Manual and Automated regression and load testing tools, as well as a more generalized training class on quality assurance methodology for managers.

The Onsite training courses is provided at their premises for larger groups and teams. This flexible and cost effective method of training allows them to schedule training around your project schedule allowing all members of your team and project to be involved.

G. Objectives of the Study

1. To analysis the perceived effectiveness of training and development provided by HCL Technologies.
2. To evaluate the impact of the training programme on employee job performance.

H. Research Design

This study is Descriptive research because it includes survey and fact finding enquires of different kinds to fulfill the objectives. A structured questionnaire containing closed, open ended and multiple choice questions is used. The primary data is collected from the 50 employees selected by Simple Random Sampling Method. Chi- Square, ANOVA and Correlation Analysis were used to analyze the data.

I. Limitation of the Study

The effectiveness of training and development programme is measured only on the basis of the perceived satisfaction level regarding the programmes.

II. ANALYSIS AND INTERPRETATION OF DATA

TABLE I
PERCEIVED EFFECTIVENESS SCORE

	Effectiveness Elements	Total Score	Average (Total score/50)
1	Competent Faculty	200	4
2	Resource used	157	3.14
3	Information gained	171	3.42
4	Evaluated after training	189	3.78
5	Comfortable training environment	159	2.65
6	Interval between	183	2.66
7	Well planned	162	3.24
8	Overall training	163	3.26
9	Importance to the personal	189	3.78
10	Develop my career	213	4.26
11	Organization development	202	4.04
12	New skill	214	4.28
13	Self-development	197	3.94
14	Technical skill	209	4.18
15	Work better with job satisfaction	192	3.84
16	Improves job performance	213	4.26
17	Offered minimize accident	170	3.4
18	Improve working condition	216	4.32
19	Work development	198	3.96
	Total		70.41

Source: Primary Data

TABLE II
COMBINED PEARSON CHI-SQUARE RESULTS

Criteria	Hypothetical Relationship Criteria	Value	df	Asymp. Sig.(2 sided)	Relationship
Age	Training & development programme is well planned	24.645(a)	9	.003	Yes
	Training imparted is towards organization development	22.321 (a)	6	.004	Yes
	Training improves my job performance	13.159(a)	6	.011	Yes
	Training & Development offered minimize accident and damages	4.758(a)	9	.740	No
	Training improves working condition	2.578(a)	3	.496	No
	Recourses used is satisfactory	26.354(a)	12	.006	Yes
Gender	Recourses used is satisfactory	5.865(a)	4	.321	No
	Information is gained in the training	2.032(a)	3	.596	No
	Evaluated after the training programme	3.847(a)	2	.146	No
	Sufficient personal importance given	10.127(a)	2	.008	Yes
	Training helps me to develop my career	4.283(b)	1	.091	No
	Training improves working condition	.477(b)	1	.490	No

Source : Primary Data Analysis

TABLE III
CORRELATION

Assumptions	Correlation	Relationship
Training conducted by competent faculty and Comfortable with training environment.	.406	Positive correlation
Evaluated after the training and no. of the training programs attended	.250	Positive correlation
Sufficient personal importance given in the training and training is well planned	.154	Positive correlation
Overall training in my organization is satisfactory and no .of training programs	-.438	Negative correlation
Training is towards organization development and personal importance is given	.280	Positive correlation
Age and training programme improve working condition.	.041	Positive correlation

Source: Primary Data Analysis

TABLE IV
ANOVA

Criteria	Relationship	Mean Square	F	Sig.
Gender	Training conducted by competent faculty	0.213	.412	.520
	Recourses used in the training is satisfactory	6.430	5.756	.041
	Information is gained in the training programme	.000	.000	.852
	Satisfied with time interval between various training programs	.645	.476	.645
	Training imparted is towards organization development	.340	.510	.620
Age	Recourses used in the training is satisfactory	2.365	4.215	.035
	Evaluated after the training programme.	1.321	2.521	.052
	Sufficient personal importance given in the training	.866	2.468	.178
	Training develops new skill	.158	.775	.687
	Training improves working condition	.295	.981	.721
	Overall training in my organization is satisfactory	.605	.698	.738

Source: Primary Data Analysis

Effectiveness score= $70.41/19=3.70/5*100=74\%$

Inference: The Average score is found to be 70.41. This implies that the perceived effectiveness is up to 74 %.

The employee satisfaction level is comparatively more.

Hypotheses:

Ho: There is no significant relationship between Age/Gender and the measured criteria.

H1: There is significant relationship between Age/Gender and the measured criteria. When the significant value is less than 0.05 the null hypothesis is rejected and if it is

More than 0.05 the null hypothesis is accepted. The relationship between various opinions and age/gender is clearly seen in the table.

Inferences:

- 1) This implies when the competency of the faculty increases, the comfort ability of participants also increases.
- 2) This implies the increase in no. of training programs increase the opinion about evaluation after training.
- 3) This implies the training is well planned and the participants feel that personal importance is given.
- 4) The negative correlation implies, if the no. of training programs increase the overall satisfaction decreases to some extent.
- 5) The training is towards organization development and is also giving importance to the personal.
- 6) The age has a small influence in the opinion of working condition improvements.

Hypotheses:

Ho: Both male and female employees have equal chances of giving opinion about training.

H1: Both male and female employees have no equal chances of giving opinion about training.

Inferences:

When the significant value is greater than 0.05 the null hypothesis is accepted and when it is less than 0.05 null hypotheses is rejected.

- 1) There is no gender bias on the opinion about competent faculty.
- 2) There is no gender bias on the opinion about satisfactory resources used.
- 3) This implies there is no gender bias on the opinion about the information gained.
- 4) There is no gender bias on the opinion about the satisfaction with intervals between various training programs.
- 5) There is no gender bias on the opinion about training given towards organization development.
- 6) This implies age did not affect the opinion about satisfactory resources used.
- 7) This implies age did not affect the opinion about evaluation after training.
- 8) This implies age did not affect the opinion about giving importance to the personal.
- 9) This implies age did not affect the opinion about new skill developed by training.
- 10) This implies age did not affect the opinion about the working condition improvements by training.
- 11) This implies training did not affect opinion about overall satisfaction.

A. Findings

- Majority of the employees are found to be 30-40 years of age and have attended mostly internal training programs. They also opined that the training and development programs offered by HCL are more satisfactory to the employees.
- In the chi-square analysis, it is found that there is relationship between Age and opinion on the planned training activities and organizational development. But age did not have any association with the opinion on the job performance and improvement in working condition. Similarly gender has no association with the opinion on resources used, career development help, giving importance to the personal and evaluation also improves.
- Through the correlation it was found that the comfortability increases with the number of training programs, opinion on evaluation improves, organisation development training, personal importance and improves opinion on working condition. But the overall satisfaction of training programme decreases with the increase in number of training programme attended.
- In the Anova analysis it is found that the age and gender did not affect the opinion about organisation development and satisfactory resources used. Similarly they did not affect overall satisfaction about training.
- The average score as found to be 70.41 This implies that the perceived effectiveness is up to 74%. The training provided by the company is more effective because the employee's satisfaction level is more.

B. Suggestions

While planning the training programme age is to be considered. Since the increase in the number of training programs decrease the overall satisfaction to some extent the

required training programme only to be given to the employees. Based on the opinion current need identified is career development and organization development. Similarly the opinion as need for developing new skill identified is related to self-development by the training programme. The opinion about training helps to work better and improves job satisfaction and working condition. This points are to be considered to improve the effectiveness of training and development programme.

III. CONCLUSION

Though the effectiveness of training is more some suggestions are offered to improve the same. Training is essential for an employee who has just been promoted to a higher level job. Similarly the training increases the skill and knowledge of employees. This helps employee to perform his job much better and improve their personality and attitude and also increases their level of self-confidence and commitment to work. Training also helps in the development of employees.

REFERENCES

- [1] Employment structure and Training need in the emerging Business process outsourcing (BPO) Industry, Sujatha Sony, Indian Journal of Training and Development xxxv No.1 (January – March 2005).
- [2] Training as an effective HRD Technique in Banking sector - An opinion survey T.Raju, Indian Journal of Training and Development xxxv2 (April – June 2005).
- [3] Manager's Training Parameters, Dr. Udai Pareek, Indian Journal of Training and Development xxxv3 (September 2005).
- [4] New concept in management Education & Training System (feedback oriented Rationalized Management Education Training System), Dr. S.K. Shrivastav, Indian Journal of Training and Development xxxv2 (April – June 2005).
- [5] S. Sundarajan, Indian Journal of Training and Development xxxvii No.3 (July – September 2007).
- [6] Manju Gupta, Indian Journal of Training and Development xxxvii No.3 (July – September 2007).